Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 12 | Issue: 9 | September 2025 -Peer-Reviewed Journal

INFLUENCE OF RESOURCE MOBILIZATION ON IMPLEMENTATION OF COUNTY INTEGRATED DEVELOPMENT PLANS IN NAKURU COUNTY, KENYA

Agosta Mecca Mekolela*[1], Nehemiah Kiplagat[2], Zakayo Tallam[3]
[1,2,3]*Department of Business Administration, School of Business and Economics, Kabarak University, Kenya*
**Corresponding Author*

Article DOI: https://doi.org/10.36713/epra5098
DOI No: 10.36713/epra5098

ABSTRACT

Resource mobilization is a critical driver of effective development planning in Kenya's devolved governance system. This study examines the influence of resource mobilization encompassing financial, human, and physical resources on the implementation of County Integrated Development Plans (CIDPs) in Nakuru County. Grounded in Resource-Based Theory, the study employed a correlational research design, targeting 258 stakeholders, including county officials, local administrators, and community representatives, with a sample of 78 respondents selected through purposive and stratified random sampling. Data were collected using structured questionnaires and analyzed through descriptive statistics (means, standard deviations, frequencies, percentages) and inferential statistics (Pearson's correlation, multiple linear regression). Findings, presented in tables, revealed a strong positive correlation ($r = 0.842$, $p < 0.01$) and significant influence ($\beta = 0.224$, $p < 0.05$) of resource mobilization on CIDP implementation, assessed through project quality, conformity to objectives, and timeliness. The study concludes that effective resource mobilization enhances project efficiency and completion rates in Nakuru County's CIDP implementation. Recommendations include developing robust resource allocation policies, fostering public-private partnerships, and enhancing stakeholder coordination to optimize resource use, offering actionable strategies for devolved governance in Kenya and similar contexts.

KEYWORDS: *Resource Mobilization, Integrated Development Plan, Devolved Governance.*

1.0 INTRODUCTION

1.1 Background of the Study

Resource mobilization is pivotal for the successful implementation of development initiatives in decentralized governance systems. Globally, Morrison, Lane, and Hibbard (2021) found that effective resource allocation in environmental planning projects in Queensland, Australia, increased project sustainability by 60%, highlighting the role of strategic resource use. In Japan, Ortiz-Moya (2025) reported that resource mobilization improved urban development project completion rates by 65%, emphasizing the importance of diverse resource types. However, these studies focused primarily on financial resources, overlooking optimization strategies, a gap this study addresses. In Africa, Tesfaye and Bekele (2022) noted a 60% increase in project efficiency through resource mobilization in Ethiopia's urban planning, but neglected non-financial resources like human and physical assets. Similarly, Van der Waldt (2022) found a 55% improvement in municipal project outcomes in South Africa due to resource allocation, yet did not explore resource diversity.

In Kenya, resource mobilization is critical for County Integrated Development Plans (CIDPs), which guide resource allocation for infrastructure, health, and education projects under the devolved governance framework of the 2010 Constitution (Government of Kenya, 2010). Kiptoo and Ndegwa (2021) studied resource allocation in Kericho County, reporting a 65% increase in project completion, but overlooked optimization strategies and non-financial resources. Njoroge (2022) examined communication in Nakuru County's CIDP, noting a 35% improvement in outcomes, but did not address resource mobilization's role. Nakuru County, with a population of 2.1 million and a diverse economy spanning agriculture, tourism, and manufacturing (Kenya National Bureau of Statistics, 2023), faces

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 12 | Issue: 9 | September 2025 -Peer-Reviewed Journal

resource constraints, with a 2023 report indicating that 40% of 2018–2022 CIDP projects were delayed due to inadequate resource coordination (Nakuru County Government, 2023).

Resource mobilization, defined as the strategic acquisition and allocation of financial, human, and physical resources, is essential for aligning CIDP projects with community needs (Barney, 1991). In Nakuru County, located 160 kilometers northwest of Nairobi, effective resource mobilization can address infrastructure gaps, such as a 30,000-unit annual housing deficit, and enhance project timeliness (National Construction Authority, 2024). The county's 2023–2027 CIDP prioritizes infrastructure and service delivery, but success depends on optimizing scarce resources. This study investigates how resource mobilization influences CIDP implementation, focusing on project quality, conformity to objectives, and adherence to timelines, offering evidence-based strategies to strengthen devolved governance.

1.2 Statement of the Problem

Nakuru County's CIDP implementation faces significant challenges due to ineffective resource mobilization, resulting in project delays, budget overruns, and reduced community trust. A 2023 report indicated that 40% of 2018–2022 CIDP projects were delayed, with 30% attributed to poor resource coordination and policy gaps (Nakuru County Government, 2023). The Institute of Economic Affairs (2022) reported that 50% of Nakuru residents, particularly in rural areas like Subukia, cited insufficient resource allocation for community projects, undermining development outcomes. Additionally, 150 stalled projects in 2023 led to an estimated KSh 10 billion loss, with projections for 2025 suggesting a 20,000-unit infrastructure gap if trends persist (National Construction Authority, 2024; World Bank, 2025).

These issues are compounded by high expectations for devolved governance to deliver equitable development, as mandated by Kenya's 2010 Constitution. Prior studies, such as Kiptoo and Ndegwa (2021), reported a 65% improvement in project completion through resource allocation in Kericho County but overlooked optimization strategies. Morrison et al. (2021) focused on financial resources in Australia, neglecting human and physical assets critical in Nakuru's context. These gaps highlight the need to investigate how resource mobilization influences CIDP implementation in Nakuru County, focusing on financial, human, and physical resources to address delays and enhance project outcomes.

1.3 Objective of the Study

The main objective was to establish the influence of resource mobilization on the implementation of the County Integrated Development Plan in Nakuru County, Kenya.

1.4 Hypothesis of the Study

H_{02}: Resource Mobilization has no statistically significant influence on implementation of the County Integrated Development Plan in Nakuru County, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

This study is anchored on Resource-Based Theory (RBT), proposed by Barney (1991), which posits that organizations achieve competitive advantage by leveraging unique, valuable, rare, inimitable, and non-substitutable (VRIN) resources. Resource mobilization, encompassing the strategic acquisition and allocation of financial, human, and physical resources, aligns with RBT by enabling counties to optimize assets for development goals (Wernerfelt, 1984). In Nakuru County's CIDP context, RBT provides a framework for utilizing resources like skilled personnel, funding, and infrastructure to enhance project implementation. The theory emphasizes that effective resource mobilization fosters efficiency and competitiveness, critical for achieving CIDP objectives in resource-constrained settings.

Empirical studies support RBT's relevance. Morrison et al. (2021) found that resource allocation in Australia improved project sustainability by 60%, highlighting the role of strategic resource use. Tesfaye and Bekele (2022) reported a 60% increase in project efficiency in Ethiopia through resource mobilization, though limited to financial resources. Critics argue that RBT assumes resource availability, which may not apply in developing contexts like Nakuru, where resource scarcity is prevalent (Kraaijenbrink et al., 2010). Nevertheless, RBT's focus on optimization is relevant for addressing Nakuru's resource constraints and enhancing CIDP implementation.

2.2 Empirical Review

Morrison, Lane, and Hibbard (2021) conducted a mixed-methods study in Queensland, Australia, targeting 220 stakeholders with a sample of 90 respondents. Using surveys and interviews, they found that effective resource allocation improved project sustainability by 60%. However, the study focused on financial resources, neglecting human and physical assets, a gap this study addresses in Nakuru's context. Ortiz-Moya (2025) used a descriptive survey in Japan with 80 respondents, reporting a 65% increase in project completion due to resource mobilization. Their focus on urban settings overlooked resource diversity, limiting applicability to Nakuru's urban-rural divide.

Tesfaye and Bekele (2022) studied urban planning in Ethiopia with a cross-sectional design and 70 respondents, finding a 60% efficiency increase through resource mobilization. The study's emphasis on financial resources neglected optimization strategies, which this study explores. Van der Waldt (2022) examined South African municipal projects with 80 respondents, reporting a 55% improvement in outcomes due to resource allocation. Their limited focus on resource types is a gap this study addresses in Nakuru's CIDP.

Kiptoo and Ndegwa (2021) investigated Kericho County, Kenya, using a cross-sectional design with 60 respondents. They found a 65% increase in project completion through resource allocation, but overlooked non-financial resources and optimization, which this study examines in Nakuru. Njoroge (2022) studied communication in Nakuru County with 120 respondents, reporting a 35% improvement in outcomes ($\beta = 0.35$, $p < 0.05$), but neglected resource mobilization's role. These gaps justify this study's focus on resource mobilization's influence on CIDP implementation, emphasizing diverse resources and optimization strategies.

2.3 Conceptual Framework

The conceptual framework posits that resource mobilization (independent variable), measured through financial, human, and physical resources, influences CIDP implementation (dependent variable), assessed via project quality, conformity to objectives, and timeliness (Barney, 1991).

3.0 RESEARCH METHODOLOGY

3.1 Research Design

The study adopted a correlational research design to examine the relationship between resource mobilization and CIDP implementation. This design suits the objective of quantifying influence without manipulating variables (Saunders et al., 2019).

3.2 Target Population

The target population comprised 258 stakeholders involved in Nakuru County's CIDP implementation (Nakuru County Government, 2025). These groups were selected for their roles in resource allocation and project execution.

3.3 Sample Size and Sampling Technique

A sample of 78 respondents was determined using Yamane's formula with a 7% margin of error (93% confidence level) (Israel, 2020):
$n = N / (1 + N \times e^2)$, where $N = 258$, $e = 0.07$, yielding $n \approx 78$.
Purposive sampling was used for the Senator and Woman Representative, while stratified random sampling ensured proportional representation across other stakeholder groups, minimizing bias (Creswell & Creswell, 2018).

3.4 Data Collection Instruments

Primary data were collected using structured questionnaires with closed-ended questions on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The questionnaire covered resource mobilization (financial, human, physical resources) and CIDP implementation (project quality, conformity, timeliness), ensuring alignment with the study's objective.

3.5 Validity and Reliability

Content validity was ensured through expert review by academic supervisors and county officials. Reliability was tested using Cronbach's Alpha, with coefficients above 0.7 indicating acceptable consistency (Sekaran & Bougie, 2020). A pilot test in Kericho County with 26 respondents refined the instrument.

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 12 | Issue: 9 | September 2025 -Peer-Reviewed Journal

3.6 Data Collection Procedure
Questionnaires were administered during county planning meetings using a drop-and-pick method with a one-week completion period. Follow-up reminders via phone and email maximized response rates (Bryman, 2019).

3.7 Data Analysis and Presentation
Data were analyzed using SPSS Version 29. Descriptive statistics (means, standard deviations, frequencies, percentages) summarized stakeholder perceptions, while Pearson's correlation and multiple linear regression tested the relationship between resource mobilization and CIDP implementation. Results were presented in tables. The regression model was:

$Y = \beta_0 + \beta_2 X_2 + \epsilon$

Where:
Y: CIDP Implementation
X_2: Resource Mobilization
β_0: Constant
β_2: Coefficient
ϵ: Error term

4.0 RESEARCH FINDINGS AND DISCUSSION
4.1 Response Rate
he results in Table 1 confirm that the study achieved a strong level of participation from the targeted respondents, which provides a reliable foundation for subsequent data analysis and interpretation.

Table 1: Response Rate

Response Rate	Frequency	Valid Percent
Expected Responses	78	100.0%
Received Responses	69	88.46%
Responses Not Received	9	11.54%

Source: Researcher (2025)

Of 78 questionnaires distributed to stakeholders, 69 were returned, yielding an 88.46% response rate. Mugenda and Mugenda (2019) suggest that a response rate above 70% is robust for social science research, ensuring data reliability. Targeted distribution during county meetings and follow-up reminders minimized non-response bias, with non-responses (11.54%) mainly from local administrators due to scheduling conflicts.

4.2 Resource Mobilization
The study assessed perceptions of resource mobilization's influence on CIDP implementation, focusing on financial, human, and physical resources, and coordination mechanisms.

Table 2: Resource Mobilization

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
All arms of the county government work collectively by mobilizing their capacity and resources	24.6	30.4	13.0	23.2	8.7	2.61	1.305
There were many variances in activities due to disagreement among community members	27.5	31.9	14.5	20.3	5.8	2.45	1.259
Resources set aside for various aspects of development programs were used as proposed	23.2	29.0	15.9	24.6	7.2	2.64	1.269
The CIDP implementation team has a variety of resources needed for the exercise	26.1	27.5	14.5	23.2	8.7	2.61	1.294
There are adequate mechanisms and policy support for resource acquisitions	29.0	30.4	13.0	21.7	5.8	2.45	1.259
Average						2.55	1.277

Key: SD - Strongly Disagree, D - Disagree, N - Neutral, A - Agree, SA - Strongly Agree

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 12 | Issue: 9 | September 2025 -Peer-Reviewed Journal

The study findings revealed that 31.8% (mean 2.64, std. deviation 1.269) of respondents agreed that resources were used as proposed, while 52.2% disagreed and 15.9% were neutral. On collective resource mobilization, 55.0% disagreed, 31.9% agreed, and 13.0% were neutral (mean 2.61, std. deviation 1.305). For resource variety, 53.6% disagreed, 31.9% agreed, and 14.5% were neutral (mean 2.61, std. deviation 1.294). A significant 59.4% disagreed that there were adequate mechanisms for resource acquisition, with 27.5% agreeing and 13.0% neutral (mean 2.45, std. deviation 1.259). Similarly, 59.4% disagreed that community disagreements caused variances, with 26.1% agreeing and 14.5% neutral (mean 2.45, std. deviation 1.259).

With an average mean score of 2.55 and a standard deviation of 1.277, the results indicate a low level of agreement with resource mobilization practices. These findings contrast with Kiptoo and Ndegwa (2021), who reported a 65% project completion rate in Kericho County, suggesting Nakuru County faces unique challenges like policy gaps. Unlike Morrison et al. (2021), which emphasized financial resources, this study highlights non-financial barriers such as community conflicts, aligning with Van der Waldt (2022). The low mean underscores the need for enhanced resource coordination and policy support to improve CIDP implementation in Nakuru County.

4.3 CIDP Implementation

The study evaluated perceptions of CIDP implementation, focusing on project quality, conformity to objectives, and timeliness.

Table 3: Implementation of County Integrated Development Plans

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
The CIDP projects in my county are implemented on time	27.5	30.4	13.0	21.7	7.2	2.51	1.294
Budgeted CIDP projects are fully completed as planned	24.6	29.0	14.5	24.6	7.2	2.61	1.275
CIDP projects reflect the actual development needs of the community	5.8	13.0	13.0	49.3	18.8	3.62	1.093
The county government effectively monitors CIDP implementation	18.8	26.1	17.4	29.0	8.7	2.83	1.269
There is transparency in the implementation of CIDP activities	21.7	27.5	15.9	26.1	8.7	2.72	1.286
There is regular evaluation of CIDP progress	20.3	26.1	17.4	27.5	8.7	2.78	1.269
Stakeholders have access to information about project implementation	13.0	18.8	15.9	39.1	13.0	3.20	1.238
Average						2.90	1.251

Key: SD - Strongly Disagree, D - Disagree, N - Neutral, A - Agree, SA - Strongly Agree

The study findings revealed that 68.1% (mean 3.62, std. deviation 1.093) of respondents agreed that CIDP projects reflect community needs, with 18.8% disagreeing and 13.0% neutral. For stakeholder access to information, 31.8% disagreed, 52.1% agreed, and 15.9% were neutral (mean 3.20, std. deviation 1.238). On monitoring, 44.9% disagreed, 37.7% agreed, and 17.4% were neutral (mean 2.83, std. deviation 1.269). For evaluation, 46.4% disagreed, 36.2% agreed, and 17.4% were neutral (mean 2.78, std. deviation 1.269). On transparency, 49.2% disagreed, 34.8% agreed, and 15.9% were neutral (mean 2.72, std. deviation 1.286). For project completion, 53.6% disagreed, 31.8% agreed, and 14.5% were neutral (mean 2.61, std. deviation 1.275). A significant 57.9% disagreed that projects are implemented on time, with 28.9% agreeing and 13.0% neutral (mean 2.51, std. deviation 1.294).

With an average mean score of 2.90 and a standard deviation of 1.251, the results suggest a moderate level of agreement with CIDP implementation effectiveness. These findings align with Musyoka, Mwangi, and Mutua (2023), who noted strong community alignment but timeline issues in Kenyan counties, but contrast with Adebayo and Iweala (2023), who reported higher completion rates in Nigeria. Unlike Mwangi (2019), which focused on participation in Kiambu County, this study's emphasis on Nakuru County highlights delays and transparency gaps. The moderate mean indicates strengths in community alignment but underscores the need for improved timeliness and transparency to enhance CIDP outcomes.

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 12 | Issue: 9 | September 2025 -Peer-Reviewed Journal

4.4 Correlation Analysis

Table 4: Resource Mobilization and CIDP Implementation

Variable	Resource Mobilization	CIDP Implementation
Resource Mobilization	1	.842**
CIDP Implementation	.842**	1

*Note: *Correlation significant at 0.01 level (2-tailed)

Source: Researcher (2025)

The findings show a strong positive correlation between resource mobilization and CIDP implementation ($r = 0.842$, $p < 0.01$), indicating that improved resource mobilization enhances project outcomes. This aligns with Kiptoo and Ndegwa (2021), who reported a strong link between resource allocation and project completion in Kericho County.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.842	.709	.704	.632	.000

Predictors: Resource Mobilization
Dependent Variable: CIDP Implementation

Source: Researcher (2025)

The regression model shows a strong relationship ($R = 0.842$), with resource mobilization explaining 70.9% of the variance in CIDP implementation ($R^2 = 0.709$). The Adjusted R^2 (0.704) confirms reliability, and the low standard error (0.632) indicates good model fit. The significance value ($p = 0.000$) demonstrates statistical significance.

4.5 Regression Model

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	77.283	1	77.283	77.612	.000
Residual	31.665	64	.399		
Total	108.948	68			

Predictors: Resource Mobilization
Dependent Variable: CIDP Implementation

Source: Researcher (2025)

The ANOVA results confirm the model's significance ($F = 77.612$, $p = 0.000$), with resource mobilization explaining 70.9% of the variance in CIDP implementation.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized (Beta)	Coefficients	t	Sig.
(Constant)	0.450	0.210			2.143	0.036
Resource Mobilization	0.245	0.139	0.224		1.763	0.021

Dependent Variable: CIDP Implementation

Source: Researcher (2025)

The final regression equation is:

$$\mathbf{Y = 0.450 + 0.245X_2}$$

The regression coefficients in Table 7 demonstrate that resource mobilization significantly influences the implementation of the County Integrated Development Plan (CIDP) in Nakuru County. The unstandardized coefficient ($B = 0.245$, $p = 0.021 < 0.05$) indicates that a one-unit improvement in resource mobilization enhances CIDP implementation by 0.245 units, holding other factors constant. The standardized beta ($\beta = 0.224$) reflects a moderate effect size, suggesting a meaningful but not dominant impact, consistent with Kiptoo and Ndegwa's (2021) findings in Kericho County ($\beta = 0.230$, $p < 0.05$). The constant term ($B = 0.450$, $p = 0.036$) is statistically significant, indicating a baseline level of CIDP implementation even without resource mobilization improvements.

4.6 Hypothesis Testing

The hypothesis H_{02}: Resource Mobilization has no statistically significant influence on the implementation of the County Integrated Development Plan in Nakuru County, Kenya, was tested. The p-value ($0.021 < 0.05$) leads to rejecting H_{02}, confirming that resource mobilization significantly influences CIDP implementation ($\beta = 0.224$).

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The study establishes that resource mobilization significantly enhances the implementation of the County Integrated Development Plan (CIDP) in Nakuru County. The strong positive correlation ($r = 0.842$, $p < 0.01$) and regression analysis ($R^2 = 0.709$, $p < 0.001$) confirm that effective mobilization of financial, human, and physical resources substantially improves project quality, conformity to objectives, and adherence to timelines. Despite these strengths, challenges such as inadequate resource coordination and policy gaps contribute to project delays, as evidenced by Nakuru County's 40% delay rate in 2018–2022 CIDP projects. These findings underscore the critical role of strategic resource allocation in overcoming implementation barriers and achieving sustainable development outcomes in Nakuru County's devolved governance framework.

5.2 Recommendations

To enhance CIDP implementation in Nakuru County, policymakers should establish robust policies for resource acquisition and coordination, providing clear guidelines for optimizing financial, human, and physical assets. Practically, the county should foster public-private partnerships to diversify funding, train officials in resource optimization strategies, and hold regular stakeholder forums to improve coordination and trust. Future research should investigate specific barriers to resource mobilization in Nakuru, compare strategies across Kenyan counties to identify best practices, and explore digital tools for scalable, efficient resource management to enhance devolved governance outcomes.

5.3 REFERENCES

1. *Barney, J. (1991). Firm resources and sustained competitive advantage.* Journal of Management, 17*(1), 99–120.*
2. *Creswell, J. W., & Creswell, J. D. (2018).* Research design: Qualitative, quantitative, and mixed methods approaches *(5th ed.). SAGE Publications.*
3. *Government of Kenya. (2010).* The Constitution of Kenya. *National Council for Law Reporting.*
4. *Institute of Economic Affairs. (2022).* Public participation in county governance: Challenges and opportunities in Kenya. *IEA Kenya.*
5. *Israel, G. D. (2020).* Determining sample size. *University of Florida IFAS Extension.*
6. *Kiptoo, J., & Ndegwa, P. (2021). Community involvement in county development projects: A case of Kericho County.* Journal of Public Administration and Governance, 11*(3), 89–102.*
7. *Morrison, T. H., Lane, M. B., & Hibbard, M. (2021). Resource mobilization in environmental planning in Australia.* Environmental Management, 68*(2), 234–248.*
8. *Mugenda, O. M., & Mugenda, A. G. (2019).* Research methods: Quantitative and qualitative approaches. *ACTS Press.*
9. *Nakuru County Government. (2023).* Annual CIDP implementation report 2022–2023. *Nakuru County Government Press.*
10. *Nakuru County Government. (2024).* County Integrated Development Plan 2023–2027. *Nakuru County Government Press.*
11. *National Construction Authority. (2024).* Annual construction sector report 2023. *https://nca.go.ke*
12. *Njoroge, P. M. (2022). Public participation and project implementation in Nakuru County, Kenya.* Kenya Journal of Public Administration, 6*(1), 33–48.*
13. *Ortiz-Moya, F. (2025). Stakeholder engagement in sustainable urban development in Japan.* PM Magazine.
14. *Saunders, M., Lewis, P., & Thornhill, A. (2019).* Research methods for business students *(8th ed.). Pearson Education.*
15. *Sekaran, U., & Bougie, R. (2020).* Research methods for business: A skill-building approach *(8th ed.). Wiley.*
16. *Tesfaye, M., & Bekele, A. (2022). Resource mobilization in urban planning in Ethiopia.* Journal of African Urban Studies, 7*(1), 34–49.*
17. *Van der Waldt, G. (2022). Resource mobilization in South African municipal projects.* South African Journal of Public Administration, 57*(2), 123–138.*
18. *Wernerfelt, B. (1984). A resource-based view of the firm.* Strategic Management Journal, 5*(2), 171–180.*
19. *World Bank. (2025).* Kenya economic outlook 2025. *https://www.worldbank.org*