

Journal of Entrepreneurship & Project Management

ISSN Online: 2616-8464



Community Participation in Project Planning and Performance of County-Funded Road Infrastructure Projects in Baringo County, Kenya

Bridget Winnie Chebet Tuei, Dr. Nehemiah Kiplagat & Dr. Rebecca Cheruon

ISSN: 2616-8464

Community Participation in Project Planning and Performance of County-Funded Road Infrastructure Projects in Baringo County, Kenya

^{*1}Bridget Winnie Chebet Tuei, ²Dr. Nehemiah Kiplagat & ³Dr. Rebecca Cheruon

Institute of Postgraduate Studies, Kabarak University, Kenya

How to cite this article: Tuei, B. W. C., Kiplagat, N. & Cheruon, R. (2026). Community Participation in Project Planning and Performance of County-Funded Road Infrastructure Projects in Baringo County, Kenya. *Journal of Entrepreneurship & Project Management*, 10(4), 144-155. <https://doi.org/10.53819/81018102t4428>

Abstract

County funded road infrastructure projects in Baringo County, Kenya, continue to experience delays, stalling and incomplete delivery despite policy commitments under the County Integrated Development Plan (2023–2027) to expand and upgrade the road network. This manuscript examines the relationship between community participation in project planning and the performance of these projects. Using a correlational research design, data were collected from 88 stakeholders drawn from county government officials, project management staff, engineers, contractors, finance and procurement officers, ward administrators, and monitoring and evaluation officers, sampled from a target population of 137 through stratified random sampling. Descriptive findings showed that community participation in project planning was moderate ($M = 3.47$, $SD = 1.19$), with identification of priority needs rated highest and committee representation lowest. Performance of road infrastructure projects was similarly moderate ($M = 3.47$, $SD = 1.19$), supported by strong perceived improvements in accessibility and travel time but constrained by weak timeliness and budget adherence. Pearson correlation revealed a positive and statistically significant relationship between planning participation and project performance ($r = .525$, $p < .001$). Simple linear regression further confirmed that planning participation significantly predicted project performance, explaining 27.6% of the variance. The null hypothesis that community participation in project planning has no significant effect on project performance was therefore rejected. The findings support Participatory Development Theory and are consistent with prior Kenyan studies, although the moderate relationship observed suggests that community participation in Baringo County remains weighted towards consultation rather than meaningful shared decision making.

Keywords: *community participation, project planning, project performance, county-funded roads, Baringo County*

1.0 Introduction

Community engagement in the planning of road infrastructure is widely regarded as a determinant of whether public projects meet their intended targets. When residents are consulted on needs, priorities, and design choices before construction begins, projects are more likely to reflect local demand, attract public support, and proceed with fewer disputes over site selection or scope (Ngugi et al., 2024). This premise underlies the constitutional entrenchment of public participation in Kenya's devolved system of governance, which requires county governments to involve citizens in decisions affecting local development, including infrastructure (Kanyinga, 2023).

In Baringo County, road infrastructure remains central to connectivity, market access, agricultural productivity, and emergency response across a terrain that spans semi-arid lowlands and highland zones (Opiyo, 2024). The County Integrated Development Plan 2023–2027 prioritizes the tarmacking of urban roads in Kabarnet, Marigat, and Eldama Ravine alongside the upgrading of rural all-weather roads (Baringo County Government, 2024). Despite this planning framework, oversight reports have documented stalled and delayed projects, including 16 stalled projects valued at Sh217.44 million as of September 2025, of which Sh126.84 million had already been disbursed without completion (Controller of Budget, 2025; Standard Media, 2026). These outcomes raise the question of whether, and to what extent, community participation at the planning stage is associated with how well these projects ultimately perform.

While community participation has been examined extensively as a governance principle in Kenya, existing studies have tended either to focus on high-potential agricultural counties (Njeru & Kiragu, 2022) or to treat participation as a general construct without isolating the planning stage specifically for road infrastructure in semi-arid, resource-constrained counties such as Baringo (Abdi et al., 2024; Wambua & Mwangi, 2023). This manuscript addresses that gap by examining the relationship between community participation in project planning and the performance of county-funded road infrastructure projects in Baringo County, Kenya.

1.1 Statement of the Problem

Feeder road upgrades in areas such as Marigat and Mogotio have been delayed by budgetary constraints, weak prioritization, and implementation gaps, notwithstanding the CIDP's stated commitments (NEPAD/APRM Kenya Secretariat, 2025). Audit evidence indicates a pattern of stalled projects with disbursed but unaccounted-for funds (Controller of Budget, 2025), and Baringo County reportedly incurred no development expenditure in the first quarter of FY 2025/2026 despite receiving Sh1.64 billion in revenue (Controller of Budget, 2025). Prior research on stakeholder participation in county infrastructure, such as that conducted in Nyeri County by Njeru and Kiragu (2022), has demonstrated a positive relationship between participation and completion rates, but such findings were derived from high-potential agricultural settings rather than semi-arid counties facing distinct environmental and resource constraints. This gap in contextually specific evidence motivates the present inquiry into the planning–performance relationship in Baringo County.

1.2 Objective of the Study

To examine the relationship between community participation in project planning and performance of county-funded road infrastructure projects in Baringo County, Kenya.

1.3 Research Hypothesis

H₀: Community participation in project planning has no statistically significant effect on performance of county-funded road infrastructure projects in Baringo County, Kenya.

1.4 Significance of the Study

The findings are expected to benefit the Baringo County government by providing empirical evidence on how planning-stage participation relates to timely, cost-effective, and quality road delivery. Policymakers may draw on the results to design structures that embed participatory planning more firmly into county infrastructure processes, while researchers may use the study as a contextual reference point for other arid and semi-arid counties.

1.5 Scope of the Study

The study focused on community participation in the planning of county-funded road infrastructure projects in Baringo County, covering urban centers such as Kabarnet, Marigat, and Eldama Ravine as well as rural areas with documented stalled projects. Data collection took place in 2026. Nationally funded and privately funded road projects were excluded, as they are governed by different participatory arrangements.

2.1 Theoretical Framework

Participatory Development Theory, associated with the work of Chambers (1983, 1994), argues for bottom-up approaches in which intended beneficiaries actively identify needs and shape the design of development interventions, rather than being positioned as passive recipients of top-down planning. The theory holds that participatory planning improves the fit between projects and local demand, strengthens community ownership, and increases the likelihood that projects will be sustained beyond completion (Cornwall, 2020). Recent applications of the theory affirm that community participation in planning enhances acceptance of infrastructure projects and reduces the potential for conflict during implementation (Mansuri, 2021).

The theory has, however, been critiqued for underestimating the extent to which participatory processes can be captured by local elites, leaving marginalized groups underrepresented, and for treating communities as internally homogeneous when in practice they contain competing interests and power differentials (Cooke, 2021). Participation exercises can also be reduced to symbolic compliance with policy mandates rather than genuine influence over decisions (White, 2019). Despite these limitations, the theory remains directly applicable to the present study, since it foregrounds the mechanism through which involving Baringo County residents in identifying and prioritizing road needs is expected to translate into improved project performance.

2.2 Empirical Review

Several Kenyan studies have examined the relationship between planning participation and project outcomes, though with varying degrees of relevance to county-funded road infrastructure. Abdi et al. (2024) investigated community participation as a mediator between project planning and road project performance across arid and semi-arid counties in Kenya, sampling 198 project managers, county works officers, and community leaders. Their inferential analysis found a significant positive relationship between planning and performance, with community participation partially mediating this effect and the model explaining 51% of the variance in performance. Although closely related to the present study, their work did not address stalled projects specifically or the particular governance dynamics of a single devolved county context.

Kingola and Sambuo (2023) examined community participation in planning across a broader set of Kenyan community projects and found that structured participation significantly predicted project sustainability, though their study did not isolate specific performance indicators such as timeliness or budget adherence. Similarly, Samo et al. (2022) established that structured planning practices positively influenced road construction performance in Kenya, but did not explicitly measure community participation as a variable, focusing instead on contractors, engineers, and officials.

Kiogora (2019) found a positive relationship between community-based planning and project sustainability in Embu County, though the study is dated and did not directly link planning participation to standard performance metrics. Mwaura and Kiprono (2020) examined community participation in planning, implementation, and monitoring of economic development projects in Kajiado West Sub-County and found planning participation significantly associated with project outcomes, although their analysis did not isolate the planning variable from implementation and monitoring effects.

Beyond Kenya, Osei-Kyei et al. (2025) found that African county-funded infrastructure projects frequently engage communities in a symbolic manner during planning, with technical departments retaining substantive decision-making authority, a pattern also identified by Kahangirwe and Vanclay (2024) in their review of social impacts arising from road infrastructure projects across Sub-Saharan Africa. These findings suggest that even where consultation occurs, community influence over final project decisions may remain limited, a dynamic tested in the present study.

2.3 Conceptual Framework

The conceptual framework links community participation in project planning (independent variable) to performance of county-funded road infrastructure projects (dependent variable), with planning operationalized through community meetings, needs identification, and decision participation, and performance operationalized through timeliness, cost efficiency, and quality standards.

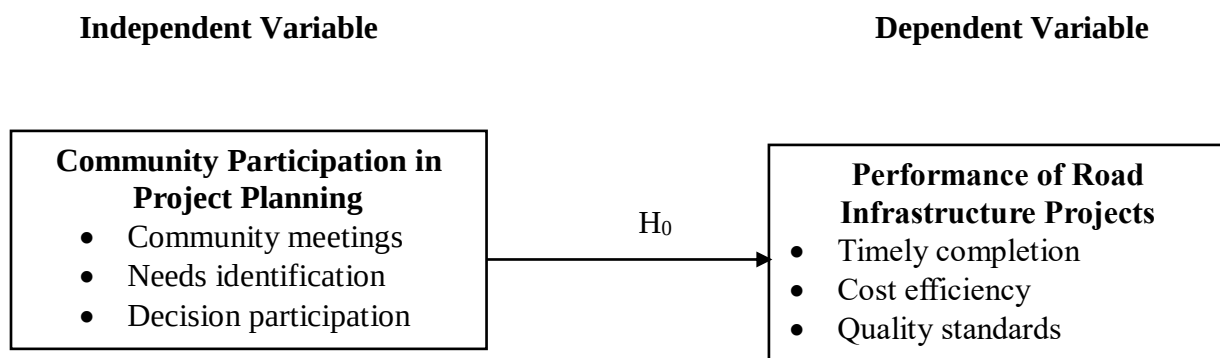


Figure 1: Conceptual Framework

Source: Researcher (2026)

3.0 Research Methodology

A correlational research design was adopted to determine the strength and direction of the relationship between community participation in project planning and performance of road infrastructure projects, without manipulating either variable (Kothari, 2014). The target population comprised 137 stakeholders directly involved in the planning, implementation, and oversight of county-funded road projects in Baringo County, drawn from county government officials, project management staff, technical staff (engineers), contractors, finance and procurement officers, ward administrators, and monitoring and evaluation officers (County Government of Baringo, 2026). Stratified random sampling was used to select a proportionate sample from each stakeholder category, yielding a calculated sample size of 102 respondents based on the Slovin (1960) formula at a 5% margin of error. Data was analyzed in SPSS version 29 using descriptive statistics, Pearson correlation, and simple linear regression, with diagnostic tests for linearity, multicollinearity, autocorrelation, homoscedasticity, and normality conducted prior to inferential analysis, following Gujarati and Porter (2020) and Field (2020). The hypothesis of the study (H_{01}) was tested using the following model:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y = Performance of County-Funded Road Infrastructure Projects (a composite measure comprising completion time, cost efficiency, quality, and user satisfaction)

X_1 = Community participation in project planning

β_0 = Constant (intercept), representing performance when planning participation is zero

β_1 = Regression coefficient, indicating the magnitude and direction of the effect of planning participation on performance

ε = Error term capturing unexplained variation

Ethical approval was obtained from the Kabarak University Scientific and Ethics Review Committee (KUREC) and a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). Respondent identities were anonymized, participation was voluntary, and informed consent was obtained in writing prior to data collection.

4.0 Findings and Discussion

This chapter presents the analysis, interpretation, and discussion of data collected on the relationship between community participation in project planning and performance of county-funded road infrastructure projects in Baringo County, Kenya. Out of the 102 questionnaires administered, 88 were correctly filled and returned, yielding a response rate of 86.3%, while 14 questionnaires (13.7%) were unreturned or incomplete and excluded from analysis. This rate exceeds the 70% threshold considered excellent for social science research (Mugenda & Mugenda, 2019) and is comparable to the response rate reported by Kyalo et al. (2024) in a similarly structured road infrastructure study in Kwale County.

4.1 Descriptive Statistics

Table 1 presents descriptive statistics for the ten items measuring community participation in project planning.

Table 1: Descriptive Statistics for Community Participation in Project Planning

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	SD
Community members attend project planning meetings regularly	9	16	19	35	21	3.43	1.20
The community helps identify priority road needs	4	9	12	43	32	3.90	1.08
Residents are consulted before project plans are approved	6	13	17	39	25	3.64	1.15
Community opinions influence road project selection	12	19	21	31	17	3.22	1.25
Planning information is shared openly with the community	11	18	20	33	18	3.29	1.23
Community representatives participate in planning committees	15	23	19	27	16	3.06	1.30
The community contributes ideas during project design	8	15	18	37	22	3.50	1.18
Public forums are held to discuss proposed road projects	6	12	16	40	26	3.68	1.13
Planning considers local community priorities	5	10	14	42	29	3.80	1.10
Community feedback is incorporated into final project plans	13	21	20	29	17	3.16	1.27
Average Mean and SD						3.47	1.19

The findings indicate that community participation in project planning was moderate ($M = 3.47$, $SD = 1.19$). Participation was strongest in identifying priority road needs ($M = 3.90$, $SD = 1.08$), followed by consideration of local community priorities ($M = 3.80$, $SD = 1.10$) and public forums for discussing proposed road projects ($M = 3.68$, $SD = 1.13$). These findings suggest that communities were reasonably involved in identifying road needs and expressing their priorities, consistent with Abdi et al. (2024), who found needs identification to be an important avenue for community participation in road projects. However, participation was weaker in areas requiring direct influence over planning decisions.

Community representatives participating in planning committees recorded the lowest mean ($M = 3.06$, $SD = 1.30$), followed by incorporation of community feedback into final project plans ($M = 3.16$, $SD = 1.27$) and influence over project selection ($M = 3.22$, $SD = 1.25$). This suggests that while communities were consulted during planning, their views did not always translate into actual decision making. The finding is consistent with Kahangirwe and Vanclay (2024), who observed that community participation in infrastructure projects in Sub Saharan Africa often remains largely consultative rather than providing substantial decision making influence. Overall, the results reveal a two tier pattern of participation. Communities were more actively involved in identifying needs, attending forums and expressing priorities, but had less influence over project selection, committee representation and incorporation of feedback into final plans. The overall mean of 3.47 ($SD = 1.19$)

therefore indicates moderate community participation in project planning in Baringo County, suggesting that opportunities for participation exist but their depth and influence remain limited.

Performance of Road Infrastructure Projects

Table 2 presents descriptive statistics for the ten items measuring performance of road infrastructure projects, the dependent variable of this study.

Table 2: Descriptive Statistics for Performance of Road Infrastructure Projects

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	SD
Roads meet required quality standards	7	14	17	37	25	3.59	1.16
Road projects are completed on schedule	18	27	18	23	14	2.88	1.30
Projects reduce travel time for residents	4	7	10	42	37	4.01	1.01
Constructed roads are durable	10	17	19	33	21	3.38	1.21
Projects are completed without major delays	20	28	18	21	13	2.79	1.31
Roads improve access to markets and services	3	6	9	44	38	4.08	0.98
The community is satisfied with completed projects	8	15	18	36	23	3.51	1.18
Projects are completed within the approved budget	15	23	20	27	15	3.04	1.27
Roads require minimal repairs after completion	16	25	19	25	15	2.98	1.28
Road infrastructure projects perform successfully	9	16	19	35	21	3.43	1.20
Average Mean and SD						3.47	1.19

The results in Table 2 indicate that the performance of county funded road infrastructure projects in Baringo County was moderate overall, with an average mean of $M = 3.47$ ($SD = 1.19$). The highest rated indicator was roads improving access to markets and services ($M = 4.08$, $SD = 0.98$), followed by projects reducing travel time for residents ($M = 4.01$, $SD = 1.01$). These findings suggest that completed road projects were perceived to generate substantial socioeconomic and accessibility benefits for local communities. Roads meeting required quality standards also recorded a relatively favourable mean ($M = 3.59$, $SD = 1.16$), indicating moderate confidence in the technical quality of the projects. However, timeliness emerged as the major weakness in project performance. Projects being completed without major delays recorded the lowest mean ($M = 2.79$, $SD = 1.31$), while completion on schedule also received a relatively low mean of $M = 2.88$ ($SD = 1.30$). Similarly, roads requiring minimal repairs after completion recorded $M = 2.98$ ($SD = 1.28$), while completion within the approved budget recorded $M = 3.04$ ($SD = 1.27$). These findings indicate that although county funded road infrastructure projects provide meaningful benefits once completed, challenges remain in timely completion, cost control and post completion durability.

Community satisfaction with completed projects recorded a moderate mean of $M = 3.51$ ($SD = 1.18$), while the overall perception that road infrastructure projects perform successfully recorded $M = 3.43$ ($SD = 1.20$). The relatively strong ratings for improved market and service access and reduced travel time suggest that the projects deliver tangible benefits to communities, despite weaknesses in implementation timelines and budget adherence. Overall, the average mean of 3.47 ($SD = 1.19$) demonstrates moderate project performance, characterised by strong accessibility

outcomes but comparatively weaker performance in timeliness, budget compliance and maintenance requirements. These findings provide an important basis for examining whether community participation in project planning contributes to variations in the performance of county funded road infrastructure projects in Baringo County.

4.2 Correlation Analysis

Table 3 presents the Pearson correlation between community participation in project planning and performance.

Table 3: Pearson Correlation: Project Planning and Performance

Variable	Performance	Project Planning
Performance	1	
Project Planning	.525**	1
Sig. (2-tailed)		.000
N	88	88

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

Community participation in project planning was positively and significantly correlated with The results in Table 4.5 show a positive and statistically significant relationship between community participation in project planning and project performance ($r = .525$, $p < .001$, $N = 88$). The correlation coefficient of .525 indicates a moderate positive relationship, implying that higher levels of community participation in project planning were associated with better project performance. The significance value of .000 is below the 0.01 significance level, confirming that the observed relationship was statistically significant. The corresponding coefficient of determination, $R^2 = (.525)^2 = .276$, indicates that community participation in project planning accounts for 27.6% of the variation in project performance, while the remaining 72.4% is attributable to other factors. Therefore, the findings provide evidence of a significant positive association between community participation in project planning and project performance.

4.3 Regression Analysis

Multiple regression analysis was conducted to determine whether community participation in project planning predicted the performance of county-funded road infrastructure projects in Baringo County, Kenya. The results are presented in Tables 4, 5 and 6.

Table 4: Model Summary – Project Planning

Model	R	R ²	Adjusted R ²	Std. Error
1	.525 ^a	.276	.267	.579

^a Predictors: (Constant), Project Planning

The results in Table 4 indicate an R value of .525, showing a moderate positive relationship between community participation in project planning and performance of county funded road infrastructure projects in Baringo County. The coefficient of determination ($R^2 = .276$) indicates that community participation in project planning explained 27.6% of the variation in project performance, while the remaining 72.4% was explained by other factors not included in the model. The adjusted R^2 of .267 indicates that the model retained 26.7% explanatory power after

adjustment. The standard error of the estimate was .579, indicating the average deviation between the observed and predicted performance values.

Table 5: Analysis of Variance (ANOVA)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.918	1	10.918	32.79	.000 ^b
Residual	28.639	86	.333		
Total	39.557	87			

^a Dependent Variable: Performance

^b Predictors: (Constant), Project Planning

The ANOVA results in Table 5 show that the regression model was statistically significant, $F(1, 86) = 32.790$, $p < .001$. This indicates that community participation in project planning significantly predicted the performance of county funded road infrastructure projects in Baringo County. The significance value of .000 is below the 0.05 threshold, demonstrating that the observed predictive relationship was statistically significant and unlikely to have occurred by chance. Therefore, the regression model provides sufficient evidence that community participation in project planning is an important predictor of project performance.

Table 6: Regression Coefficients – Project Planning

Model	B	Std. Error	Beta (β)	t	Sig.
(Constant)	1.847	.271		6.815	.000
Project Planning (X_1)	.441	.077	.525	5.726	.000

^a Dependent Variable: Performance

The results in Table 6 indicate that community participation in project planning had a positive and statistically significant influence on the performance of county funded road infrastructure projects in Baringo County. The unstandardized coefficient ($B = .441$) indicates that a one unit increase in community participation in project planning was associated with a 0.441 unit increase in project performance. The standardized coefficient ($\beta = .525$) indicates a moderate positive influence, while the t value of 5.726 and significance value of .000 confirm that the effect was statistically significant. The regression equation, $Y = 1.847 + 0.441X_1$, indicates that project performance would have a predicted value of 1.847 when community participation in project planning is held at zero. These findings demonstrate that greater participation of communities in project planning is associated with improved performance of county funded road infrastructure projects in Baringo County.

4.4 Hypothesis Testing

The hypothesis test examined whether project planning had a statistically significant influence on the performance of county-funded road infrastructure projects in Baringo County, Kenya. The decision was based on the regression coefficient's t-statistic and p-value, as summarized in Table 7.

Table 7: Hypothesis Testing Result – H_0

Hypothesis	Predictor	t-value	p-value	Decision
H_0	Project Planning	5.726	.000	Reject H_0

The results in Table 7 show that the t value for community participation in project planning was 5.726, with a significance value of .000, which is below the 0.05 significance level. Therefore, the null hypothesis (H_0), which stated that community participation in project planning has no statistically significant influence on the performance of county funded road infrastructure projects in Baringo County, Kenya, was rejected. The findings confirm that community participation in project planning has a statistically significant and positive influence on the performance of county funded road infrastructure projects in Baringo County. This finding is further supported by the positive regression coefficient ($\beta = .525$).

5.0 Conclusion

Community participation in project planning has a statistically significant, positive effect on the performance of county-funded road infrastructure projects in Baringo County, Kenya. Where residents are involved in identifying needs and shaping designs before construction begins, projects are more likely to meet their intended targets. This supports Participatory Development Theory's proposition that early community participation improves project outcomes, though the relationship observed in Baringo County was more moderate than in their ASAL-county sample. At the same time, the moderate strength of the relationship, together with the low scores recorded for committee representation and feedback incorporation, and the correspondingly weak performance scores for timeliness and budget adherence, indicates that planning participation in the county remains tilted toward consultation rather than durable influence over final decisions a gap that appears to constrain how strongly this practice can lift performance on its own.

6.0 Recommendations

It is recommended that county governments establish ward-level infrastructure planning committees with guaranteed community representation, supported by documented mechanisms showing how community input is reflected in approved designs. This would shift planning participation from a consultative exercise toward a structure of genuine shared authority, consistent with the theoretical expectation that participatory planning strengthens both ownership and performance outcomes. Future research should examine planning participation alongside financing and institutional variables, since these findings indicate that planning accounts for only part of the variance in project performance in Baringo County.

REFERENCES

- Abdi, T., Okeyo, W., & Machoka, P. (2024). Community participation's mediating effect on project planning and road project performance in Kenya's arid and semi-arid counties. *International Journal of Research and Innovation in Social Science*, 8(10), 3221–3233. <https://dx.doi.org/10.47772/IJRISS.2024.8100272>
- Auditor-General. (2023). *Report on County Government of Baringo: FY 2022/2023*. Office of the Auditor-General.
- Baringo County Government. (2024). *County integrated development plan 2023–2027*. <https://www.baringo.go.ke/cidp2023-2027>
- Chambers, R. (1983). *Rural development: Putting the last first*. Longman.
- Chambers, R. (1994). Participatory rural appraisal (PRA): Challenges, potentials and paradigm. *World Development*, 22(10), 1437–1454. [https://doi.org/10.1016/0305-750X\(94\)90141-4](https://doi.org/10.1016/0305-750X(94)90141-4)

<https://doi.org/10.53819/81018102t4428>

- Controller of Budget. (2025). *County governments' budget implementation review report for the first quarter of 2025/2026*. Controller of Budget, Kenya.
- Cooke, B. (2021). *The case for participation as tyranny* (Rev. ed.). Zed Books.
- Cornwall, A. (2020). Participation, empowerment and development: Revisiting the theory of participatory development. *Development in Practice*, 30(3), 297–308. <https://doi.org/10.1080/09614524.2020.1710623>
- County Government of Baringo. (2026). *Records of personnel involved in county-funded road infrastructure projects*. County Department of Roads and Infrastructure.
- Field, A. (2020). *Discovering statistics using IBM SPSS statistics* (5th ed.). SAGE Publications.
- Gliem, J. A., & Gliem, R. R. (2003). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. *Midwest Research to Practice Conference in Adult, Continuing, and Community Education*, 82–88.
- Gujarati, D. N., & Porter, D. C. (2020). *Basic econometrics* (6th ed.). McGraw-Hill Education.
- Kahangirwe, P., & Vanclay, F. (2024). Social impacts arising from road infrastructure projects in Sub-Saharan Africa: Better management of social issues is needed in road construction, upgrading and rehabilitation. *Impact Assessment and Project Appraisal*, 42(4), 309–322. <https://doi.org/10.1080/14615517.2024.2385877>
- Kanyinga, K. (2023). *Devolution and public participation in Kenya's counties*. University of Nairobi Press.
- Kingola, R., & Sambuo, D. (2023). Effect of community participation on sustainability of community projects in Kenya. *Journal of Community Development Studies*, 5(2), 44–58.
- Kiogora, M. (2019). Influence of local community participation in project planning on project sustainability in Embu County, Kenya. *International Journal of Project Management Studies*, 3(1), 12–25.
- Kothari, C. R. (2014). *Research methodology: Methods and techniques* (3rd ed.). New Age International Publishers.
- Kyalo, D., Mbugua, J., & Mulwa, A. (2024). Stakeholder participation and completion of road transport infrastructure projects in Kwale County, Kenya. *Journal of Building Construction and Planning Research*, 12(1), 45–61.
- Mansuri, G. (2021). *Localizing development: The role of community participation in public projects*. Oxford University Press.
- Mugenda, O. M., & Mugenda, A. G. (2019). *Research methods: Quantitative and qualitative approaches* (Rev. ed.). Acts Press.
- Mwaura, P., & Kiprono, J. (2020). Community participation in planning, implementation, and monitoring of economic development projects in Kajiado West Sub-County, Kenya. *East African Journal of Development Studies*, 2(1), 33–47.
- NEPAD/APRM Kenya Secretariat. (2025). *Baringo County, Kenya review report (CRR) 2025*. NEPAD/APRM Kenya Secretariat.

- Ngugi, J. K., Gachanja, P. M., & Mwega, F. M. (2024). Community participation in infrastructure development: Evidence from Kenyan counties. *East African Journal of Business and Economics*, 7(2), 30–45. <https://doi.org/10.37284/eajbe.7.2.1945>
- Njeru, S., & Kiragu, M. (2022). Stakeholder engagement and performance of county infrastructure projects in Nyeri County, Kenya. *Journal of African Governance and Development*, 6(3), 88–101.
- Opiyo, J. A. (2024). Capacity building for community participation in Kenyan infrastructure projects. *Journal of African Project Management*, 6(4), 35–48. <https://doi.org/10.1016/j.japm.2024.01.002>
- Osei-Kyei, R., Jin, X., & Chan, A. P. C. (2025). Community engagement in infrastructure projects: A global perspective on stakeholder management. *International Journal of Project Management*, 43(1), 88–102. <https://doi.org/10.1016/j.ijproman.2024.10.005>
- Rotich, K., & Kimutai, G. (2023). Civic awareness and community participation in devolved infrastructure governance in Baringo County, Kenya. *Journal of Devolution and Local Governance*, 3(1), 21–36.
- Samo, D., Ngatia, P., & Wairiuko, J. (2022). Project planning practices and performance of road construction projects in Kenya. *International Journal of Civil Engineering and Project Management*, 4(2), 55–70.
- Standard Media. (2026, January 7). Baringo Sh217m projects stall, audit reveals failure. *The Standard*. <https://www.standardmedia.co.ke/rift-valley/article/2001537983/baringo-sh217m-projects-stall-audit-reveals-failure>
- Wambua, F., & Mwangi, P. (2023). Participatory governance and infrastructure development in Kitui County, Kenya. *African Journal of Public Administration*, 5(1), 14–29.
- White, S. C. (2019). Depoliticising development: The uses and abuses of participation. In P. Lemanski & S. Corbridge (Eds.), *Participation and power in international development* (pp. 41–58). Routledge.
- Wooldridge, J. M. (2021). *Introductory econometrics: A modern approach* (7th ed.). Cengage Learning.