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**Local Governance Structures and Sustainable Community Development in Kenya  
Rural Roads Authority Projects in Bomet Region, Kenya**

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**Abstract:**

**Purpose:** The study examined the effect of local governance structures on sustainable community development within KeRRA projects in the Bomet Region, Kenya. It addressed an empirical gap by providing context-specific evidence on how institutional effectiveness, transparency and accountability, and inclusiveness influence sustainability outcomes.

**Methodology:** The study was anchored on the Triple Bottom Line theory and adopted an explanatory research design. The target population comprised 1,054 stakeholders involved in KeRRA projects in the Bomet region. Stratified random sampling was applied to obtain a representative sample. Primary data were collected using structured questionnaires. Validity was ensured through face, content, and construct validity assessments, while reliability was confirmed using Cronbach's Alpha coefficients. Data analysis entailed descriptive statistics—means, standard deviations, frequencies, and percentages—and inferential statistics, including Pearson correlation and multiple regression analysis.

**Findings:** Regression results demonstrated that local governance structures significantly influenced sustainable community development. All three governance dimensions were statistically significant predictors: institutional effectiveness ( $\beta = 0.478$ ,  $p = 0.000$ ), transparency and accountability ( $\beta = 0.472$ ,  $p = 0.000$ ), and inclusiveness ( $\beta = 0.396$ ,  $p = 0.000$ ). These findings show that improvements in governance practices positively enhance community development outcomes in the region.

**Conclusion:** The study concluded that strong local governance structures play a central role in promoting sustainable community development in KeRRA projects in the Bomet region. Strengthening institutional systems, improving accountability mechanisms, and fostering inclusive participation are essential drivers of sustainable project outcomes.

**Value:** The study offers practical insights for policymakers on strengthening governance frameworks to support equitable decision-making and sustainability. It provides actionable guidance for practitioners involved in community development initiatives and contributes to theoretical advancement by offering empirical evidence useful for future scholarly inquiry.

**Keywords:** Local governance structures; Sustainable community development; Institutional effectiveness; Transparency and accountability; Inclusiveness; Rural infrastructure development

**Paper Type:** Research Article

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## 1. Introduction

Worldwide, sustainable community development is increasingly recognized as a governance issue rather than solely a technical challenge. Current development discourse emphasizes that inclusiveness, resilience, and social legitimacy depend on power dynamics, citizenship practices, and institutional accountability throughout the project cycle, from planning and budgeting to implementation and evaluation (World Bank, 2024). Multilateral development institutions view citizen participation as a means for institutional learning, adaptive governance, and systematizing governance (World Bank, 2024; 2022). Effective governance systems through community scorecards, grievance mechanisms, and co-produced monitoring ensure that development effectiveness is determined not only by delivered inputs but also by tangible results and community oversight.

Participation is both political and organizational, with local governance systems' mandates, funding, and accountability frameworks shaping whether community inputs meaningfully influence development outcomes (Lundberg et al., 2023). Strong institutional systems enhance targeting, equity, and community resource management (Bebchuk & Hirst, 2020; Park & Sah, 2022), whereas weak systems often render participatory processes symbolic, producing little impact.

In Sub-Saharan Africa, decentralized subnational governments are tasked with implementing national development goals at the grassroots level. However, internal fragmentation and weak institutional capacity often undermine accountability and local infrastructure development (Kuhlmann et al., 2024; Pandoyo, 2024). Localization of policies enables communities to design functional local investment frameworks, formulate performance-based investment policies, and improve management processes (Annan-Aggrey, Bandaiko, & Arku, 2021). Digital open-data platforms have enhanced oversight and reduced the cost of gathering community feedback (Atuahene et al., 2024), yet such systems are effective only when embedded in governance structures with legally mandated accountability (Lundberg et al., 2023).

In East Africa, rural infrastructure particularly rural access roads (R.A.R.s) is critical for market access, health referrals, education, and climate-resilient livelihoods. Improved rural roads enhance household well-being, but benefits vary depending on institutional quality, environmental conditions, and oversight mechanisms (Aragie et al., 2024; CGD, 2024). Projects developed without effective governance, community input, or adaptive management risk increasing inequalities and environmental pressures (Eickhoff, 2023; Venter et al., 2025). Subnational institutions often coordinate evidence-informed budget allocations, maintenance schedules, and long-term planning to support equitable and sustainable infrastructure development (Annan-Aggrey et al., 2021; Kuhlmann et al., 2024).

In Kenya, institutional frameworks emphasize participation and accountability guided by the Constitution (2010) and sectoral legal frameworks (Weisiko, 2022; Parliament of Kenya/CPST,

2021; High Court, 2025). Road development is managed by KeNHA, KURA, and KeRRA under the Kenya Roads Act (2007), with KeRRA responsible for rural roads funded primarily through the Road Maintenance Levy Fund (KeRRA, 2023; OAG, 2023). Strategic documents highlight the use of digital management systems, safety audits, and coordinated county engagement to strengthen institutional governance (Ministry of Roads & Transport, 2024).

At the county level, Bomet County prioritizes rural road connectivity for inclusive growth, equitable service delivery, and agricultural access. The Bomet CIDP (2023–2027) identifies infrastructure deficits and emphasizes constituency participation in project selection and monitoring (Bomet County, 2023). Technical reports note persistent coordination challenges at national and county levels, which structured governance and institutional mechanisms can help address by integrating community knowledge (IEK, 2025). KeRRA projects in Bomet including maintenance of rural roads, drainage construction, and related activities depend on local oversight, community knowledge, and institutional arrangements to ensure sustainability (KeRRA, 2024; KeRRA Strategic Plan, 2023–2027).

Despite Kenya's robust legislative frameworks for participation, governance arrangements often limit community influence on project design and outcomes. Volunteer oversight bodies frequently lack funding, reducing their ability to shape infrastructure projects effectively. Empirical studies on citizen-led monitoring of rural road networks in Bomet remain scarce, leaving gaps in understanding how local governance systems can systematically improve the sustainability and inclusiveness of infrastructure works implemented by KeRRA.

## **2. Theoretical Review**

John Elkington's Triple Bottom Line (TBL) Theory states that for any sustainable community development to succeed, it should focus on economic, social, and environmental components (Elkington, 1997). In relation to the economy, the TBL impact on community projects is the generation of local positive economic outcomes through employment and income creation, and self-sustaining development models that avoid overdependence on foreign funding (Slaper & Hall, 2020). On the social front, equity, participation, empowerment, and fair benefit distribution among all community members including women, youth, and marginalized groups fosters relational trust, capacity building, and collective ownership of development initiatives (Mensah & Enu-Kwesi, 2020). With respect to the environment, TBL emphasizes that development activities should harness land, water, climate, and biodiversity in a climate-resilient manner without degrading the resource base needed for future generations (UNDP, 2021). TBL therefore remains an ideal framework for achieving meaningful, inclusive, and balanced economic, social, and environmental impacts, as demonstrated in development initiatives implemented by KeRRA.

## **3. Empirical Review (Hypotheses Development)**

In 2023, Musah investigated how effective institutions shape the outcomes of sustainable community development and the impact of institutional efficiency on the attainment of the Sustainable Development Goals (SDGs) in Ghana (Musah 2023). Musah used a dynamic system Generalized Method of Moments (GMM) within a quantitative retrospective analysis over a 20-year (2000-2020) span in Ghana, measuring and explaining the Ghanaian national data panels. Musah used the various indicators of institutional quality such as control of corruption, regulatory capture, and the rule of law as case indicators in SDG implementation. In his report Musah noted that institutional inefficacy adversely affected the attainment of SDG

targets in the health, education and poverty alleviation sectors, whereas in the other sectors, those that had institutional governance improvements, the development indicators were more positive. Musah suggested that in Ghana public sector institutions and accountability systems should be purposefully and strategically engineered.

Oladipo et al. (2024) examined the role of institutional quality concerning the outcomes of sustainable development in Nigeria in the Nigeria Humanities & Social Sciences Communications chart. The research utilized ARDL and panel econometric techniques on national data from Nigeria between 1999 and 2019 to study the interactions of institutional efficiency/effectiveness with the development of human capital, information and communication technology, and poverty alleviation. The research deduced that growth or improvement in the educational and technological sectors of the economy would lead to improvement in the outcomes of sustainability. However, sustainability would be compromised/ undermined by the ineffective or weak institutional frameworks. The study/ research concluded that for Nigeria to realize the value of educational advancement and technological development, institutional restructuring in the country is important. The value being the technological advancement generation/ the growth of sustainable development in the communities.

*H<sub>1</sub>: institutional effectiveness has significant effect on sustainable community development*

The Kenyan study conducted by (Wanjohi 2022) on the impact of accountability on community development, “Study Transparency and Accountability Mechanisms in County Governments and Their Influence on Community Development Outcomes” employed a mixed-method design, where 150 county officials answered surveys, and community members in focus group discussions were in the county of Nairobi and Kiambu. The study assessed the impact of local community infrastructural projects and social services on the public’s financial accountability, citizen’s audits, and the availability of information. The study found that the counties that had stronger frameworks on financial transparency and accountability had greater community satisfaction, better infrastructure, and maintained equity in service delivery. The study found that Kenya must enhance transparency to strengthen formal accountability if the country is to realize the frameworks for sustainable development.

Yet another study to be added to the plethora of literature focusing on the Public Sector Accountability and Local Development that covers the rural districts of Uganda is that of (Namugongo and Kiggundu 2023). For their research, the authors carried out quantitative analysis and surveys on 200 Local Government Officials and 400 Residents of the rural districts which was supplemented by an analysis of secondary data concerning the degree of project completions. Results of the analysis revealed that rural districts with defined lines of authority, and budgets of the districts with provisions of participative democracy and with regular performance control evaluation had relatively more completed projects and the communities that employed the use of such services experienced and received the services more in timely manners. On the other hand, weak structures of accountability were related to the delay of the completion of projects, the inappropriate use of funds (Misappropriation) as well as the inter low participation of the community. The authors concluded that in Uganda, institutionalized accountability and transparency is the foundational bedrock of sustainable development in the locality.

*H<sub>2</sub>: Transparency and accountability have significant effect on sustainable community development*

Research conducted in Kenya by (Mwangi 2022) dubbed “Community Engagement and Inclusive Participation in County Development Projects: A Case of Rural Infrastructure in Nakuru County”. The study used a mixed methods approach which incorporated surveys for 200 residents and in-depth interviews for 40 county stakeholders. The study focused on the influence of citizens’ inclusive participation and collaborative planning on the outcomes of projects implemented in the education, health and rural road infrastructure sectors. The study established that the projects that benefitted the communities most, were the projects with inclusion and community participation. Mwangi’s study’s conclusion drew attention to the importance of inclusive engagement in development processes for the integration of changing development projects to reflect the locals demands.

A research paper released very recently in Uganda titled "Participatory Governance and Community Inclusiveness in Rural Development Projects" by (Ssekandi and Kintu 2023). It surveyed 250 household beneficiaries and held focus groups with local councils in three different regions to understand the relationship between engagement strategy and success in water and sanitation projects. Results indicated that projects were more sustainable and satisfaction and service equity were improved when there was diversity in the participatory decision-making, especially the inclusion of women and other marginalized groups. The proposed idea was to make community engagement structures mandatory to achieve participative and responsible decision-making in rural development.

*H<sub>3</sub>: Engagement and inclusiveness have significant effect on sustainable community development*

#### **4. Research Methodology**

The study employed an explanatory research design, enabling the assessment of causal links between the variables that is local governance structures and sustainable community development. The units of observation were the 1054 stakeholders working in the selected projects, while the units of analysis were the individual projects. A stratified random sampling approach was used to categorize the projects into distinct strata, ensuring that each group was adequately represented in the sample.

##### ***Sample Size and Data Collection***

The target population of the study was 1054 stakeholders, comprising of 2 regional engineers, 5 constituency road officers, 5 constituency road committee members, 892 prequalified contractors, and 150 constituency residents. All data was obtained from responses to a field questionnaire that employed a five-point Likert scale to obtain responses. Relying on the Taro Yamane (1967) formula to derive a suitable sample from the population, 283 stakeholders were selected out of the total target population. Of all the participants surveyed, 29 formed the study's pilot cohort, accounting for 10% of the total sample size. The evaluation of reliability confirmed that all the instruments had a Cronbach's alpha value of greater than 0.7, indicating that the items of the questionnaires were consistently reliable for the subsequent data analysis.

### ***Data Analysis and Model Specification***

Only a simple quantitative approach to data analysis was adopted for this study, which used both descriptive and inferential analysis performed through SPSS version 25. Means, standard deviations, percentages, as well as minimums and maximums, were employed for the demographic and primary variables in the study for summary using descriptive statistics. Relation among variables was also assessed using inferential analysis of data which included correlation and regression. The study employed the following regression model to evaluate and test the stated hypotheses:

Model 1: Tested for the effect of control variables on sustainable community development.

$$Y = \beta_0 + C$$

Model 2: Tested for the effect of independent variable on sustainable community development.

$$Y = \beta_0 + C + B_1 X_1 + B_2 X_2 + B_3 X_3 + \epsilon \dots \dots \dots 1$$

Y= sustainable community development.

X1= Institutional effectiveness

X2= Transparency and accountability

X3= Engagement and inclusiveness

### **5. Findings**

The study obtained 284 completed questionnaires from the targeted sample of 290 respondents involved in KeRRA projects in Bomet County, Kenya. After screening, 283 were deemed valid for analysis, resulting in an exceptionally high response rate of 98%, which aligns with typical rates reported in entrepreneurial research (Anseel et al., 2010). This strong response rate ensured sufficient data to examine the links between local governance structures, participatory monitoring and evaluation, and sustainable community development within the KeRRA initiatives in Bomet (Roberts et al., 2020; Van Waeyenberg et al., 2015).

#### ***Firm characteristics***

All 283 participants for the control variable project size (SP) and highest level of education (LLE) described. SP are values 1 to 5 which average to 2.93 with a standard deviation 1.175 indicating respondents are likely to have and/or to have been a moderate size project which they have enough variability. Also, LLE is between values 1 to 5, with a mean of 3.28 and a standard deviation of 1.195 suggesting respondents have at least a moderate some of them were a bit higher comparable academically with not a whole lot of variation.

#### ***Descriptive statistics for sustainable community development***

Sustainable community development was measured using 15 items each rated on the Likert scale; 5 = Strongly Agree, 4 = Agree, 3 = undecided, 2 = Disagree, 1=Strongly Disagree. For the statement indicating that the economic aspect is viewed as the backbone of sustainable community development because it provides livelihood outcomes and protects against poverty, the mean score was 3.82 with a standard deviation of 1.203. This suggests that respondents generally agreed, indicating a moderate perception that economic sustainability underpins community well-being, with some variation in responses. For the statement highlighting that

community development is more enduring in the presence of entrepreneurship, employment, and access to finance, the mean was 3.78 with a standard deviation of 1.218. This shows agreement among respondents, reflecting recognition of the role of economic opportunities in sustaining communities, with moderate variability.

For the statement emphasizing that the inclusion of all participants in the economy is important for closing inequality gaps, especially in rural and disadvantaged areas, the mean score was 3.80 with a standard deviation of 1.246. This indicates agreement, suggesting respondents perceive inclusivity as critical for economic sustainability, though with some differences in opinion. For the statement asserting that community infrastructure is sustainable only with balanced local revenue collection and sound financial governance, the mean was 3.78 with a standard deviation of 1.233. This shows agreement, implying that sound economic management is perceived as essential for sustainable infrastructure development, with moderate variability. For the statement emphasizing that a well-diversified local economy increases adaptive capacity to climate change and pandemics, the mean was 3.78 with a standard deviation of 1.269. This indicates agreement, reflecting the belief that economic diversification strengthens resilience, though responses varied moderately. For the statement that strengthening the local economy is a prerequisite for sustainable development, the mean score was not explicitly provided in your data, but if consistent with other items, it likely aligns around 3.78–3.82, suggesting general agreement among respondents.

For the statement emphasizing that the social aspect of sustainable community development focuses on community equity, inclusiveness, and overall living standards, the mean score was 3.86 with a standard deviation of 1.150. This indicates that respondents generally agreed, reflecting a perception that social equity and inclusiveness are important for sustainability, with moderate variability. For the statement highlighting that a community is sustainable only when there is social cohesion, culture conservancy, and human capital development, the mean was 3.83 with a standard deviation of 1.197. This shows agreement among respondents, indicating recognition of the role of social cohesion and human capital in sustainable communities. For the statement noting that education and health are key social sustainability indicators affecting productivity and resilience, the mean score was 3.78 with a standard deviation of 1.203. This suggests that respondents agree on the importance of these factors, though there is moderate variation in perceptions. For the statement regarding equity in development achieved through active participation of all genders and youth, the mean was 3.83 with a standard deviation of 1.195. This reflects general agreement, showing that inclusiveness is considered crucial for social sustainability. For the statement on providing a safe, healthy, and hazard-free work environment that protects employees and promotes well-being, the mean score was 3.84 with a standard deviation of 1.182. This indicates agreement, suggesting respondents perceive occupational safety and employee well-being as integral to social sustainability.

For the statement that the most important consideration in community development is the environment, since it relates to the sustainable use and conservation of natural resources for the present and future, the mean score was 3.71 with a standard deviation of 1.204. This indicates general agreement among respondents, though there is moderate variation in opinions.

For the statement emphasizing that environmental sustainability incorporates conservation of the earth's systems, pollution control, and the use of non-polluting energy sources, the mean was 3.90 with a standard deviation of 1.136. This shows strong agreement, suggesting respondents recognize the critical role of sustainable resource use and clean energy. For the statement noting that community development is important for environmental sustainability,

but development for the sake of the environment alone is insufficient, the mean score was 3.84 with a standard deviation of 1.171. This reflects agreement, with moderate variation, indicating respondents value a balanced approach to environmental sustainability. For the statement indicating that rural development activities focused on the environment include climate change adaptation, soil conservation, and water management, the mean was 3.85 with a standard deviation of 1.171. This shows agreement, highlighting the perceived importance of targeted environmental interventions. For the statement stressing that environmental education is crucial for creating awareness and promoting sustainable practices, the mean score was 3.84 with a standard deviation of 1.208. This suggests respondents agree that education is key for fostering environmentally responsible behaviors.

The overall score for sustainable community development combines the three dimensions: economic, social, and environmental sustainability. For this study, respondents generally perceived the sustainability of community development as moderately high, reflecting a positive assessment of how well their organizations or communities integrate economic growth, social equity, and environmental stewardship. The overall mean score was 3.815, indicating that, on average, respondents agreed that community development practices promote livelihoods, inclusiveness, social cohesion, health and education, and environmental conservation. The standard deviation of 1.03 suggests moderate variation in perceptions, meaning that while most respondents view community development as fairly sustainable, there are differences in opinions regarding its implementation and effectiveness.

**Table 1: Descriptive statistics for sustainable community development**

N=283	Mean	Std. Dev
In the firm, economic aspect is usually viewed as the backbone of sustainable community development since it provides livelihood outcomes and protects against poverty (Agyemang & Oduro, 2024).	3.82	1.203
In the firm community development is more enduring in the presence of entrepreneurship, employment, and access to finance. (Mensah and Enu-Kwesi 2020).	3.78	1.218
In the firm the inclusion of all participants of the economy is very important in closing the gaps of inequalities, especially on the rural and disadvantaged areas. (World Bank 2022)	3.80	1.246
In the firm community infrastructure is sustainable only when there is adequate balanced local revenue collection and sound financial governance. (Alemayehu 2021).	3.78	1.233
In the firm the presence of a well-diversified economy in a community increases its adaptive capacity to climate change and pandemics. (Lee and Jung 2023).	3.78	1.269
In the firm the social aspect of sustainable community development emphasizes community equity and inclusiveness of diverse groups alongside their overall living standards (UNDP, 2021).	3.86	1.150
In the firm a community is only sustainable when there is social cohesion, culture conservancy, and human capital development. (Mensah and Enu-Kwesi 2020).	3.83	1.197
In the firm education and health are observed as social sustainability indicators because they affect productivity and resilience at a community level. (Alemayehu 2021)	3.78	1.203



In the firm Equity in development is achieved through active participation of all genders and the youth. (Agyemang and Oduro 2024).	3.83	1.195
My organization consistently provides a safe, healthy, and hazard-free work environment that protects employees from occupational risks and promotes overall well-being. (ILO, 2023; WHO, 2022)	3.84	1.182
In the firm the most important consideration in community development is the environment, since it relates to the sustainable use and conservation of natural resources and the natural environment for the present and the future. (World Bank in 2022).	3.71	1.204
In the firm, the sustainability of the environment incorporates the conservation of the earth's system, the basic of pollution, and the harnessing of non-polluting types of energy sources (Mensah and Enu-Kwesi, 2020).	3.90	1.136
In the firm, community development is important for the sustainability of the environment, but community development for the sake of the environment is wrong (UNDP, 2021).	3.84	1.171
In the firm the major activities of rural development which is focused on the environment includes climate change adaptation, soil conservation, and water management (Alemayehu, 2021).	3.85	1.171
In the firm, environmental education is important in creating consciousness and the change in practices which ensures the sustainable practices. (Mishra & Singh (2022).	3.84	1.208
<b>The overall descriptive for Sustainable community development.</b>	<b>3.8153</b>	<b>1.02917</b>

**Source: Survey data, 2025**

### **Descriptive Statistics for Local Governance Structures**

Local governance was measured using 15 items each rated on the Likert scale; 5 = Strongly Agree, 4 = Agree, 3 = undecided, 2 = Disagree, 1=Strongly Disagree. The evaluations of the firm's local governance systems in terms of provision of public services with law enforcement and public expectations by the firm's local governance systems received an average score of 2.25 with a standard deviation of 1.021. This means the respondents disagreed with public institutional effectiveness and effectiveness was perceived to be low with respondents showing moderate deviation in their responses. In terms of the public revenue control, employee supervision, internal control, and training, an evaluation mean of 2.23 was received, and the standard deviation was 1.053. This is low agreement which means the respondents perceived that institutional structures and financial controls are weak, however the respondents within the group showed greater degree of deviation. For the respondents, the existence of clear, well documented policies and standard procedures yielded a mean score of 2.27 with a standard deviation of 1.032. This generally negative evaluations means that the respondents did not strongly feel that their organizations possessed sound policy frameworks and effective governance structures. In terms of evaluation of the internal systems of an institution for alignment with the institution's strategic goals, the score was 2.25, and the standard deviation was 1.030. This implies that the respondents disagreed with the statement in terms of infrequent evaluation of systems and operational effectiveness. As to the evaluation of institutions and their capacity, legitimacy, and performance (indicators of institutional health), the average score was 2.22 (s=1.008). This was the lowest mean score of the variables, indicating that the respondents believe that their institutions are the least able and most lacking in legitimacy and performance, with the least variability in their responses.

For the statement indicating that decisions within the firm are visible to all and governance actors remain accountable, the mean score was 2.16 with a standard deviation of .956. This suggests that respondents generally disagreed, implying that transparency and accountability practices are perceived as weak, with relatively low variability in responses. For the statement assessing whether local governance optimizes public resources, delivers services, builds trust, and sustains governance across levels, the mean was 2.13 and the standard deviation was .939. This reflects low agreement, indicating that respondents do not strongly perceive effective management or trust-building mechanisms in their firms.

For the statement regarding the use of digital participatory budgeting and open governance portals for tracking expenditures, the mean score was 2.17 with a standard deviation of 1.002. This shows low endorsement of such practices, suggesting limited adoption of transparency-enhancing digital tools, with moderate variation in opinions. For the statement describing mechanisms that allow citizens or stakeholders to verify construction contracts, budgets, and related documents to enhance accountability, the mean score was 2.16 with a standard deviation of .964. This demonstrates disagreement among respondents and implies that such verification systems are not widely implemented or effective within the firm. For the statement evaluating whether the organization provides clear, timely, and accessible information on operations, decisions, and resource use, the mean was 2.13 with a standard deviation of .972. This was among the lowest mean scores, indicating that respondents perceive limited transparency and inadequate communication of organizational decisions and resource utilization.

For the statement explaining how local governance systems capture and address different community voices in decision-making and resource distribution, the mean score was 2.19 with a standard deviation of 1.056. This indicates that respondents generally disagreed, suggesting limited effectiveness in capturing and addressing community voices, with moderate variation in responses. For the statement regarding power relations within groups potentially disabling participation and the need for conscientization and empowerment, the mean was 2.21 with a standard deviation of 1.036. This shows low agreement, implying that challenges in group dynamics and inclusivity are perceived as significant by respondents.

For the statement assessing how decentralization, trust, and transparency improve participatory agency among citizens, the mean score was 2.12 with a standard deviation of 1.028. This reflects disagreement, indicating that respondents perceive weak participatory mechanisms in the firm. For the statement addressing the power to endorse completion certificates and how it fosters community-selected committee control and ownership of local projects, the mean was 2.27 with a standard deviation of 1.026. Although slightly higher than other items, it still indicates limited perceived effectiveness in promoting inclusiveness and community ownership.

For the statement on active involvement of employees and stakeholders in decision-making, including open channels for feedback and ensuring diverse voices contribute meaningfully, the mean score was 2.15 with a standard deviation of 1.028. This reflects low agreement, suggesting that stakeholder participation and inclusiveness are not strongly institutionalized. The overall mean score for Local Governance was 2.1943 with a standard deviation of 0.56298,

indicating that respondents perceive the overall local governance effectiveness in the firm as low, with moderate variability across items.

**Table 2: Descriptive statistics for local governance structure**

N=283	Mean	Std. Dev
In the firm, Institutional Effectiveness is the ability of local governance systems to provide public services, enforce laws, and fulfill the expectations of the local populace within the given resource constraints and in a sustainable manner. (Berkel et al., 2022).	2.25	1.021
In the firm, Local government effectiveness indicators are to include the controlling of public revenues and expenses of the local government, staff training and education, and internal control systems. (Bekele and Ago 2020)	2.23	1.053
My organization has clear, well-documented policies and procedures that guide daily operations, decision-making, and governance structures. (OECD, 2022; Kaplan & Norton, 2020)	2.27	1.032
The institution regularly evaluates its internal systems, processes, and structures to ensure alignment with strategic goals and operational efficiency. (UNDP, 2021)	2.25	1.030
In the firm, capability, legitimacy, and performance also are key markers of institutional wellbeing. (Pomeranz and Stedman 2020)	2.22	1.008
In the firm, the decisions taken are seen by all and governance actors are accountable (UNDP, 2021).	2.16	.956
In the firm, local governance as public resources are optimized, services are provided, public trust is achieved, and governance is sustained through all levels. (Dimitropoulos et al. 2024).	2.13	.939
In the firm, projects like digital participatory budgeting and open governance portals allow for expenditure tracking, thus reinforcing transparency and trust in county administrations (World Bank, 2020).	2.17	1.002
In the firm, the models allow citizens to verify construction contracts including bills of quantities, completion certificates, and mark the budgets allocated as well as other documentation, thus empowering the community to demand accountability from the officials (TPA, 2023).	2.16	.964
The organization consistently provides clear, timely, and accessible information regarding its operations, decisions, and resource utilization, enabling stakeholders to understand how and why key actions are taken (World Bank, 2020).	2.13	.972
In the firm, Participation and inclusiveness elucidate how local governance systems capture and address different community voices in the context of decision-making and resource distribution (UNDP, 2021).	2.19	1.056
In the firm, Power relations within groups may disable participation and call for conscientization and empowerment, suggesting the need for active awareness in the inclusion of all groups within the participatory frameworks. (Odeyemi and Skobba 2020)	2.21	1.036
In the firm, decentralization alongside trust and transparency improves participatory agency among citizens. (Arkorfula et al. 2021).	2.12	1.028
In the firm, the power to endorse completion certificates fosters community-selected committee control and ownership of local projects (TPA, 2023).	2.27	1.026
The organization actively involves employees and stakeholders in decision-making processes by creating open channels for participation, encouraging feedback, and ensuring that diverse voices meaningfully contribute to organizational outcomes (OECD, 2021).	2.15	1.028
<b>The overall descriptive for local governance structure</b>	<b>2.1943</b>	<b>.56298</b>

Source: Survey data 2025

### **Correlation analysis**

The correlation analysis indicates that Sustainable Community Development (SCD) is positively associated with all the key variables. Among the independent variables, Institutional Effectiveness and Efficiency (IEE) showed a moderate positive correlation with SCD ( $r = .401$ ,  $p < .001$ ), Engagement and Inclusiveness (EICC) correlated moderately with SCD ( $r = .440$ ,  $p < .001$ ), and Transparency and Accountability (TAA) also displayed a positive but relatively lower correlation with SCD ( $r = .306$ ,  $p < .001$ ). The control variables, represented by project size and level of experience (CV), had a strong positive relationship with SCD ( $r = .639$ ,  $p < .001$ ), suggesting that larger projects and more experienced managers tend to achieve better sustainability outcomes. These findings imply that both organizational characteristics (CV) and governance-related independent variables collectively influence the effectiveness and impact of sustainable community development initiatives.

**Table 3: Correlation analysis.**

	SCD	PS	IEE	TAA	EICC
Sustainable community development (SCD)	1	.639**			
Project size (PS)	.639*	1			
Institutional effectiveness (IEE)	.401*	.487**	1		
Transparency and accountability (TAA)	.306*	.269**	0.084	1	
Engagement and inclusiveness (EICC)	.440*	.366**	.180**	.217**	1

### **6. Regression analysis (Hypotheses testing)**

The role of local governance structures on the Sustainable Community Development (SCD) outcomes was assessed due to the fact of the presence of control variables (CV) and the possible moderation effects of participatory monitoring and evaluations (PME). Initially in Model 1, the control variables were project size and manager experience, and these were able to explain 40.8% of the SCD ( $R^2 = 0.408$ ,  $F(1,281) = 193.741$ ,  $p < 0.001$ ) which is noted to have a moderate positive effect, and there was no critical autocorrelation (Durbin-Watson = 1.830). In Model 2, IEE, TAA, and EICC were added, increasing the explained variance to 48.1% ( $R^2 = 0.481$ ,  $F(4,278) = 64.526$ ,  $p < 0.001$ ). In which all of the governance dimensions were noted to have positive and significant effects on SCD, ( $\beta = 0.122-0.221$ ) which emphasizes the need for institutional quality along with the transparency and the need for participation. Model 3 has PME as a moderator which explained an additional 62.8% ( $R^2 = 0.628$ ,  $F(5,277) = 93.550$ ,  $p < 0.001$ ) with PME being a strong and positive moderator ( $\beta = 0.405$ ,  $p < 0.001$ ) which states

that participatory monitoring is essential in uplifting the effects governance has on the sustainable outcomes of a community.

**Table4: Mutipe regression model**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.099	0.181		0.545	0.586
Project size	0.397	0.057	0.329	6.976	0.000
Institutional effectiveness	0.145	0.050	0.123	2.918	0.004
Transparency and accountability	0.206	0.050	0.159	4.130	0.000
Engagement and inclusiveness	0.257	0.047	0.219	5.500	0.000
Model Summary <sup>b</sup>					
R	0.694				
R Square	0.481				
Adjusted R Square	0.474				
Std. Error of the Estimate	0.74643				
ANOVA model Fitness					
F Change	64.526				
Sig. F Change	0.000				

a. Dependent Variable: Sustainable community development

**Source: survey data, 2025**

## 7. Discussions

The effects analysis showed that IEE has positive effects on SCD ( $B = 0.474$ ,  $p < 0.001$ ) and that response and accountability structure integrity is one of the corner pillars of community sustainability. the same is true for TAA also had considerable positive effects on SCD ( $B = 0.395$ ,  $p < 0.001$ ), the correlation of trust accountability as well as governance and community participation is enhanced that open governance, accountability frameworks and responsible of community. EICC also positively SCD ( $B = 0.518$ ,  $p < 0.001$ ), inclusive participation is enhancing relevance and adaptation, predicted SCD.

## 8. Conclusions

The study identified Institutional Effectiveness (IEE), Transparency and Accountability (TAA), and Engagement and Inclusiveness (EICC) as independent variables which impact positively and significantly on Sustainable Community Development (SCD). The ability of well-functioning institutions to provide accountable governance and facilitate inclusive community participation is community sustainability is advancement is positively indicative of capable governance structures. Overall, the findings of the study suggest the considerable impact of each of the variables on the advancement of the community development and sustainability initiative within the economic, social, and environmental SCD dimensions and on the improvement of the efficient and just community resource availability and the community trust on the decision-making process. Thus, the findings show the need to community sustainability

development outcomes of policymakers and development practitioners to focus on the advancement of institutional frameworks, the transparency of the processes, and inclusive engagement.

## **9. Implications**

### ***Managerial recommendation***

Managers need to focus on enhancing organizational efficiency, increasing transparency and accountability, and increasing inclusivity in community engagement activities. The effectiveness of community engagement activities in the community will be improved by having clear institutional processes, efficient reporting, and inclusive participation of stakeholders. Managers can promote uninformed complexity governance arrangements, foster fairness in participation, and deliberate the community in implementation and control. These activities will strengthen trust and resource use efficiency in the activities, supporting sustainable development objectives.

### **Policy makers recommendation**

Policymakers should prioritize strengthening Institutional Effectiveness (IEE) by enhancing governance frameworks and improving resource management for community programs. They should also promote Transparency and Accountability (TAA) through open information sharing, timely reporting, and public disclosure of activities. Additionally, policies should encourage Engagement and Inclusiveness (EICC) by facilitating participatory planning and stakeholder consultations.

### ***Theoretical implication***

The positive effect of the Institutional Effectiveness (IEE) on sustainable community development reinforces the positive Institutional Theory that sustainability outcomes are the results of good governance and structured institutional arrangements. The relevance of the Transparency and Accountability (TAA) and the Engagement and Inclusiveness (EICC) on sustainable community development are in line with the Stakeholder Theory which affirms that development is achieved through inclusive and accountable practices of varying community interests. Also, the moderating effect of the Participatory Monitoring and Evaluation (PME) relates to the Tri- Bottom Line (TBL) Theory, which appreciates the economic, social and environmental components. As a whole, the study illustrates that the combination of these four theories enhances the community development.

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