



UNIVERSITY OF NAIROBI
FACULTY OF BUILT ENVIRONMENT AND DESIGN
DEPARTMENT OF ARCHITECTURE

MASTER OF URBAN MANAGEMENT

**CONTRIBUTIONS OF THE MUNICIPAL BOARD TO DELIVERY OF SERVICES IN
ELDORET MUNICIPALITY**

Submitted By

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**A Research Project Submitted in Partial Fulfilment of the Requirements for the Award of
the Degree of Master of Urban Management of the University of Nairobi.**

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DECLARATION

This Research Project is my original work and has not been presented for examination in any university.

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DEDICATION

I dedicate this Research Project to my family and friends, for their invaluable love, support and great desire to see me excel in higher academic heights. My sincere gratitude goes to you for your prayers, support and encouragement.

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LIST OF ABBREVIATIONS AND ACRONYMS

CoK	-	Constitution of Kenya
ECA	-	Economic Commission for Africa
KLGRP	-	Kenya Local Government Reform Program
KNBS	-	Kenya National Bureau of Statistics,
LAs	-	Local Authorities
LASDAP	-	Local Authority Service Delivery Action Plan
LATF	-	Local Authority Transfer Fund
MDGs	-	Millennium Development Goals
NGOs	-	Non-Governmental Organizations
SPSS	-	Statistical Package for the Social Sciences

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ABSTRACT

Local governance plays a pivotal role in shaping the socio-economic landscape of communities, and municipal Boards stand as key instruments in this regard. The role of a municipal Board in the delivery of services to the local community is crucial for the effective functioning of cities and towns. Access to efficient and quality services remains a key social and economic right of every citizen in Kenya under the bill of rights as per the CoK. Thus, the service organization such as municipal Boards must structure their service delivery systems to realize the desired impacts on the life of the citizens within their municipalities. This study sought to bridge this research gap by conducting a comprehensive analysis of the impacts of Municipal Boards on the delivery of services, considering various factors such as governance, resource allocation, and citizen satisfaction. The general objective of the study is to analyse the efficacy of delivery of services by Eldoret Municipal Board in the period 2017 – 2024 with specific objectives being, to describe the types of services delivered by Eldoret Municipal Board, to compile strategies for efficient service delivery by Municipal Board, to examine the extent of delivery of services by Eldoret Municipal Board and to propose methods for improving service delivery by Eldoret Municipal Board. The study is anchored on Institutional Theory, Scientific Management Theory and Division of Labour Theory. This study embraced a mixed research design that utilized descriptive survey research design. The target population of this study was the residents of Eldoret Municipality, 385 respondents and the 10 members of the municipal Board. The questionnaire and interview guide were used to collect data. The Data collected was analysed using MS Excel and SPSS computer software, and results presented as charts, percentages and frequencies. The services provided by the Municipal Board were categorised as neither satisfying nor dissatisfying. Inadequate lighting, malfunctioning lights, and outdated infrastructure were the major issues that affected their safety, visibility at night, and the overall quality of life in their area. There is fair availability of educational resources in community. There are recreational facilities provided by the Eldoret Municipal Board which include parks, playgrounds, halls and cultural centres and sports fields. There is a good rate of effectiveness of economic development initiatives undertaken by the Eldoret Municipal Board. Challenges such as competing demands, limited funding, political interference, corruption, lack of transparency, lack of stakeholder engagement, and lack of monitoring mechanisms impact the efficiency of resource allocation. Partnerships with various stakeholders, including local businesses, non-profit organizations, academic institutions, and community groups, could be beneficial for improving service delivery in Eldoret Municipality. Guaranteeing equitable access to Eldoret Municipal Board services remains challenging, with discrepancies depending on geographic location, socioeconomic position, and infrastructural development. The service delivery processes of the Municipal Board vary in terms of streamlining and efficiency across different areas and initiatives. While efforts have been made to streamline processes and enhance efficiency in service delivery, there are still areas for improvement. Services such as management programs, which ensure clean and hygienic environments; road maintenance and infrastructure development, enhancing transportation accessibility and safety; public health initiatives, promoting well-being and disease prevention; community development programs, fostering social cohesion and recreational opportunities; and social services, providing support and assistance to vulnerable populations. The Eldoret Municipal Board can adopt innovative methods to enhance service delivery, notably introducing digital platforms for service requests and tracking. The main areas

of further study include the role of community participation in municipal Board governance and influence of political factors on municipal Board effectiveness.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Local government is critical in defining communities' socioeconomic landscapes, and municipal boards are essential tools in this respect. The role of the municipal Board in providing services to the local community is critical to the efficient operation of cities and towns. Municipal boards make decisions and execute policies that directly influence inhabitants' quality of life (Marumahoko, 2020). The process of making these services available to municipal citizens, known as service delivery, encompasses the planning, implementation, and monitoring of these services (Marumahoko, 2020). Local governments maintain community services, encourage social and economic growth, and ensure a safe and healthy environment for their citizens (Mabizela & Matsiliza, 2020). Regardless of the hurdles, governments must supply these services, which is a mandate critical to enhancing the quality of life for all inhabitants since the services supplied by municipalities directly influence the community's living standards (Smit & Govender, 2015).

The municipality, as a driving force for local development, is not just a key player but a central figure in service delivery. As Ndevu and Muller (2018) point out, local government, being the government sector closest to the people, serves a crucial social purpose by providing basic services to the community. It is at the heart of public service delivery, often being the first point of contact between individuals and government institutions (Masuku & Jili, 2019). Its direct involvement with local people has earned it the title of grass-roots government, a testament to its importance in service delivery.

In recent years, much attention has been paid to how municipal boards affect service delivery. As the governing body of local communities, municipal boards play an essential role in ensuring that services are delivered effectively and efficiently to their citizens (Kolisang, 2019). The influence of the municipal Board on the quality and accessibility of these services is a topic of debate, underscoring the weight of their decisions. Critical public services are provided for water

and sanitation, transportation, education, healthcare, and infrastructure development (Gazze & Abubakar, 2018). Local collaborative governance is thought to delegate monetary and non-monetary authorities to ensure the efficiency and quality of public service delivery in response to citizen requests (Bradley et al., 2022).

Various studies have delved into the factors that influence council decision-making, the impact of local politics on service provision, and the role of citizen participation in shaping service delivery outcomes (He & Ma, 2021). One of the most significant factors influencing the influence of the municipal Board on service delivery is the availability of financial resources (Masibigiri, 2022). The heavy reliance of municipal boards on government grants, local taxes, and fees to fund service provision underscores the weight of their decisions. The allocation of these resources, typically determined through the budgetary process, involves setting priorities and making trade-offs. Research has shown that councils with larger budgets are often able to provide a wider range of services and maintain higher service quality (Masibigiri, 2022).

Furthermore, the political dynamics within the municipal Board can significantly impact service delivery outcomes (Muthengi, 2022). Political parties and interest groups within the council may have different priorities and preferences, leading to conflicts and compromises in decision-making. The influence of these political dynamics on service delivery can vary depending on the level of political competition, the strength of party discipline, and the degree of citizen oversight (Van Gruisen, 2019). Another crucial aspect is citizen participation in the decision-making process. Municipal boards are responsible for representing the interests and needs of their constituents. Clark (2021) suggested that public participation mechanisms, such as public hearings where residents can voice their concerns, community consultations where citizens can provide feedback on proposed policies, and citizen advisory committees that allow residents to contribute to decision-making, provide opportunities for residents to express their views and contribute to decision-making. Research has suggested that greater citizen participation can lead to a more responsive and accountable municipal Board, resulting in improved service delivery outcomes.

Moreover, the legal and regulatory frameworks within which municipal boards operate can shape their influence on service delivery. Laws and regulations may prescribe specific responsibilities

and powers to councils and establish mechanisms for oversight and accountability (Bradley et al., 2022). The extent to which these frameworks enable or constrain council decision-making can significantly affect service delivery outcomes. Understanding the influence of the municipal Board on service delivery is crucial for effective governance and the well-being of local communities. The need for efficient and effective delivery of public services has become more critical than ever, considering citizens' growing demands, limited resources, and increasing competition for resources. Municipal Boards have increasingly come under scrutiny for their impact on service delivery, both positively and negatively. Therefore, it is necessary to analyse the impacts of the Eldoret Municipal Board on service delivery.

1.2. Problem Statement

Access to efficient and quality services remains a key social and economic right of every citizen in Kenya under the Bill of Rights as per the CoK, chapter four. Thus, service organization such as municipal Boards must structure their service delivery systems to realize the desired impacts on the lives of the citizens within their municipalities (Mhlaba, 2018). The effective delivery of public services by the Municipal Board is crucial for measuring the overall success of any government. As the third tier of government, municipalities play a vital role in providing essential services to citizens. According to Mhlaba (2018), municipal Boards responsible for implementing policies and ensuring effective service delivery in their respective localities have been scrutinized for their impact on service delivery. These services include but are not limited to waste management, water supply, and road maintenance. A study by Masuku, Mlambo, and Ndlovu (2022) found that despite the various efforts by Municipal Boards to improve service delivery, there are still complaints and low levels of satisfaction from the public.

Despite the efforts made by Municipal Boards, there are still low levels of satisfaction and numerous complaints from the public regarding service delivery. According to a survey conducted by Choi and Lee (2020), only 40% of citizens are satisfied with the quality of public services provided by Municipal Boards. This implies that a significant portion of the population is not receiving services that meet their expectations. The delivery of public services faces challenges due to limited resources and increasing demands (Thusi & Selepe, 2023). Municipal Boards must effectively allocate and utilize their resources to meet the growing needs of the

population. However, the ability of Municipal Boards to deliver services efficiently is often constrained by inadequate funding and resources (Mhlaba, 2018). The impacts of Municipal Boards on service delivery need to be analyzed to determine how they can optimize resource allocation and ensure the effective utilization of limited resources. These efforts include but are not limited to the introduction of performance-based budgeting, citizen feedback mechanisms, and staff training programs.

More efficient functioning and governance issues within Municipal Boards can positively impact service delivery (Masuku et al., 2022). Poor decision-making, lack of accountability, and corruption can hinder the effective implementation of policies and programs. Ammons and Roenigk (2015) state that weak governance structures within Municipal Boards can lead to service delivery failures. While there have been some studies on the impacts of Municipal Boards on service delivery, there is still a pressing need for comprehensive understanding and analysis. Most existing research focuses on specific aspects or individual case studies rather than providing a holistic view of the impacts of Municipal Boards on service delivery. This study aims to bridge this research gap by conducting a comprehensive analysis of the impacts of the Municipal Board on the delivery of services, considering various factors such as governance, resource allocation, and citizen satisfaction. The research focuses on the Eldoret Municipal Board from 2017-2024. The composition of the Board has remained the same despite the National Elections conducted in August 2022.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of the study is to analyse the efficacy of delivery of services by Eldoret Municipal Board.

1.3.2. Specific Objectives

The specific objectives of the study are to:

1. To describe the types of services delivered by Eldoret Municipal Board
2. To compile strategies for efficient service delivery by Municipal Board

3. To examine the extent of delivery of services by Eldoret Municipal Board
4. To propose methods for improving service delivery by Eldoret Municipal Board

1.4. Research Questions

1.4.1. Main Question

The main question of the study will be, what is the efficacy of delivery of services by Eldoret Municipal Board?

1.4.2. Specific Questions of the study

1. What are the types of services delivered by Eldoret Municipal Board?
2. What are the strategies compiled by Eldoret Municipal Board for efficient service delivery?
3. To what extent is service delivered by Eldoret Municipal Board?
4. What methods can Eldoret Municipal Board employ in improving service delivery?

1.5. Significance of the Study

As the primary stakeholders in this study, the Eldoret Municipal Board members bear direct responsibility for governance and service delivery within the municipality. The study's findings will equip them with a clearer understanding of their strengths and areas for improvement. These insights will shed light on how their policies and actions influence service delivery, thereby enabling them to make more informed decisions. Importantly, the study's recommendations can serve as a roadmap for the development of more effective strategies, enhancing their operational efficiency and responsiveness to community needs.

The governor, MCAs, and administrative staff are among the county government representatives who are important in executing municipal policies and services. They will gain from the study by assessing existing service delivery methods grounded on empirical data. With this knowledge, they may more effectively allocate resources and formulate policies by identifying gaps and inefficiencies. Furthermore, these officials will be able to promote a more cooperative and

transparent governance climate if they have a better knowledge of how political considerations and community participation affect service delivery.

The residents of Eldoret Municipality are the ultimate beneficiaries of effective service delivery. This study will give them a clearer picture of the municipal Board's performance and how their needs are being addressed. The findings can empower community members to engage more actively with local governance processes, advocating for their needs and holding municipal Boards accountable. Improved service delivery resulting from the study's recommendations will enhance their quality of life, particularly in areas such as sanitation, healthcare, infrastructure, and public safety.

Local businesses are significant stakeholders in the municipality, relying on efficient services and infrastructure to operate successfully. The business community will benefit from the study by understanding how the municipal Board's actions affect the business environment. Enhanced service delivery can lead to better infrastructure, a safer environment, and more reliable utilities, all conducive to business growth and economic development. The study's outcomes, which can foster a more supportive relationship between the municipal Board and the business community, are a positive step towards encouraging investment and commercial activities.

NGOs and civil society groups often work closely with municipal Boards to address various social issues and enhance community welfare. These stakeholders will benefit from the study by obtaining data and analyses that can support their advocacy and project implementation efforts. The study's findings can highlight areas where additional support and intervention are needed, enabling these organizations to align their initiatives with the municipality's priorities. Moreover, the study can facilitate more effective partnerships between the municipal Board and these groups, promoting collaborative efforts to improve service delivery.

Policymakers and researchers focusing on local governance and public administration will find the study highly valuable. It contributes to the body of knowledge on the role of municipal Boards in service delivery, providing empirical evidence and case-specific insights. Policymakers can use the study's findings to design more effective governance frameworks and policies that support local governments. Researchers can build upon the study to explore related

topics, such as the impact of decentralization, community participation, and political dynamics on service delivery.

While the focus is on the municipal level, national government agencies and regional authorities overseeing local governance will also benefit from the study. It offers a micro-level perspective on governance challenges and successes, which can inform broader policy decisions and reforms at higher levels of government. Understanding the specific needs and conditions of Eldoret Municipality can help these authorities provide better support and resources, ensuring that local governments are well-equipped to deliver services effectively.

1.6. Justification of the study

Eldoret Municipality, a decentralized municipal government with a clear mandate and established tasks and responsibilities, is currently facing challenges in service delivery. Despite its service delivery mandate that includes both local revenue and government transfers, the required services are not being delivered with the adequacy and efficiency that they deserve. The study's rationale is to examine the effects of the municipal Board on service delivery and to provide strategies for improving long-term service delivery in Eldoret Municipality. The study's findings and suggestions will significantly enhance knowledge and expertise in service delivery not just in Eldoret Municipality, but across the country, underlining the importance of this research.

1.7. Scope of the Study

1.7.1. Geographical Scope

The study was conducted in Eldoret Municipality, an inclusive research location. Eldoret is Kenya's fifth biggest city, located in Uasin Gishu County in the Rift Valley area. It also acts as the county headquarters. The Municipality encompasses three peri-urban areas: Huruma in Eldoret North, Munyaka in Eldoret East, and Langas in Eldoret South. The study was undertaken throughout the Municipality, with representative samples drawn from all three peri-urban districts and the Municipal Center, ensuring an inclusive and fair research process.

1.7.2. Methodological Scope

The survey is both qualitative and quantitative, with a total of 392 respondents. The homeowners and local Board members will each get 385 prepared questionnaires and 10 interview schedules for key informants. Municipal Board members and service providers to people who feel upset if they do not receive quality service.

1.7.3. Theoretical Scope

The division of labor and scientific management theories are the pillars of institutional theory, which is the study's overall framework.

1.8. Limitations of the study

The study's primary limitations are time and money constraints. Due to the high cost of transportation, communication, and stationery purchases, Huruma in Eldoret North, Munyaka in Eldoret East, and Langas in Eldoret South are the three peri-urban locations that were included in the study.

1.9. Assumptions of the study

The following presumptions will form the basis of this study:

- The municipal Board assuming its honourable duty of providing services to the community.

1.10. Delimitations and exclusions

This research only examined peri-urban places inside the municipality, not the full Eldoret municipality. It will also investigate the consequences of the municipal Board on service delivery in Eldoret Municipality, and only ideas covered by the study goals will be studied.

1.11. Definition of Terms

Decentralization is the statutory granting of powers from the central government of a sovereign state to the government at the sub-national level. It is a form of decentralization.

The County Government, a geographical unit, was envisioned by the 2010 constitution of Kenya as a crucial unit of devolved government, marking a significant shift in the governance structure of the country.

The municipality, a form of urban authority, is named after its central town and is mandated by the influential Urban Areas and Cities Act 2011, Section 20, to provide public services under its jurisdiction, thereby significantly impacting public service provision in urban areas.

The Municipal Board, a public service delivery entity, is established by the Urban Areas and Cities Act 2011, Section 14, with the specific role of overseeing the delivery of public services within a municipality.

Public Service Delivery is the mechanism through which public services are rendered to the public by a municipal Board within a municipality.

Public Facilities and Amenities refer to infrastructural facilities, equipment, and places designed or acquired by the municipal Board to deliver public services.

1.12. Organization of the study

This research, which is divided into five sections, begins with Chapter One. This chapter not only provides the background of the study and the statement of the problem, but also underscores the profound significance of the study. It further justifies the study, outlines the scope, discusses the limitations, assumptions, delimitations and exclusions, defines key terms used in the study, and organizes the study.

Chapter Two, in line with the study's objectives, Provides a comprehensive theoretical foundation through an extensive literature review. It also delves into the empirical review on the impacts of municipal Boards in delivering services in Eldoret Municipality, summarizing the research gaps, and presenting the conceptual model.

Chapter Three discusses the research technique, focusing on The research design. This section covers the target population, sampling procedure and sample size, data collection methods, validity and reliability of research instruments, and operationalization of the independent and dependent variables of study variables.

The fourth chapter explains how the data was processed, interpreted, and presented per the study's goals. It also details the challenges encountered in the field investigation, such as [specific challenges]. The fifth chapter contains a summary of the study findings, a discussion of these findings, discussions, conclusions, recommendations, and suggested areas of further research.

LITERATURE REVIEW

CHAPTER TWO

2.1. Introduction

This chapter provides a comprehensive review of the existing literature on Municipal Boards' impacts on service delivery. The literature review aims to explore relevant research, theories, and empirical studies related to the topic. The review will primarily focus on understanding the factors that influence the effectiveness of the Municipal Board, the correlation between the Municipal Board and service delivery, and the effects of the Municipal Board on citizen satisfaction. It will also describe the theoretical framework, its relevance to the study, and its conceptual framework.

2.2. Devolution in Kenya

The creation of Local Authorities (LAs) under the repealed Local Government Act Chapter 265 is where the nation's experience with devolution can be tracked. Most African independence constitutions never established locally accessible elected administrations (Ndulo, 2006a). Power remained concentrated in the central government, which oversaw the formed Local Authorities (LAs) under the Ministry of Local Government. LAs only used the authority that the federal government had granted them. The modern local government structure has undergone significant evolution throughout various separate eras after the colonial era. In the field, the LAs performed duties for the central government, such as building slaughterhouses, maintaining marketplaces, building roads, and providing basic healthcare and education (Muia, 2008b; Oloo, 2006). As a result, the local population became more reliant on the federal government (Oloo, 2006).

In the early 1990s, the Kenya Local Government Reform Program (KLGRP) was established in response to the deficiencies of local administrations. According to Oyugi et al. (2006), the KLGRP's main goals were to develop local accountability systems, reform the public sector, and enhance local public spending and management. In 1998, the Local Authority Transfer Fund (LATF) was created under the Local Authority Service Delivery Action Plan (LASDAP)

and the LATF Act (No. 8). A 5% levy on all money received under the Income Levy Act is represented by the fund. Its primary aim was enabling Local Authorities (LAs) to enhance local service delivery. Through community input, the LASDAP allowed the LAs to plan and employ local resources, encouraging more community participation.

Muia's (2008) research found the following issues with LAs and LASDAP. These were the lingering challenges that continue to impede the operations of LAs.

- Their incapacity to collect revenues and predict them proved to be a result of their continued poor financial management capability. Due to payroll arrears and the inability to deduct statutory contributions, the council's debt has increased.
- The councils spend more money on their own salaries than on real capital projects.
- The LATF Act established several rules based more on projected than actual spending.
- The government did not set up an adequate monitoring and evaluation mechanism to track how LAs are using its resources.
- Because they were paid so little, the staff members needed more motivation.
- Insufficient integration of development and redundant efforts.
- Members of the community needed more resources and the ability to oversee initiatives that were delegated to them.

Chapter 11 of the CoK (2010) established the principles and goals of devolution in governance, the roles and responsibilities of the national and local governments, and the connections between them. According to The Constitution of Kenya (2010), devolution is a key component of the new Constitution's goals for fostering national unity through diversity recognition, empowering the people to exercise self-governance, increasing public participation in state decision-making and the exercise of political power, empowering communities to manage their own affairs and advance their development, safeguarding and advancing the interests of marginalized groups and minorities, and ensuring the equitable distribution of national resources.

For these reasons, the Constitution created 47 state and federal governments. A County Assembly and Executive will make up each county's government. The CoK (2010) established a new legislative framework for managing and governance urban regions and cities, including

municipalities, in addition to the devolved form of government. Within one (1) year of the Constitution's promulgation, the parliament was required by Article 184 of the CoK to enact legislation that would, among other things, define the parameters for identifying areas as urban areas and cities, establish the guiding principles for their management, and allow citizens to participate in their governance. The laws above also aimed to establish a system for classifying various metropolitan regions, cities, and their governing bodies. 2011 saw the enactment of the Urban Areas and Cities Act. Urban areas fall into three categories under the Urban Areas and Cities Act: Cities, Municipalities, or Towns.

2.3. Decentralization

Decentralization has four main dimensions: administrative, political, economic, and fiscal. Administrative decentralization, the transfer of responsibility for planning, financing, and managing specific public functions, offers a promising shift from the central government to field units, subordinate units or levels of government, semi-autonomous public authorities or collaborations, or regional or functional authorities. This dimension's goal is to enhance field administrative units of civil service in a country, including capacity building at national and local levels (Oloo, 2006).

Political decentralization, a shift from monocentric to polycentric forms of political authority, is a powerful tool for citizen empowerment. It has both horizontal and vertical forms. Horizontal, in which institutions that encourage power sharing and the executive's accountability for its acts, such as the legislature and courts, are reinforced. Vertical entails delegating authority to local government organizations. The primary goals of this dimension are more citizen engagement and better accountability to citizens. It promotes institutional responsiveness to service delivery and low levels of corruption in government. Citizens' accountability declines when central government accountability declines.

Economic/market decentralization, a distinct dimension, unfolds when the national or sub-national government delegates responsibility to private firms for service provision and user fee collection. In this arrangement, the private company acts on behalf of the government, which retains the legal obligation to ensure service provision. Sometimes, the government even owns shares in a private firm, thereby participating in decision-making bodies. This unique dynamic is

evident in water delivery, energy provision, rubbish collection, toll services, and fee collection.

Fiscal decentralization, a key concept, refers to transferring financial resources from the central government to autonomous local agencies. This transfer can be direct, through the granting of tax authorities to decentralized agencies, or indirect, through financial deregulation that shifts financial institution regulation away from substantial capital. It is important to note that fiscal decentralization is rarely developed alone but rather in conjunction with administrative and political decentralization (Oloo, 2006).

2.3.1 Types of Decentralization

The varieties of devolution are determined by the four dimensions listed above. Decentralization, the transfer of authority and responsibility for public functions from the central government to subordinate or quasi-independent government organizations, may be classified into four types: de-concentration, delegation, privatization, and devolution. De-concentration is an administrative decentralization strategy in which the central government delegates duties for specific activities to regional branch offices that make decisions at the center. It also includes the central administration delegating power to public officials to make administrative decisions on its behalf (CKRC, 2002a; Oloo, 2006). Kenya has adopted chiefly de-concentration in the management of government services. The District Focus for Rural Development (DFRD) policy was a prime example of de-concentration.

Delegation: The central government delegated decision-making and service delivery to semi-autonomous institutions not entirely controlled by the government, such as local governments, parastatals, the private sector, and non-governmental organizations (NGOs) (Muia, 2008a).

Devolution, a political system in which political, administrative, and budgetary authority is dispersed to semi-autonomous territorial and subnational groups, fosters a sense of unity and cooperation between national and sub-national units (Muia, 2008a). It is more than just deconcentration, as it grants the right to make public policy judgments by law. The powers and structures of devolution are easily modified or repealed since they are enshrined in regular legislation. Devolution occurs when subnational units gain political, administrative, and budgetary authority. It delegates service duties to local governments, which elect leaders, earn

funds, and make investment choices independently. Such devolved units have explicit bounds within which to function. National and sub-national units, on the other hand, work together rather than independently, promoting a sense of unity and cooperation. Devolution is, therefore, the most important decentralization sought by emerging countries.

2.4. Establishment of Municipalities in Kenya

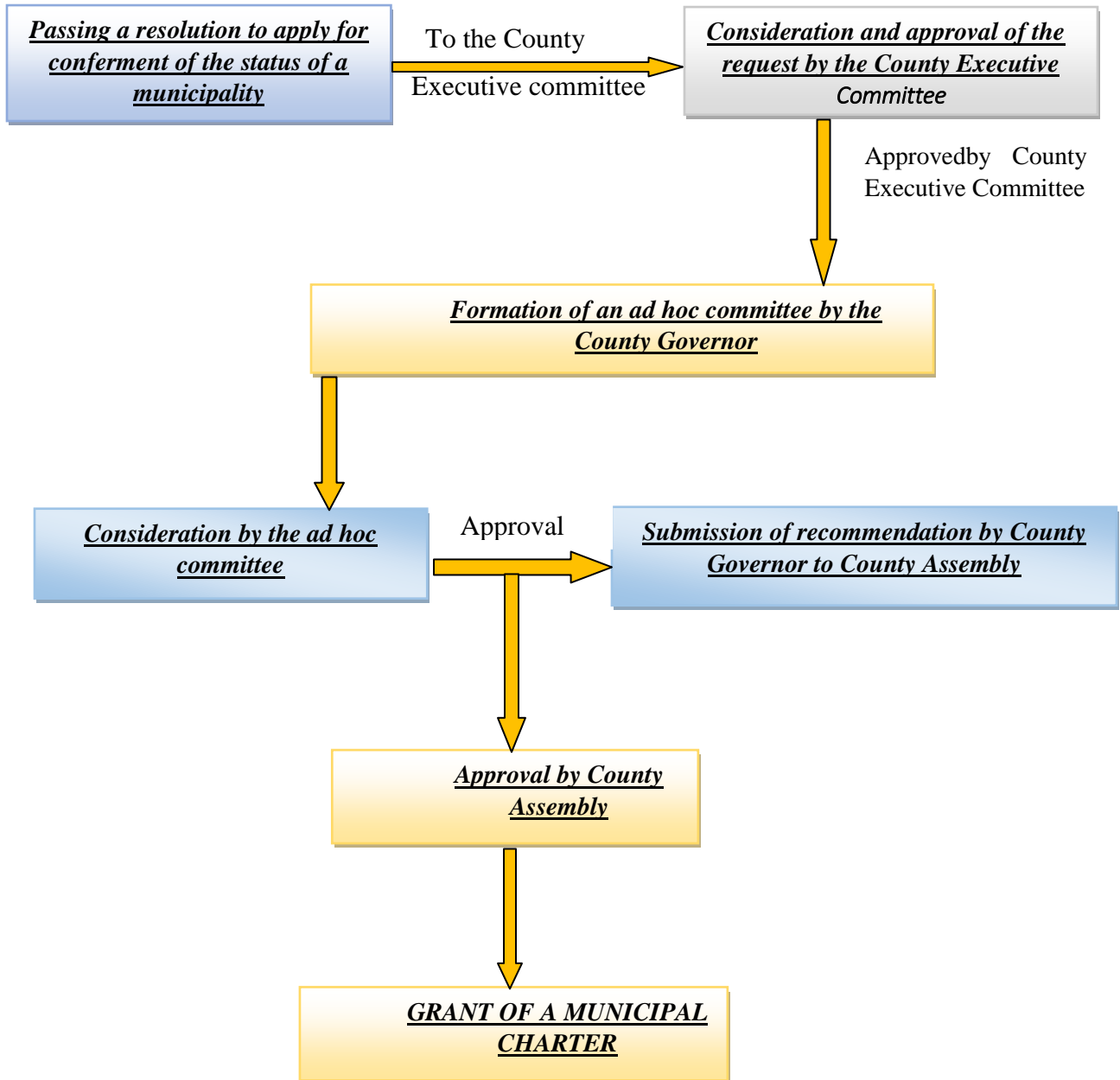
The Urban Areas and Cities Act of 2011 stipulates that towns wishing to be considered for a municipality status must meet the following requirements, with the exception of special municipalities created by the County Governor as the headquarters of the corresponding counties as specified under the Third schedule of the County Government Act:

- A minimum of seventy thousand to two hundred and forty-nine thousand (70,000–249,000) people living there;
- an integrated urban area or city development plan;
- the ability to generate enough revenue to support its operations;
- the ability to effectively and efficiently provide residents with essential services as outlined in the First Schedule to the Urban Areas and Cities Act;
- institutionalized resident participation in the management of its affairs; and enough space for expansion
- the ability to dispose of garbage in a practical and efficient manner;
- the availability of infrastructure, such as markets, fire stations, and street lighting

Figure 2.1 highlights the process of establishing a municipality in Kenya under the provisions of Section 9 of the Urban Areas and Cities Act 2011.

According to Section 14 of the Act, when a municipality is established, a municipal Board is constituted. The Board is led by a chairperson and a vice-chairperson, and its functions are explained in the following section.

Figure 2.1: Diagrammatic Representation of the Process of Establishment of a Municipality in Kenya



Source; Adopted from the World Bank Kenya; Urban Support Programme, 2018

2.5. Functions of a Municipal Board

A Municipal Board, also known as a city council or town council, is a local government body responsible for governing and overseeing the affairs of a municipality. The functions of a

Municipal Board are diverse and play a crucial role in shaping the local community's development, administration, and well-being. The specific functions of the municipal Board include the following:

1. Policy Formulation:

- *Legislation and Bylaws:* Municipal Boards formulate and enact local laws and bylaws that govern the municipality. This includes regulations on zoning, land use, building codes, and other aspects of public life.
- *Policy Development:* Boards are responsible for developing policies that address local needs, priorities, and challenges. These policies may cover areas such as economic development, environmental protection, and social services.

2. Budget Approval and Financial Oversight:

- *Budget Approval:* Municipal Boards play a key role in approving the annual budget for the municipality. They review and allocate funds for various services, infrastructure projects, and administrative functions.
- *Financial Oversight:* Boards are responsible for ensuring fiscal responsibility and accountability. They monitor the municipality's financial health, audit reports, and compliance with financial regulations.

3. Service Delivery Oversight:

- *Public Services:* Municipal Boards oversee the provision of essential services to residents. This includes services such as waste management, water supply, sanitation, and public safety.
- *Infrastructure Development:* Boards plan and approve major infrastructure projects, including roads, bridges, parks, and public buildings. They ensure that these projects align with the municipality's development goals.

4. Community Planning and Development:

- *Land Use Planning:* Boards are involved in the planning and regulation of land use within the municipality. They approve development plans, zoning regulations, and subdivision proposals.
- *Urban Development:* Municipal Boards contribute to the overall development of the municipality, promoting sustainable growth, and addressing issues related to housing, transportation, and public spaces.

5. Representation and Advocacy:

- *Community Representation:* Boards serve as representatives of the local community. They advocate for the interests and concerns of residents, acting as a link between the community and the local government.
- *Public Engagement:* Boards encourage public participation in decision-making processes. They hold public hearings, town hall meetings, and engage with residents to gather input on important issues.

6. Inter-Governmental Relations:

- *Collaboration with Other Levels of Government:* Municipal Boards collaborate with higher levels of government, such as regional or national authorities. This collaboration ensures coordinated efforts in areas like infrastructure development, public services, and emergency management.

7. Conflict Resolution:

- *Dispute Resolution:* Boards may be involved in resolving disputes and conflicts within the municipality. This can include disputes related to land use, property boundaries, or local regulations.

8. Emergency Management and Public Safety:

- *Emergency Planning:* Municipal Boards contribute to the development of emergency response plans. They work to ensure the safety and well-being of

residents during natural disasters, public health emergencies, or other crises.

The functions of a Municipal Board are diverse and encompass a broad range of responsibilities crucial to the governance and development of the local community. The effectiveness of a Municipal Board is often measured by its ability to balance the needs of the community, make informed policy decisions, and ensure the efficient delivery of services to residents.

The government, in partnership with the World Bank have initiated urban institutional reforms and investments targeting municipalities and their municipal Boards to transform service delivery to Kenyans in municipalities across the nation. The World Bank (2018) noted that the reforms and investments has enhanced opportunities for inclusive growth, modern markets, organized parking, street lighting and drainage infrastructure which have transformed sleepy urban centers into thriving commercial hubs withliveable residential neighbourhood. These have prompted the study to analyse the impacts of the municipal Boards in service deliver for a specific municipality in this case Eldoret Municipality.

2.5.1. Constitutional/Legal Framework Anchoring the Research

This study's goal was to assess the Municipal Board's contributions to Eldoret Municipality's service delivery. A thorough understanding of the constitutional/legal framework governing municipal operations is essential to contextualizing the findings and recommendations of this study.

Constitutional Framework

1. Constitution of Kenya, 2010

- **Devolution and Governance:** The Constitution of Kenya, 2010 establishes a system of devolved government, which includes county governments responsible for delivering various public services. The Constitution's Fourth Schedule outlines the distribution of functions between the national and county governments, directly impacting municipal boards' operations.
- **Article 174:** This article emphasizes the objectives of devolution, including promoting a democratic and accountable exercise of power, fostering national

unity, recognizing communities' right to manage their own affairs, and ensuring equitable sharing of resources.

- **Article 176(1):** This article establishes county governments, consisting of a county assembly and executive. It provides the basis for creating structures such as county municipal boards.
- **Article 184:** This article mandates the enactment of national legislation to provide for the governance and management of urban areas and cities. This includes the establishment of municipal boards responsible for service delivery in municipalities.

Legal Framework

1. Urban Areas and Cities Act, 2011

- **Purpose:** This Act is crucial in classifying, governing, and managing urban areas and cities. It establishes the criteria for designating a place as a city, municipality, or town and provides for the management structures of these entities, underscoring their importance and role in city governance.
- **Section 9:** Outlines the criteria for classifying an area as a municipality. Eldoret is governed by these provisions.
- **Section 20:** This section provides for the establishment of municipal boards, their composition, and their functions. The municipal board, as the key overseer, bears the weighty responsibility of managing the affairs of the municipality, including service delivery, development planning, and ensuring compliance with relevant laws and policies.

2. County Governments Act, 2012

- **Part VIII (Urban Areas and Cities):** This part complements the Urban Areas and Cities Act by providing additional provisions for the governance and management of urban areas within counties. It underscores the pivotal roles and responsibilities of municipal boards in service delivery and urban management,

highlighting the impact of their work.

- **Section 120:** This section mandates county governments to establish and operate urban management boards for municipalities, specifying their functions and powers with utmost clarity and precision.

3. **Public Finance Management Act, 2012**

- **County Government Financial Management:** This Act, a guiding light in financial management, provides a framework for managing public finances at the county level, including budgeting, financial reporting, and auditing. It ensures that municipal boards have the necessary financial oversight and accountability mechanisms to deliver services effectively, thereby directly impacting the lives of our community members.
- **Section 104:** This section outlines the crucial role of county governments in public finance management. It specifically highlights the responsibility of managing funds allocated to municipal boards for service delivery, which rests on our capable shoulders.

4. **Intergovernmental Relations Act, 2012**

- **Coordinated Local Governance:** This Act not only provides a framework for intergovernmental relations but also ensures that municipal boards operate within a coordinated system of governance. It establishes mechanisms for consultation and cooperation between the national and county governments.
- **Facilitating Consultation and Cooperation:** Section 12 of this Act is instrumental in establishing intergovernmental forums for county governments. These forums serve as platforms for consultation and cooperation on matters affecting urban areas and service delivery.

Role of the Commission for Revenue Allocation (CRA)

1. **Constitution of Kenya, 2010**

- **Article 215:** Establishes the CRA, defining its composition, appointment, and tenure.
- **Article 216:** Mandates the CRA to make recommendations on the equitable distribution of revenue raised nationally among the national and county governments and to define and enhance revenue sources for these governments.

2. Commission for Revenue Allocation Act, 2011

- **Purpose:** Establishes the CRA and outlines its functions, powers, and operational procedures.
- **Functions:**
 - ✓ **Revenue Sharing:** Recommending the basis for equitable sharing of revenue raised nationally.
 - ✓ **Enhancing Revenue Sources:** Advising county governments on enhancing revenue sources and fiscal policies.
 - ✓ **Financial Monitoring:** Undertaking the crucial task of monitoring and evaluating the use of county resources to ensure efficient and effective utilization, thereby promoting transparency and accountability.

3. Impact on Municipal Boards

- **Funding Allocation:** CRA's recommendations influence the financial resources allocated to county governments, impacting the funding available for municipal boards.
- **Revenue Enhancement:** CRA's advisory role helps municipal boards develop strategies to enhance local revenue generation.
- **Equitable Distribution:** Ensures that resources are equitably distributed to support balanced regional development, including urban areas like Eldoret Municipality.

Municipal Service Charter

1. Service Charter of Eldoret Municipality

- **Purpose:** Outlines service delivery standards, residents' rights and obligations, and the municipal board's commitments.
- **Prompt and Efficient Service Delivery:** The charter underscores the municipality's unwavering commitment to delivering services promptly and efficiently. This commitment, exemplified by the sale of sludge as a service, demonstrates the municipality's dedication to environmental services alongside traditional utilities like water and sanitation, making residents feel valued and prioritized.
- **Feedback Mechanism:** This charter places a significant emphasis on the importance of residents sharing their experiences and feedback. It underscores the municipality's dedication to continuous improvement based on user satisfaction. This mechanism is crucial for identifying areas of strength and weakness in service delivery, enabling the municipality to adapt its services accordingly.
- **Comprehensive Coverage:** The charter assures residents with its comprehensive coverage of a wide range of services, suggesting a broad scope of responsibilities within the municipality. This includes not only core services like water supply and waste management but also potentially other municipal services such as public safety, infrastructure maintenance, and community development initiatives, making residents feel secure and well-cared for.
- **Accountability and Transparency:** This charter promotes accountability and transparency in service delivery by outlining the rights and responsibilities of both the municipality and its service users. It ensures that residents understand what they can expect from the municipality and how they can hold it accountable for meeting those expectations.

The constitutional and legal framework provides a robust basis for the operations of municipal boards in Kenya, including the Municipal Board of Eldoret. This framework ensures that municipal boards operate within defined legal parameters, promoting good governance, accountability, and efficient service delivery. The role of the CRA in revenue allocation and enhancement further supports the financial viability and effectiveness of municipal boards.

Understanding this framework is essential for evaluating the municipal board's contributions to service delivery, identifying areas for improvement, and making recommendations. These recommendations, when implemented, have the potential to significantly enhance the effectiveness and efficiency of municipal services in Eldoret Municipality, instilling a sense of hope and optimism.

2.5.2. Levels and Relationships in the County Government to Contextualize the Municipal Board

To assess the Municipal Board's contributions to service delivery in Eldoret Municipality, it is essential to understand the levels and linkages within the county government hierarchy. This knowledge gives perspective to how the Municipal Board fits into the more significant governance and operational frameworks.

County Government Structure

1. County Executive

- **Governor:** The Governor, as the county's chief executive officer, plays a pivotal role in the County Government Structure. They are responsible for implementing county legislation, managing county resources, and providing county services, thereby shaping the overall direction and development of the county.
- **Deputy Governor:** The deputy governor assists the Governor and may act on their behalf when necessary.

County Executive Committee (CEC): The CEC, composed of members appointed by the Governor and approved by the County Assembly, is a significant part of the County Government Structure. They are responsible for implementing county laws, managing county affairs, providing policy guidance, and influencing the county's operations and development.

County Assembly

- **Members of County Assembly (MCAs):** Elected representatives responsible for legislating, providing oversight, and representing the interests of county residents.

- **Speaker of the County Assembly:** Presides over assembly sessions, ensuring order and facilitating legislative processes.
- **Committees:** Specialized groups within the assembly focusing on various sectors such as finance, health, education, and infrastructure.

County Public Service Board (CPSB)

- **Role:** Responsible for establishing and abolishing offices, appointing county public officers, and promoting public service efficiency.
- **Functions:** Recruitment, disciplinary control, and human resource management within the county public service.

Municipal Board

1. Establishment and Composition

- **Legal Basis:** Established under the Urban Areas and Cities Act, 2011.
- **Composition:** Includes the Municipal Manager, appointed members, and representatives from key stakeholder groups within the municipality.
- **Roles and Responsibilities:** Overseeing municipal administration, ensuring service delivery, and implementing urban policies and plans.

Functions and Responsibilities

- **Service Delivery:** Managing essential services such as water supply, sanitation, waste management, and infrastructure maintenance.
- **Development Planning:** Formulating and implementing development plans for sustainable urban growth.
- **Public Participation:** Facilitating community involvement in decision-making to ensure services meet local needs.

- **Regulatory Compliance:** Ensuring municipal activities comply with national and county laws, regulations, and policies.

Relationships within the County Government

1. Governor and County Executive

- **Policy Implementation:** The Municipal Board operates under the policy direction of the County Executive, led by the Governor.
- **Resource Allocation:** The County Executive, through the CEC, plays a pivotal role in allocating resources to the Municipal Board for service delivery and development projects. This ensures the board's financial stability and effective operation, providing a sense of security to the residents of Eldoret Municipality.

County Assembly

- **Legislation and Oversight:** The County Assembly enacts laws that affect municipal governance and provides oversight to ensure the Municipal Board operates effectively and transparently.
- **Budget Approval:** The Assembly, representing the interests of the residents, approves budgets, including allocations for the Municipal Board. This empowers the residents of Eldoret Municipality in the financial decision-making process, ensuring that financial resources are available for municipal operations.

County Public Service Board

- **Staffing:** The CPSB recruits and manages municipal staff, ensuring that the board has the necessary human resources to fulfill its mandate.
- **Human Resource Policies:** The CPSB ensures that employment practices within the municipality adhere to established standards and policies. This reassures the residents of Eldoret Municipality about the quality and professionalism of the municipal staff.

Intergovernmental Relations

- **Coordination:** The Municipal Board coordinates with other county departments and agencies to ensure cohesive service delivery and address cross-cutting issues.
- **Intergovernmental Forums:** Participation in forums facilitating collaboration and consultation between the county and national government on urban management and service delivery.

The levels and relationships within the county government are crucial for contextualizing the Municipal Board's role in Eldoret Municipality. The board operates within a structured framework that includes the Governor, County Executive Committee, County Assembly, and County Public Service Board. These relationships ensure that the Municipal Board is supported by policy direction, resource allocation, legislative oversight, and human resource management, enabling it to deliver services effectively and contribute to sustainable urban development.

2.5.3. Overlap of Jurisdiction and Functions

Kenya's decentralization of government operations, as specified in the Kenyan Constitution of 2010, has resulted in a complex interaction of authorities and functions among various levels of government. This overlap is evident in the functions and responsibilities of the national government, county governments, and local boards, which can cause service delivery and governance issues.

Kenya's 2010 Constitution outlines a decentralized governance system comprising national and county administrations, each with separate but occasionally overlapping powers. The Fourth Schedule of the Constitution defines certain powers, delegating particular obligations to the national and local administrations. This Constitution is critical to decentralization because it outlines the authorities and duties of the various levels of government and establishes a legal framework for their cooperation. However, several operations, such as health care, agriculture, transportation, and public works, include components that belong within both domains. This overlap needs precise coordination to minimize disputes and guarantee effective service delivery (Republic of Kenya, 2010).

County governments provide various services, including county health services, trade development and regulation, county public works, and infrastructure upkeep. At the same time,

national regulations and norms frequently direct these services. For example, while local governments oversee health facilities and services, the national government oversees health policy, referral hospitals, and disease prevention. This overlap necessitates a collaborative approach to coordinating activities and resources across the two levels of government.

The Urban Areas and Cities Act of 2011 confuses the jurisdictional landscape by creating municipal boards inside county governments to handle urban areas and cities. These municipal boards are responsible for various activities within their respective jurisdictions, including urban planning, service delivery, and infrastructure development. However, their tasks sometimes overlap with those of county governments, notably in road maintenance, waste management, and water services. Effective coordination procedures are required to clearly define duties and avoid duplication of efforts (Urban Areas and Cities Act of 2011).

The Intergovernmental Relations Act of 2012 is a beacon of hope in our system. It governs intergovernmental interactions, providing a framework for national and county governments to discuss and cooperate. This legislation is instrumental in addressing overlaps and ensuring consistent policy execution at all levels of government (Intergovernmental Relations Act, 2012).

The Commission on Revenue Allocation (CRA) plays a pivotal role in our system. It advises on the equitable division of financial resources, helping to mitigate the effects of overlapping jurisdictions. The CRA's recommendations ensure that county governments, including municipal boards, are adequately funded to carry out their tasks. This financial control is crucial for balancing the obligations of national and county governments and ensuring successful local service delivery (Commission on Revenue Allocation Act, 2011).

Despite these frameworks, difficulties persist. For example, executing development projects frequently involves county governments and local boards, which can result in overlaps in project planning, implementation, and monitoring. Ensuring these groups collaborate rather than compete is critical for optimizing resource usage and attaining targeted development results. Joint planning meetings and standard project management frameworks can help match goals and resources. (Kenya Law 2012).

2.5.4. The Role of Politics, Resources Governance and the County Assembly

Kenya's devolution of government services has brought to the fore the role of political dynamics in county governance. Politics significantly influences the functioning and efficacy of county governments, as well as the delivery of municipal services. While political interests can either facilitate or impede development initiatives, it's crucial to recognize that political alignment between county leadership and the national government, as seen in joint infrastructure projects, can lead to more seamless policy implementation and resource access. This potential for alignment offers a ray of hope for more effective governance. Conversely, political disputes and rivalries can lead to project delays and resource misallocation, negatively impacting service delivery.

Resource governance is another important aspect of county administrations' success. Effective resource governance ensures that financial and human resources are allocated efficiently to satisfy the requirements of county inhabitants. The Public Finance Management Act of 2012 establishes a framework for responsible county-level public finance management, focusing on openness, accountability, and public engagement. However, corruption, incompetence, and lacking capacity might jeopardize these efforts. Countries with robust financial management systems and practices outperform others regarding service delivery and infrastructure development (Republic of Kenya, 2012).

The County Assembly is responsible for resource governance and overall county management. The County Assembly, as the county government's legislative branch, is in charge of enacting laws, approving budgets, and overseeing the county executive. The Assembly's oversight duty is critical in ensuring that the county executive and municipal boards follow legal and policy frameworks in service delivery and resource usage, establishing confidence in the system's checks and balances. The County Assembly promotes good governance and combats corruption by analyzing financial records, performing audits, and holding the administration accountable for anomalies or mismanagement (Ongaro, 2017).

Furthermore, the County Assembly serves as a representative body, representing the interests and concerns of the county people. This representative position is critical for ensuring that development programs and resource allocations are consistent with the needs and goals of the

local community. Public involvement is a crucial tenet stipulated in Kenya's 2010 Constitution, which the County Assembly actively promotes through public hearings, discussions, and engagement platforms. Such participatory approaches increase openness and foster public confidence and support for county government actions, empowering locals and including them in the process. It's vital to emphasize the importance of public involvement to make the audience feel included and involved in the government process (Republic of Kenya, 2010).

Political dynamics inside the County Assembly have a considerable impact on its performance. The connection between Members of the County Assembly (MCAs) and the county executive can impact legislative and oversight roles. Constructive collaboration can result in the practical enactment of legislation and budgets that promote development objectives. However, political conflicts and power battles can cause stagnation, stifling the legislative process and oversight efforts. It is crucial to foster a cooperative and transparent political atmosphere within the Assembly to address these issues. This can be achieved through regular dialogue, conflict resolution mechanisms, and clear delineation of roles and responsibilities. The urgency and relevance of tackling these concerns are critical to the Assembly's performance (Gikonyo, 2013).

2.5.5. County Integrated Development Plans (CIDPs) to contextualize the Municipal Board Functions

County Integrated Development Plans (CIDPs) are more than simply strategic papers defining a county's development goals; they also serve an important role in directing the duties of municipal boards. These plans, prepared over five years, serve as a road map for economic, social, and infrastructure development, directing resource allocation and project and program execution. CIDPs are more than just necessary for municipal boards; they provide the contextual framework within which their activities operate, integrating them with the county's overall development goal.

County Integrated Development Plans (CIDPs) are required by the County Governments Act of 2012. According to Section 108 of the Act, each county government must create a CIDP to lead development operations. The CIDP describes the county's vision, mission, and goals, as well as important development priorities determined via broad discussions with stakeholders such as

citizens, private sector participants, and civil society groups. This participatory method guarantees that the CIDP represents the needs and goals of the local community, making the audience feel included and appreciated in the county's development process (County Governments Act, 2012).

Municipal boards follow the structure created by CIDPs. The Urban Areas and Cities Act of 2011 requires municipal boards to match their activities with the CIDP's aims and objectives. This alignment ensures that local boards make effective contributions to the county's overall development goals. For example, if a CIDP emphasizes developing urban infrastructure, the local board would prioritize road maintenance, drainage systems, and public transit improvements within the municipality (Urban Areas and Cities Act, 2011).

The integration of municipal board activities with CIDPs enables more coordinated development initiatives and effective resource usage. Municipal boards play an important role in developing particular municipal projects and services that complement the county's overall development goals. By aligning their operations with the CIDP, municipal boards may guarantee that their initiatives are not only relevant, but also contribute to the county's strategic goals. This coordination prevents duplication of efforts and ensures that resources are allocated to key areas, making the audience feel important in the county's growth (Cheeseman, Lynch, & Willis, 2016).

Public engagement is an essential component of both CIDP and municipal board operations. CIDPs are prepared through extensive public discussions to ensure that development plans are inclusive and represent the requirements of the community. Similarly, municipal boards must work with communities to develop and implement urban initiatives. This participatory strategy increases the openness, accountability, and community ownership of development programs. It also guarantees that the services supplied by municipal boards meet the actual demands of the urban population (Republic of Kenya, 2010).

The CIDP influences but also guides resource allocation and budgeting. The yearly budgeting process is based on the CIDP, which ensures that money are allocated to priority projects and activities. Municipal boards must consequently match their budgets with the CIDP in order to get money for their operations. This alignment guarantees that municipal resources are utilized effectively and contribute to the county's development objectives. The CIDP also incorporates

performance metrics and monitoring frameworks to measure project development, particularly those overseen by municipal boards, providing accountability and transparency in resource utilization (Republic of Kenya, 2012).

2.6. The Concept of Service Delivery

Local governments and communities have been encouraged to participate in the devolution process as a potent method of strengthening service delivery mechanisms in many developing nations. Proponents of decentralization often believe it puts decision-makers closer to the people, increasing local authorities' responsiveness to demands the central government may not satisfy (Hooda, 2016). Devolution, by reducing bureaucracy and incorporating local knowledge into decision-making and planning, underscores the importance of community involvement in achieving more effective service delivery.

Service delivery is not just a function, but a cornerstone in the interaction between the government and its residents (Abe & Monisola, 2014). Government effectiveness is not just about policies and laws, but also about how well it serves its citizens (Eigema, 2007). The greatest way to judge government success and good governance is via service delivery to the people. Abe and Monisola (2014) argue that the government is supposed to provide better services to its citizens. They provided indices for measuring service delivery to the people, such as low inflation, better education, improved health care at affordable rates, clean water, and good roads and road networks in rural areas for the transportation of agricultural products and raw materials. This has driven many governments throughout the world to adopt decentralized governance to improve service delivery (Robinson, 2007). Scholars all over the world believe that service delivery is a measure of a society's health, since it promotes social interaction between the state and its people. Public service delivery is also a critical driver of quality of life and a component of poverty reduction strategies (Akinboade, Mokwena, & Kinpack, 2013; Nayak & Samanta, 2014).

2.7. Justification of Eldoret Municipality as a Case Study

Eldoret Municipality, with its strategic significance and unique characteristics, is a compelling case study for examining the contributions of a municipal board to service delivery. As one of Kenya's fastest-growing urban centers, it serves as a commercial and administrative hub for the

western region of the country. Its rapid urbanization presents both opportunities and challenges in municipal governance, making it a pertinent example for studying the effectiveness of local government structures. The municipality's diverse demographic composition, which includes a mix of urban and peri-urban populations, allows for a comprehensive analysis of service delivery across different socio-economic groups. What's more, Eldoret's proactive municipal board, always at the forefront of change, has implemented various initiatives aimed at improving public services, providing a rich context for evaluating the impact of these efforts and inspiring potential for change and progress.

The choice of Eldoret as a case study is further justified by the municipality's ongoing efforts to position itself as a model for urban development in Kenya. Eldoret has been at the forefront of several pilot projects and policy innovations, particularly in areas such as waste management and water supply. These initiatives offer valuable insights into the successes and challenges faced by the municipal board in enhancing service delivery. By focusing on Eldoret, the study can generate findings that are not only relevant to the local context but also have the potential to significantly contribute to the broader discourse on effective urban governance. This case study allows for a detailed examination of the specific strategies employed by the municipal board and their outcomes, thereby contributing to the broader discourse on effective urban governance.

Systemic issues within Eldoret Municipality are evident in its infrastructure deficits and environmental management challenges. Despite its growth, the municipality needs more sewerage coverage, currently at around 30%, which is insufficient for its population. This lack of infrastructure poses health risks and leads to environmental degradation, as untreated waste can contaminate local water sources. Additionally, the municipality faces challenges in integrating informal settlements into urban planning frameworks, often resulting in disparities in service delivery and access to essential amenities. These systemic issues underscore the importance of addressing urban planning holistically, considering both formal and informal sectors to ensure equitable service delivery.

To address these systemic issues, the study suggests several strategic interventions. These interventions are not just theoretical solutions but practical steps that can be taken to enhance service delivery in Eldoret Municipality. Improving financial management and looking at new

funding options, such as public-private partnerships, can offer the resources needed to improve service delivery. Streamlining administrative procedures and using e-governance technologies can minimize bureaucratic inefficiencies and improve board responsiveness. Furthermore, fostering more vital collaboration between the municipal board, local communities, and other stakeholders can improve coordination and ensure that service delivery initiatives are more inclusive and aligned with the population's needs. By tackling these systemic challenges, Eldoret Municipality can enhance its service delivery, setting a precedent for other municipalities facing similar issues.

2.8. Case Studies on Impact of Municipal Board on Service Delivery

Case Study 1: Sao Paulo Municipality, Brazil

According to the study by García et al. (2019) on the uniqueness of municipalities' roles, the Sao Paulo Municipality Board has demonstrated a strong commitment to enhancing service delivery to residents. A standout accomplishment is the substantial enhancement in public transportation services. This is particularly impressive given São Paulo's status as one of the largest and most congested cities globally. The Board's effectiveness in this area is a testament to its unwavering commitment and capability. Municipal Boards have played a pivotal role in overseeing and coordinating efforts to enhance the city's public transportation system. The São Paulo municipality has been proactive in addressing these challenges through various initiatives, including the creation of a municipal Board to oversee the delivery of services. The municipal Board ensures efficient and effective service delivery for São Paulo inhabitants (Lima-Silva, Abreu, & Leblanc, 2020). One of the key initiatives of the municipal Board is participatory budgeting (PB), a process that involves citizens in the budgeting process, allowing them to prioritize and oversee the implementation of projects (Wetzel, 2013). This technique has been found to enhance the delivery of essential services such as water, sanitation, and public transportation.

The municipal Board has also been diligently working to enhance the management of the city's finances. A study by the Lincoln Institute of Land Policy found that the city's fiscal management

is tied to the past, with a lack of authority and coordination among the different levels of government (Wetzel, 2013). The study recommended that the city address its increasing debt and improve its fiscal management. The Board has taken these recommendations seriously and is actively addressing its challenges, including managing the city's debt, ensuring the equitable distribution of resources, and coordinating financial decisions among the various government levels. This emphasis on financial management and the Board's commitment to sound fiscal practices will reassure the audience about the city's financial stability and responsible management.

The impact of the municipal Board on service delivery has been evaluated through various studies. A study by the São Paulo City Hall found that the municipal Board has improved the delivery of services with a strong focus on transparency, accountability, and modernization (Lima-Silva et al., 2020). This emphasis on transparency and accountability will instill confidence in the audience about the Board's governance. Another study by the Centro de Estudos da Metrópole (CEM) found that the municipal Board has contributed to formulating a Municipal Housing Plan to address housing precariousness in the city. Another aspect of their impact has been implementing integrated transport solutions, including expanding bus rapid transit (BRT) networks and integrating different modes of transport (García et al., 2019). Initiatives like installing intelligent card payment systems and creating dedicated bus lanes have been made possible by cooperative decision-making procedures that these Boards have fostered. These initiatives have helped to improve accessibility, lessen traffic, and raise the standard of São Paulo's public transit offerings. The local Board has also been attempting to raise São Paulo residents' standard of living. As an illustration, the Board has helped to create a Municipal Plan for Urban Development, which attempts to raise the general standard of living in the city by strengthening its services and infrastructure (Lima-Silva et al., 2020).

It is crucial to recognize the issues that still need to be resolved, especially about the fair allocation of resources and services throughout the city's many neighborhoods. According to Gonzalez and Mayka (2023), political influence on municipal boards caused projects to be prioritized unevenly, giving wealthy districts preference over vulnerable populations. In addition, the Boards and local authorities must be proactive in managing concerns about the sustainability and upkeep of infrastructure assets. This includes challenges such as budget constraints, the need

for continuous maintenance, and the impact of climate change on infrastructure.

Case Study 2: Mangaung Municipality, South Africa

The Mangaung Municipality is a metropolitan municipality in the Free State province of South Africa, overseeing Bloemfontein and its neighboring municipalities. Its effect on the provision of services reflects the intricate interactions between socioeconomic and institutional forces. One important case study focuses on the municipality providing basic services to unofficial communities, such as water and sanitation. The transitional councils of Bloemfontein, Botshabelo, Thaba Nchu, and two rural municipalities combined became the Mangaung Metropolitan Municipality in 2000 (Masia, 2022). Due to the city's growth and the merger, the municipality had to deal with substantial backlogs in development and new growth issues. Eight hundred fifty thousand people lived in the municipal territory, which has a total size of roughly 6,263 square kilometers, as of 2007.

One of the key goals of Mangaung's municipal Board is to promote entrepreneurship and SMME development in order to solve issues such as economic growth, unemployment, and income levels (Thekiso, 2016). The Republic of South Africa's Constitution permits municipalities to prioritize community needs while promoting social and economic development (Masia, 2022). The local Board has been attempting to gain market and public trust and discover and use competitive advantages (Sitishe et al., 2023). The Board has also been entrusted with creating mechanisms for attracting private-sector investment and supporting municipal companies.

According to a report by Thekiso (2016), the Mangaung Metropolitan Municipality is developing economic infrastructure, implementing local economic development plans, and tackling difficulties such as poverty, unemployment, and inadequate resources. The report also emphasized the necessity of knowing the municipality's efforts to solve these issues and support entrepreneurship and small, medium, and micro-enterprise growth. The municipal Board also regulates water and sanitation services. SALGA (2011) conducted a case study on regulating water services for Mangaung Local Municipality (LM), which chose to supply water services internally. The research sought to learn about the municipality's self-regulation experience and determine if it has adequately separated its Water Services Authority (WSA) and Water Services Provider (WSP) roles.

Mangaung continues to suffer issues connected to informal settlement expansion, worsened by increasing urbanization and historical inequalities. According to Subramanyam and Marais (2022), the creation of Mangaung Municipality through the merger of Bloemfontein, Botshabelo, and Thaba Nchu has been critical in coordinating efforts to address these challenges, mainly through initiatives to provide essential services to underserved communities. For example, collaborative interactions encouraged by the municipal Board resulted in creating and implementing infrastructure projects aimed at informal settlements. These include the placement of common water taps, the building of communal restrooms, and initiatives to enhance waste management systems. Such initiatives have advantages in improving health outcomes, increasing dignity, and fostering social involvement among residents of informal communities.

According to the SALGA case study, Mangaung LM operates one water treatment facility in Maselspoort that is fed by the Modder and Caledon rivers (Mgolozeli, 2018). The municipality obtains 70% of its water from the Bloemfontein Water Board and serves four towns: Bloemfontein, the Old Mangaung Township, Botshabelo, and Thaba Nchu. The research also discovered that Mangaung LM has consistently increased household access to water, progressing from RDP standard to higher service levels such as piped water within a yard or home (Sitishe et al., 2023). Mofokeng (2018) conducted a case study on ward committees' influence on community involvement in Mangaung Metropolitan Municipality. The study sought to establish the function of ward committees in three specific wards, and the findings shed light on the municipality's attempts to involve local communities and secure their participation in decision-making processes.

ARM GP Publishing (2023) conducted another study on the financial viability of municipalities in the Free State Province, emphasizing the Mangaung Metro Municipality. According to the report, the municipality's funding structure comprises 65% internal revenue, 29.5% state transfers, and 10% external borrowings (Masia, 2022). However, the municipality's financial capability is harmed due to a growth in debtors, cash flow issues, growing expenses, volatile revenue to the revenue section of the budget, and an increase in short- and long-term debt. Research conducted by Researchgate (2023) looked into the problems in supply chain management that impact service delivery in Mangaung Metropolitan Municipality (Sitishe et al., 2023). The findings of this study give significant insights into the municipality's operational

difficulties and their influence on service delivery.

However, the Mangaung Municipality's municipal boards are limited in their function. According to Ranchod (2020), ongoing fiscal restrictions, administrative inefficiencies, and political intervention frequently impede the timely and fair delivery of services to Mangaung Municipality citizens. Furthermore, contradictions between formal legal frameworks and the realities of informal settlement dynamics present continual obstacles to sustained service delivery.

Case Study 3: Kampala Municipality, Uganda

The influence of municipal boards on service delivery in Kampala Municipality has received both acclaim and criticism, notably in terms of urban infrastructure development and administration. A notable case study revolves around improving solid waste management within the city. Kampala faces significant waste collection, disposal, and recycling challenges, compounded by rapid population growth and inadequate infrastructure (Nabukeera, 2020). Municipal Boards have been instrumental in devising strategies to address these challenges, including establishing public-private partnerships and community engagement initiatives. Through collaborative decision-making, municipal Boards have facilitated waste management projects, such as expanding waste collection services, establishing recycling facilities, and public awareness campaigns on waste reduction and segregation. These efforts have resulted in tangible improvements, including cleaner neighbourhoods, reduced environmental pollution, and enhanced public health outcomes.

Racheal conducted another study on the link between procurement management and service delivery in Kampala (Robert 2018). The study discovered that procurement planning and controls are strongly connected to service delivery, while procurement monitoring is not. It recommended revising procurement planning processes, strengthening controls, and conducting regular independent monitoring. A report by UNDP outlined principles for effective service delivery in Uganda's local governments, including conscious strengthening of service standards, uncompromisable quality, transparency and accountability, and continuous improvement (Kandasami, 2019). It emphasized the need for local governments to evaluate citizen needs, improve decision-making capacity, and increase collaboration with central government. An

African Cities Research Consortium case study discussed strengthening service delivery processes in Kampala. It highlighted the importance of mobilizing citizens to galvanize the interest and commitment of city leaders in service delivery (Kasangaki et al., 2015). The study noted that informal residents are often most affected by service gaps.

However, various factors constrained municipal Boards' impact on waste management in Kampala. Limited financial resources, institutional capacity gaps, and regulatory inconsistencies pose significant barriers to the sustainable delivery of services (Resnick, 2014). Moreover, the prevalence of informal waste collection systems and inadequate enforcement mechanisms present ongoing challenges to achieving comprehensive and equitable waste management solutions.

These case studies from São Paulo Municipality, Mangaung Municipality, and Kampala Municipality collectively underscore the critical role of municipal Boards in influencing service delivery outcomes within diverse urban contexts. Despite differences in socio-economic conditions and institutional frameworks, common themes emerge, including the importance of collaborative decision-making, the need for proactive coordination among stakeholders, and the challenges of balancing competing interests. Each municipality has grappled with complex issues such as transportation infrastructure, provision of essential services to informal settlements, and waste management, where municipal Boards have served as crucial platforms for policy formulation, resource allocation, and community engagement. While these cases highlight successes in improving service delivery, they also reveal persistent challenges related to governance, funding, and institutional capacity that require ongoing attention to ensure sustainable and equitable urban development.

2.9 Justification of the choice of Eldoret Municipality as a case study

Eldoret Municipality presents a compelling case study that examines the contributions of municipal boards to service delivery within Kenya's devolved governance framework. This choice is justified by several factors, including its economic significance, demographic trends, urbanization challenges, and unique governance dynamics.

Economic Significance: Eldoret, one of Kenya's fastest-growing urban centers, serves as the

administrative capital of Uasin Gishu County. Its strategic location along the Northern Corridor, a critical trade route linking Kenya to Uganda, Rwanda, and the Democratic Republic of Congo, makes Eldoret a vital hub for trade and commerce. The economic activities in Eldoret, including agriculture, manufacturing, and education, contribute significantly to the local and national economy and provide a rich context for studying how municipal boards can enhance service delivery to support economic growth and development.

Demographic Trends: Eldoret has experienced rapid population growth over the past few decades. According to the 2019 Kenya Population and Housing Census, Eldoret's population stood at approximately 475,716, reflecting a substantial increase from previous years (Kenya National Bureau of Statistics, 2019). This rapid population growth has placed significant pressure on urban infrastructure and services, making it an ideal location to study how municipal boards address housing, sanitation, transportation, and public health challenges. Understanding these dynamics can provide insights into effective urban management and service delivery in growing municipalities.

Urbanization Challenges: As a rapidly urbanizing center, Eldoret faces several challenges typical of urban areas in developing countries, including informal settlements, inadequate infrastructure, traffic congestion, and environmental degradation. These challenges demand urgent and effective governance and innovative solutions. Eldoret's experiences in tackling these issues, such as its strategies for managing informal settlements or its innovative approaches to improving transportation, can offer specific and actionable lessons for other urban centers experiencing similar challenges (Owuor & Mbatia, 2018).

Unique Governance: Eldoret's governance structure presents a unique and valuable opportunity for learning, allowing us to explore the interplay between different levels of government within Kenya's devolved system. The municipal board in Eldoret operates under the Uasin Gishu County Government, and its functions intersect with those of the county executive and the county assembly. This multi-layered governance framework offers a rich context for an in-depth analysis of how municipal boards collaborate with other governmental entities to deliver services and implement development projects. Additionally, Eldoret's political landscape, characterized by active civic participation and diverse political interests, provides a rich context for studying

the impact of political dynamics on service delivery and governance (Cheeseman, Lynch, & Willis, 2016).

Development Initiatives: Eldoret has been the focus of several significant development initiatives to improve infrastructure, enhance service delivery, and promote economic growth. These initiatives, supported by national and county governments and international donors, underscore the crucial role of municipal boards in coordinating and implementing development projects. For instance, upgrading roads, expanding healthcare facilities, and investing in educational institutions highlight the municipality's developmental trajectory and the pivotal role of municipal boards in driving these changes (Ongaro, 2017).

2.10. Theoretical framework

The study is anchored on the theories discussed below to enable broader understanding of the study concepts. The relevance of the theories are also outlined and their use in related studies.

2.10.1. Institutional Theory

Institutional theory explains organizational communication through standard pre-existing rules, attitudes, and norms in companies' external environments (Glynn & D'Aunno, 2023). According to Glynn and D'Aunno (2023), the origins of institutional theory rest on the concepts of legitimacy, rational myths, and isomorphic forces in organizational fields; communicative institutionalism emphasizes forms of discourse, such as rhetoric, framing, messages, vocabularies, tropes, narratives, slogans, metaphors, idioms, and selective grammatical styles, to show how communication has the force to change cognition and thus social institutions. This theory provides a valuable lens for analyzing the impacts of Municipal Boards on the delivery of services by focusing on the formal and informal institutions that shape the behavior and decision-making of these governing bodies (Nielsen et al., 2020). This theoretical approach sheds light on how institutional variables impact local service delivery by considering the laws, customs, and organizational structures that shape Municipal Boards' activities.

Applying institutional theory to the research on municipal boards' effects on service delivery yields a thorough knowledge of the formal and informal processes that drive these governing bodies' choices and actions (Polzer, 2022). Formal institutions, such as legal frameworks and

regulations, significantly shape the decision-making processes of Municipal Boards concerning service delivery (Sedgwick & Lemaire, 2024). Compliance with legal mandates and adherence to established norms impact how Boards prioritize and allocate resources, directly influencing the quality and accessibility of services. Moreover, informal institutions, including organizational cultures and shared norms among Board members, play a crucial role in shaping the behavior of Municipal Boards. The institutional culture influences how decisions are made, impacting the efficiency and effectiveness of service delivery initiatives. Isomorphic pressures may lead to adopting practices observed in similar institutions, impacting the standardization of approaches among local governments (Polzer, 2022). Understanding how Municipal Boards conform to or resist these institutional pressures sheds light on the factors influencing service delivery strategies. According to Siverbo, Cäker, and Åkesson (2019), Institutional Theory also prompts an examination of the legitimacy of Boards in the eyes of the public, recognizing that adherence to institutional norms contributes to public trust. This comprehensive theoretical framework enables analysis of how formal and informal institutions within the municipal context shape decision-making processes and, consequently, impact the outcomes and effectiveness of service delivery by Municipal Boards.

2.10.2. Scientific Management Theory

According to Birnbaum and Somers (2023), Scientific Management Theory is a traditional management strategy that prioritizes standardization, efficiency, and the methodical arrangement of work activities. While this theory is traditionally associated with industrial settings, its principles can be applied to analyse the impacts of Municipal Boards on the delivery of services. In the context of municipal governance, applying Scientific Management Theory involves optimizing administrative processes, resource allocation, and service delivery mechanisms.

According to Taylor (2023), the hypothesis was developed by Fredrick Taylor (1856-1915). Frederick Taylor was the first to recognize certain characteristics of the industrial process and conduct research to enhance it. His and other system rationalists' purpose was to provide standards for participant actions (Dar, 2022). Taylor worked to enhance the organization of steel factories. His efforts were directed at analyzing particular projects. However, attempts to rationalize labor at the individual worker level eventually resulted in modifications to the

overall structure of work arrangements (Dar, 2022).

As a result, from the standpoint of a rational system, there are two important components: objective specificity and formalization. Goal definition gives rules for particular activities to be done, as well as a controlled allocation of resources. Formalization is a method of standardizing organizational behaviour. As a consequence, there will be consistent expectations, resulting in a reasonable organizational system. Taylor investigated how to get the most output with the least amount of input. This was Taylor's attempt to justify each individual worker. To maximize output, he proposed the following strategies:

- Divide work between managers and workers.
- Provide an incentive system (based on performance).
- Scientifically train workers.
- Create a science for each individual's responsibilities and
- Ensure work is done on time/efficiently.

Applying Scientific Management Theory to analyse the impacts of Municipal Boards on service delivery involves assessing efficiency, work standardization, decision-making processes, incentive structures, and systematic planning. While this theory originated in the industrial context, its principles provide a valuable framework for enhancing the organizational effectiveness of Municipal Boards and optimizing service delivery for the benefit of the community.

2.10.3. Division of Labour Theory

According to Olsaretti (2023), the Division of Labour Theory, initially articulated by Adam Smith, posits that breaking down complex tasks into specialized, smaller tasks contributes to increased efficiency and productivity. In analyzing the implications of Municipal Boards on service delivery, the Division of Labour Theory can give useful insights into the assignment of duties and the organizational structure of these governing bodies.

According to Durkheim (2023), Municipal Boards often deal with multifaceted tasks related to policy formulation, resource allocation, and oversight of service delivery. Applying the Division of Labour Theory involves scrutinizing how these tasks are subdivided among specialized committees or departments within the Board. For instance, budget allocation, infrastructure planning, and community engagement could each be designated to specific units. Evaluating the extent of task specialization sheds light on the efficiency and effectiveness of the Board in addressing diverse aspects of service provision. Moreover, the theory encourages a detailed examination of the communication and coordination mechanisms within the Municipal Boards. Inefficient communication and coordination can undermine the benefits of task specialization.

Analysing the flow of information and collaboration among specialized units within the Board ensures that the division of labour contributes positively to streamlined service delivery processes. The impact of the Division of Labour Theory on service delivery also extends to the responsiveness and adaptability of Municipal Boards (Olsaretti, 2023). Specialized units focused on particular governance and service provision aspects are better positioned to develop expertise and respond promptly to challenges within their purview. This increases the Board's overall agility in responding to community demands and improving service quality. While the Division of Labor Theory emphasizes the benefits of specialization, it also asks for a comprehensive assessment of its possible downsides. (Pais, 2019). Overly rigid divisions may result in siloed decision-making and hinder a comprehensive understanding of interconnected issues. Balancing specialization with mechanisms for cross-functional collaboration becomes essential to ensure Municipal Boards maintain a cohesive approach to service delivery.

The Division of Labour Theory offers a lens for analysing how Municipal Boards organize and allocate tasks to enhance service delivery. It prompts a critical examination of task specialization, communication structures, and the overall organizational efficiency of Boards. In order to fully utilize the Division of Labor Theory and maximize its influence on service delivery for the benefit of the local community, Municipal Boards must strike a balance between specialization and cooperative coordination.

2.11. Empirical Review

2.11.1. Types of services delivered by Municipal Board

The Municipal Board is responsible for providing a wide range of services to fulfill the demands of the neighborhood. The services offered may differ according to the particular roles and obligations assigned to the Municipal Board by higher authorities. The following are a few typical services that Municipal Boards provide.

2.11.1.1. Infrastructure Services

A study by Schoute, Budding and Gradus (2018), found out that infrastructure services delivered by municipal Boards encompass a crucial aspect of local governance, focusing on the planning, developing, and maintaining critical physical assets that form the backbone of a community. One primary responsibility lies in the management of transportation infrastructure. Municipal Boards oversee the construction and maintenance of roads, bridges, and public transit systems, ensuring the smooth flow of traffic and the accessibility of different areas within the municipality. Boards support people's overall connection and mobility by making investments in a well-maintained and effective transportation infrastructure (Mbecke, 2014). Sewerage and water supply systems are essential parts of the infrastructure services that Municipal Boards offer. Boards are responsible for overseeing the effective disposal of wastewater and making sure that citizens have access to clean, safe drinking water. This includes putting in place water treatment facilities, keeping up sewage networks, and strategically planning for water supplies. An adequate infrastructure for sanitation and a steady supply of water are essential for maintaining public health and raising communal standards of living.

In addition to transportation and water services, Municipal Boards are often responsible for managing public spaces and facilities. This includes developing and maintaining parks, recreational areas, and community centres (Zondi, Nzimakwe, & Mbili, 2017). These spaces contribute to the social and cultural vibrancy of the municipality, providing residents with recreational opportunities and fostering community engagement. The maintenance of such amenities reflects the commitment of Municipal Boards to enhancing the overall well-being and quality of life for residents. Urban planning and land-use management are also critical components of infrastructure services. Municipal Boards are involved in zoning regulations, land development planning, and ensuring that the growth and expansion of the municipality occur in a

sustainable and organized manner (Mbecke, 2014). By guiding urban development, Boards contribute to creating cohesive and well-designed communities that meet the evolving needs of residents.

Furthermore, Municipal Boards often play a role in environmental conservation efforts related to infrastructure. This involves implementing sustainable practices in construction and maintenance, considering energy-efficient technologies, and addressing environmental concerns associated with infrastructure projects (Mbecke, 2014). Integrating environmentally conscious practices aligns with broader sustainability and resilience goals within the community.

2.11.1.2. Public Safety and Law Enforcement

In order to preserve law and order, guarantee resident safety, and handle crises in the neighborhood, Municipal Boards provide essential law enforcement and public safety services (Schoute, Budding & Gradus, 2018). Municipal Boards work with neighborhood law enforcement organizations to create and carry out public safety plans. This cooperation frequently entails assigning funds, directing activities, and creating regulations that support the municipality's general security. One key aspect of the Municipal Board's role in public safety is developing and implementing community policing initiatives (Schoute, Budding & Gradus, 2018). These programs foster positive relationships between law enforcement officers and community members, emphasizing collaboration, trust-building, and problem-solving. Municipal Boards may allocate resources to support community policing efforts, contributing to enhanced communication between law enforcement and residents to address local safety issues proactively.

Emergency preparedness and response are integral to public safety services provided by Municipal Boards. Boards work to develop and implement emergency response plans, ensuring that the municipality is well-equipped to handle various crises, such as natural disasters, accidents, or public health emergencies (Zondi, Nzimakwe, & Mbili, 2017). This involves coordinating with emergency services, organizing drills, and providing residents with information and resources to respond effectively in times of crisis. Municipal Boards are responsible for setting policies related to public safety and law enforcement within the community. This includes the development of ordinances, regulations, and guidelines that govern behaviour and ensure public order. Boards may also allocate funds to train law enforcement

personnel, investing in professional development to enhance the effectiveness and professionalism of the local police force.

Collaboration with local law enforcement agencies enables Municipal Boards to address specific safety concerns within the community (Mbecke, 2014). Boards may allocate resources to support specialized units, such as those focused on community outreach, drug enforcement, or cybercrime prevention. By tailoring law enforcement efforts to local needs, Municipal Boards contribute to a more targeted and practical approach to public safety. Community engagement is critical in delivering public safety services by Municipal Boards. Boards often organize town hall meetings, community forums, and outreach programs to gather input from residents, address concerns, and enhance communication between law enforcement and the community (Schoute, Budding & Gradus, 2018). This emphasis on community engagement fosters a sense of shared responsibility for public safety and encourages collaboration in addressing local challenges.

2.11.1.3. Health and Sanitation Services

According to Mbecke (2014), Health and sanitation services delivered by Municipal Boards are integral components of local governance aimed at safeguarding public health, ensuring sanitary living conditions, and promoting overall well-being within the community. Municipal Boards take on the responsibility of managing and overseeing public health initiatives, including providing essential services that contribute to a healthy living environment. One of Municipal Board's primary responsibilities in health and sanitation is the management of waste disposal (Mbecke, 2014). This involves implementing organized systems for garbage collection, recycling programs, and proper disposal of hazardous materials. By establishing and enforcing regulations related to waste management, Municipal Boards contribute to maintaining a clean and sanitary environment, minimizing environmental hazards, and mitigating health risks associated with improper waste disposal.

Ensuring a safe and reliable water supply is another crucial aspect of the health services Municipal Boards provide (Mbecke, 2014). Boards are responsible for overseeing water treatment plants, keeping an eye on the quality of the water, and putting policies in place to ensure that locals have access to clean, safe drinking water. This proactive approach to water management contributes significantly to the prevention of waterborne diseases and promotes the

overall health and well-being of the community (Schoute, Budding & Gradus, 2018). Disease control and prevention initiatives fall within the health and sanitation services delivered by Municipal Boards. These efforts are essential in safeguarding public health and preventing the outbreak of diseases within the municipality.

Municipal Board also engage in public health campaigns and educational programs to promote community health and well-being ((Schoute, Budding & Gradus, 2018). These initiatives can include vaccination drives, health screenings, and educational workshops on nutrition, hygiene, and disease prevention. By actively promoting health awareness, Municipal Board contribute to the prevention of illnesses and the overall improvement of residents' health. The Board is critical in coordinating and implementing emergency response plans in response to public health emergencies or pandemics. This involves collaboration with healthcare providers, public health agencies, and other stakeholders to ensure a swift and effective response to health crises.

2.11.1.4. Educational and Recreational Services

Educational and recreational services delivered by Municipal Boards reflect a commitment to the holistic development and well-being of the community. Municipal Boards often provide educational services by supporting local schools, libraries, and other educational institutions. This support involves financial allocations, infrastructure development, and collaborative initiatives to improve the municipality's education quality (Schoute, Budding & Gradus, 2018). By investing in education, Municipal Boards contribute to residents' intellectual and cultural growth, fostering an environment that values learning and knowledge.

Recreational services are also critical components of the Municipal Board's attempts to improve the general quality of life in the town. The Board manages and improves public parks, recreational facilities, and community centers (Mbecke, 2014). These spaces are hubs for social interaction, physical activity, and cultural events. Municipal Boards often organize or support recreational programs, sports leagues, and cultural activities that cater to residents of all ages, contributing to a vibrant and inclusive community life. In addition to physical spaces, it allocates resources to support educational and recreational initiatives beyond traditional settings. This can include funding for community events, workshops, and programs that promote cultural enrichment, creativity, and lifelong learning. By fostering diverse educational and recreational

opportunities, Municipal Boards contribute to the community's overall well-being and sense of belonging.

Furthermore, Municipal Board collaborate with local educational and recreational organizations to expand the reach and impact of services. Partnerships with schools, non-profits, and cultural institutions enable Boards to leverage collective resources and expertise, creating a more comprehensive and enriching array of educational and recreational offerings for residents (Mbecke, 2014). Educational and recreational services also affect community development and social cohesion. By providing spaces and programs that unite people, Municipal Boards contribute to creating a shared community identity. This sense of community fosters social connections, reduces isolation, and strengthens the bonds among residents, creating a more resilient and supportive local environment.

2.11.1.5. Licensing and Regulatory Services

According to Schoute, Budding and Gradus (2018), licensing and regulatory services are essential components of local governance, playing a pivotal role in ensuring compliance with community laws, regulations, and standards. One primary responsibility of Municipal Board in this regard is issuing and overseeing licenses and permits for various activities. These licenses include business permits, building permits, health permits, and other authorizations required for specific operations within the municipality. By regulating and licensing businesses and activities, Municipal Board establishes a framework for orderly and lawful conduct, promoting public safety, and protecting the community's interests.

Municipal Boards are responsible for developing and implementing regulatory frameworks that govern various activities within the jurisdiction (Schoute, Budding & Gradus, 2018). This involves the formulation of ordinances, codes, and policies that outline the rules and standards applicable to businesses, construction projects, and other endeavours. Regulatory services provided by the Board ensure that activities within the municipality adhere to established guidelines, contributing to a well-organized and compliant community.

In addition to issuing licenses and permits, Municipal Board engage in ongoing regulatory activities to monitor and enforce compliance (Schoute, Budding & Gradus, 2018). This involves inspections, audits, and investigations to ensure businesses and individuals adhere to the

stipulated regulations. The goal is to maintain a level playing field, safeguard public health and safety, and prevent potential negative impacts on the community from non-compliance.

2.11.1.6. Environmental Conservation

Environmental conservation efforts represents a critical aspect of local governance, demonstrating a commitment to sustainable development and community well-being (Zondi, Nzimakwe, & Mbili, 2017). Municipal Board often play a crucial role in implementing initiatives to protect natural resources, minimize environmental impact, and foster a resilient and ecologically balanced environment within the municipality. One significant responsibility in environmental conservation involves managing and protecting local ecosystems and green spaces. Municipal Board engage in waste management practices that align with environmental conservation goals. This involves adopting recycling programs, trash reduction measures, and correct disposal ways to reduce solid waste's environmental impact. Through these initiatives, the Board helps to reduce landfill trash, save resources, and promote a more environmentally friendly approach to waste management.

2.11.1.7. Cultural and Arts Programs

Cultural and arts programs showcase a commitment to enriching the community's cultural fabric, fostering creativity, and providing residents with diverse avenues for cultural expression (Zondi, Nzimakwe, & Mbili, 2017). The Municipal Board plays an important role in supporting and promoting cultural projects, recognizing the inherent significance of the arts in improving the general quality of life in the municipality. One key aspect of cultural and arts programs is the provision and maintenance of cultural venues and spaces. Municipal Board allocates resources for developing and keeping community theatres, galleries, and performance spaces. These venues serve as platforms for local artists to showcase their talents, fostering a vibrant cultural scene that contributes to the identity and uniqueness of the community. In addition to physical spaces, the Board may organize or support a variety of cultural events and programs. This includes art exhibitions, music festivals, dance performances, and literary events that celebrate the municipality's rich diversity of artistic expressions. These events showcase local talent and provide opportunities for residents to engage with and appreciate different forms of art, contributing to a sense of community pride and cohesion.

2.11.1.8. Economic Development Services

Economic development services are crucial components of local governance aimed at stimulating economic growth, fostering entrepreneurship, and enhancing the overall economic well-being of the community (Zondi, Nzimakwe, & Mbili, 2017). Municipal Board play a pivotal role in creating an environment conducive to business development, job creation, and sustainable economic activities. Through strategic planning and zoning, the Board develops comprehensive plans that guide the growth and development of the municipality. This includes identifying areas for commercial and industrial activities, ensuring infrastructure alignment, and promoting mixed-use developments. By strategically planning land use, Boards contribute to creating a business-friendly environment that supports economic expansion.

Supporting small businesses and entrepreneurship is a crucial focus of economic development services delivered by Municipal Board. It establishes small business development centers, offer training programs, and provide mentorship opportunities to help local entrepreneurs thrive. This support fosters a vibrant local business ecosystem, contributing to job creation and economic sustainability. Infrastructure development is another critical aspect of economic development services. Municipal Board invests in infrastructure projects, such as roads, utilities, and public spaces that enhance the overall attractiveness of the community for businesses (Zondi, Nzimakwe, & Mbili, 2017). Well-planned infrastructure projects not only support the needs of existing businesses but also attract new investments, contributing to the economic vibrancy of the municipality.

2.11.2. Strategies for efficient service delivery by Municipal Board

The service sector, a key player in the global economy, is increasingly vital to the economies of many nations in today's competitive climate. The provision of high-quality services is not just a tactic for success and survival, but a necessity (Parasuraman et al., 1985). The primary objective of enhancing service delivery is to boost its efficiency and effectiveness. A 2009 World Bank research underscores the urgent need for new intelligent service delivery systems to address the myriad challenges that cities face today. This is particularly crucial in the developed world, where cities are driving a significant portion of their nations' economies; for instance, about a third of the GDPs of Tokyo, Paris, Zurich, Prague, and Oslo are city-driven (World Bank, 2009).

Jooste (2008) argues that contracting, when used effectively, can significantly improve service delivery by leveraging public ideals, institutions, and service markets. They propose that stakeholder choices and democratic procedures, such as public consultations and voting, can determine the optimal values in service delivery. These processes ensure that the service delivery values align with the needs and preferences of the public, leading to a more satisfying service experience. Furthermore, public legislation and organizational configurations can influence the contractual tools for balancing conflicting values. At the same time, service market features can impact which contracting tools and suppliers are most suited to achieving stakeholder objectives (Jooste, 2008). A complex combination of tactics is required to guarantee that service professionals are eager and capable of providing quality services while being motivated to execute in a customer-oriented, service-minded manner. Employees who are consistently motivated to be customer-oriented will provide better service. To establish a customer-oriented workforce, firms must acquire the right people, train them to give high-quality service, provide necessary support systems, and retain the best employees (Jooste, 2008).

In 2003, the Economic Commission for Africa (ECA) emphasized that the public sector is not just a service provider, but a critical driver of national development. To stay sustainable, efficient, and successful in responding to citizens' changing requirements, it must adopt techniques that improve productivity and service quality. The ECA highlighted many ways African countries may use to improve public sector performance. These initiatives, which address fundamental criteria for strengthening the public sector in general and service delivery in particular, are founded on the idea of a 'lean' government. This entails government-led cooperation with all stakeholders to support the progress of the business sector and people through a well-managed policy and regulatory environment. ECA (2003) identified four primary initiatives for enhancing service delivery: overall quality management, organizational strategic management, training and development, and the Lean Six Sigma strategy.

2.11.3. Extent of delivery of services by Municipal Board

Pretorius (2017) found that the scope of service delivery by a Municipal Board is a comprehensive feature that includes the range, quality, and accessibility of services offered to the community. The effectiveness of a Municipal Board in meeting the needs of its residents is often

reflected in the comprehensiveness and efficiency of its service delivery initiatives (Lee, et al., 2014). One critical dimension of the extent of service delivery is the scope of services offered by the Municipal Board. This involves identifying the diverse needs of the community, ranging from infrastructure development and public safety to health services, education, and cultural enrichment. A comprehensive and well-balanced portfolio of services demonstrates the Board's commitment to addressing the multifaceted requirements of residents.

The accessibility and availability of services are also crucial indicators of the extent of service delivery. Lee et al. (2014) said that the Municipal Board should work to ensure that services are easily accessible to all segments of the community. This includes concerns for geographical distribution, appropriate resource allocation, and the elimination of barriers that may prevent some groups from accessing the services supplied. Accessibility contributes to the inclusivity and effectiveness of service delivery efforts. Quality is a paramount factor in evaluating the extent of service delivery by a Municipal Board. The services provided should meet or exceed established standards, demonstrating a commitment to excellence and the well-being of residents. Quality service delivery requires efficient systems, well-trained personnel, and continuous monitoring and improvement mechanisms to address emerging challenges and maintain high standards.

According to Bhuiyan and Islam (2023), Community satisfaction and feedback serve as valuable indicators of the extent to which services are meeting the expectations and needs of residents. Municipal Boards should actively seek input from the community, engage in regular assessments, and use feedback mechanisms to gauge the effectiveness of service delivery initiatives. Positive community perceptions reflect a successful alignment of services with the community's aspirations (Lee, et al., 2014). Additionally, the efficiency and responsiveness of service delivery processes contribute significantly to the extent of success achieved by a Municipal Board. Timely decision-making, efficient administrative procedures, and effective communication channels improve the Board's capacity to answer the community's changing requirements quickly. An agile and responsive strategy guarantees that services are delivered effectively and that the Board can adjust to changing conditions.

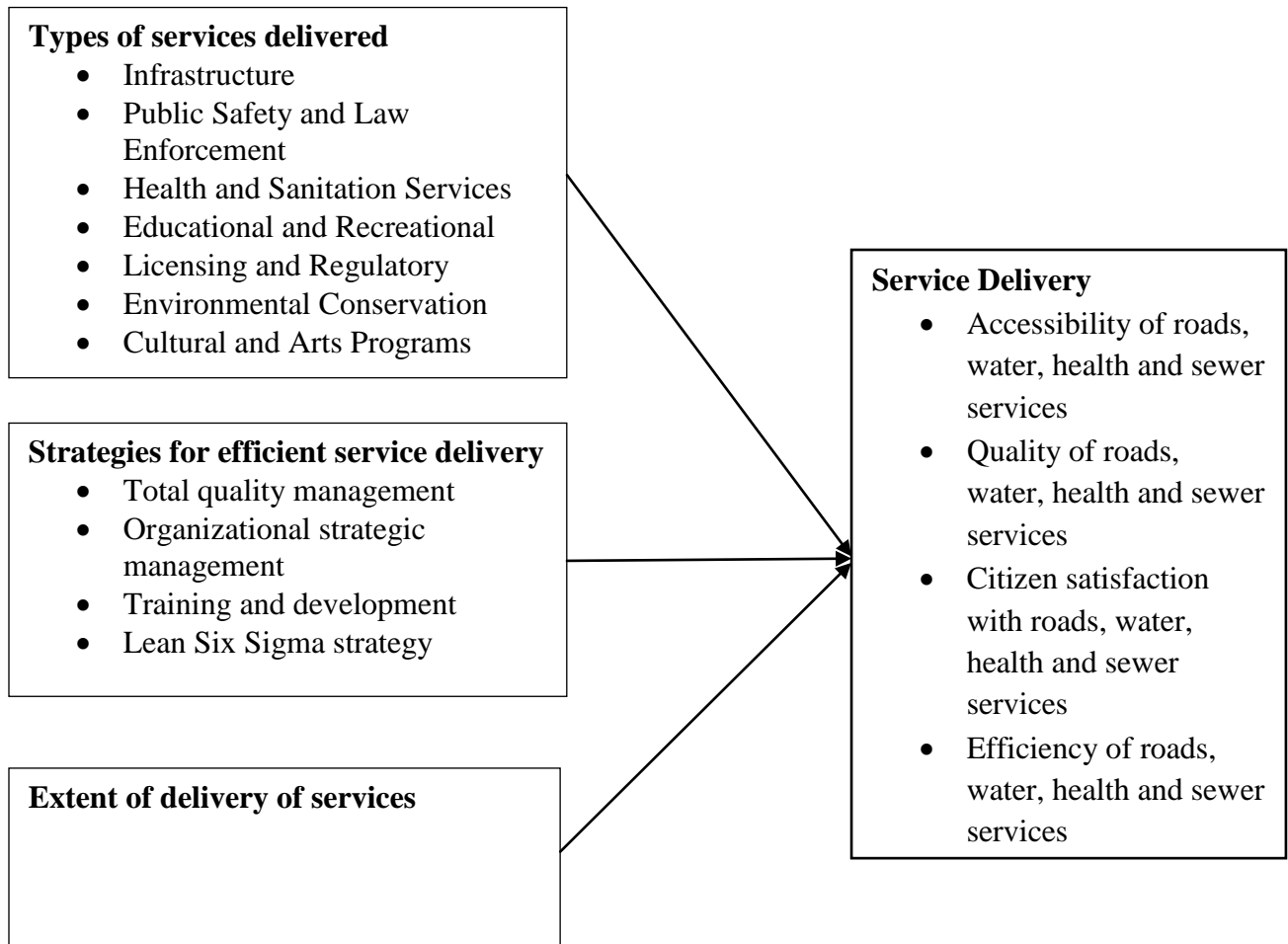
2.12. Research Gaps

The literature on analysing the impacts of Municipal Boards on the delivery of services reveals several notable research gaps in Kenya. One key gap lies in the limited exploration of comparative studies across municipalities, hindering a comprehensive understanding of how variations in governance structures, socio-economic contexts, and local priorities influence the effectiveness of Municipal Boards in service delivery. Additionally, while existing research acknowledges the importance of community engagement, there is a need for more in-depth investigations into effective strategies for involving citizens in decision-making processes and the subsequent impact on service delivery. The literature also exhibits a gap in assessing the long-term sustainability and resilience of service delivery influenced by Municipal Board, prompting a need for studies that delve into the enduring effects of governance decisions and the adaptive capacity of municipalities to external challenges. Further study is needed to investigate the impact of technology in improving service delivery, particularly given the increasing integration of digital platforms and data analytics into governance procedures. Finally, an underexplored field is understanding how unique governance structures and decision-making processes within Municipal Boards affect service results, which encourages academics to investigate the organizational dynamics that define service delivery efficacy. Addressing these research gaps will help us get a more nuanced and thorough understanding of the complex link between municipal boards and service delivery.

2.13. Conceptual Framework

A conceptual framework is a diagrammatic representation of variables that shows the link between the independent and dependent variables (Mugenda & Mugenda, 2003).

Figure 2.2: Conceptual Framework



Source: Author, 2024

Independent variables, the core of our study, are the pivotal actions, policies, or decisions orchestrated by the esteemed municipal Board in Eldoret. These include the strategic allocation of funds for infrastructure development, the pioneering implementation of new service delivery models, or the transformative changes in local regulations that directly impact service delivery to our valued residents.

Dependent variables, the complete results we rigorously measure, cover a wide range of Eldoret Municipality's service delivery. This covers the quality of services such as water supply, sanitation, waste management, and road maintenance; the efficiency of service delivery, as evaluated by metrics such as response times or service coverage; and citizen satisfaction levels,

as assessed by surveys or feedback channels. The selection of these dependent variables demonstrates our strong desire to understand how the local Board's decisions affect the efficacy and quality of service delivery.

Intervening variables, the external factors that influence the link between the independent and dependent variables complicate our understanding of municipal board service delivery. These variables, such as the economic conditions of Eldoret, which affects the municipality's ability to fund and implement service delivery improvements; the political environment, which influences the municipal Board's decision-making and the community's acceptance of new initiatives; and the level of community engagement, which impacts both the implementation of new services and residents satisfaction, are crucial in shaping the outcomes of the municipal Board's actions.

2.14 Summary of Literature Review

This chapter has provided historical background on Kenyan devolution, decentralization and varieties of decentralization, the founding of municipalities in Kenya, the roles of a municipal Board in terms of service delivery, and an explanation of the idea of service delivery. A significant part of this chapter is dedicated to the examination of the theoretical underpinnings of the study, which forms the basis for the development of an empirical and conceptual framework, including appropriate study variables. As a result, the research variables were used to calculate the impacts of the municipal board on the delivery of services to community people.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter describes the research methodologies used by the study to reach results and recommendations. They comprise the study area, research design, sampling strategies, target population, sample size, units of analysis and observation, data collecting methods, research tools, data reliability and validity, ethical issues, and data analysis.

3.2. Study Area

Situated around 312 kilometers northwest of Nairobi, the capital of Kenya, Eldoret town is a singular geographical treasure. Its location along Africa's Great North Road, which connects Cairo to Cape Town, and the important Kenya-Uganda Railway Line make it a key center. Eldoret Municipality has a land area of around 148 square kilometers. The 2019 Kenya Population and Housing Census revealed that Eldoret, with approximately 475,716 inhabitants, is the country's fifth most populous urban area, following Nairobi, Mombasa, Nakuru, and Ruiru. Situated south of the Cherangani Hills, the local elevation ranges from 2,100 meters at the airport to 2,700 meters in nearby areas. Eldoret Town's unique high-altitude location experiences high rainfall, averaging 1223mm annually, and relatively cool temperatures due to its elevation, varying from 8°c to 27°c, making it an intriguing destination to discover.

Various Estates in Eldoret Eldoret boasts a wide array of estates, each with unique characteristics. These estates cater to different demographic groups, ranging from upscale neighborhoods to those inhabited by middle-class residents. Almost every estate in Eldoret has its own distinct identity. Some of the notable estates in the area include Elgon View, Langas, Kapseret, Huruma, Kapsoya, Shauri, Kipkorgot, Kahoya, West Indies, West, Kipkaren, Kimumu, Jerusalem, Annex, Mwanzo, Action, Mailinne, Pioneer, Outspan, Kiplombe, Kamkunji, Samar, Silas, Kenya Service, Cheplaskai, Chinese, Road Block, Peris, Junction, Munyaka, Hillside, Eldoville, and Juniorate, among many others (KNBS, 2020).

Eldoret is more than simply a town; it is a vibrant commercial and educational center. Eldoret is surrounded by prime agricultural fields, making it a commercial hub for the Uasin Gishu

economy. The town's economy is based on large-scale grain, dairy, and horticultural farms. It is also a local manufacturing hub, with numerous nationally known companies headquartered in the town, including Rai-ply Woods, Rupa Textiles, Kenya Pipeline Company, Kenya Co-operative Creameries, and maize, wheat, and pyrethrum manufacturers. The town has a vast market and is notable for the Doinyo-Lessos Cheese Factory, Moi University, and Eldoret International Airport. Eldoret runners have also significantly contributed to the town's economy, mainly investing in small companies and real estate with prizes from races worldwide (KNBS, 2020). This economic strength is supported by its educational institutions, which include Moi University and the University of Eldoret, transforming it into a beacon of knowledge and education.

Eldoret is home to Moi University. Though the university's main campus is around 30 kilometers distant in Kesses, located in the south, four of its campuses are within the municipal borders of Eldoret. These campuses are Annex Campus (School of Law), Town Campus (Schools of Medicine and Dental Sciences), Rivatex Campus (School of Aeronautical Engineering), and Eldoret West Campus (for privately funded students), with a total student population of 14,855 as of 2006 (KNBS 2020).

Having received its charter in 2013, the University of Eldoret is now the second-biggest university in the city. To the north of the town, inside the city borders, lies its main campus. The Catholic University of East Africa, Jomo Kenyatta University, University of Nairobi, University of East Africa - Baraton, Kabarak University, Mount Kenya University, and Kisii University are among the other universities having campuses in the town. The city has numerous technical and vocational schools, including the African Institute for Research and Applied Studies, Eldoret National Polytechnic, and the Rift Valley Technical Training Institute (KNBS, 2020).

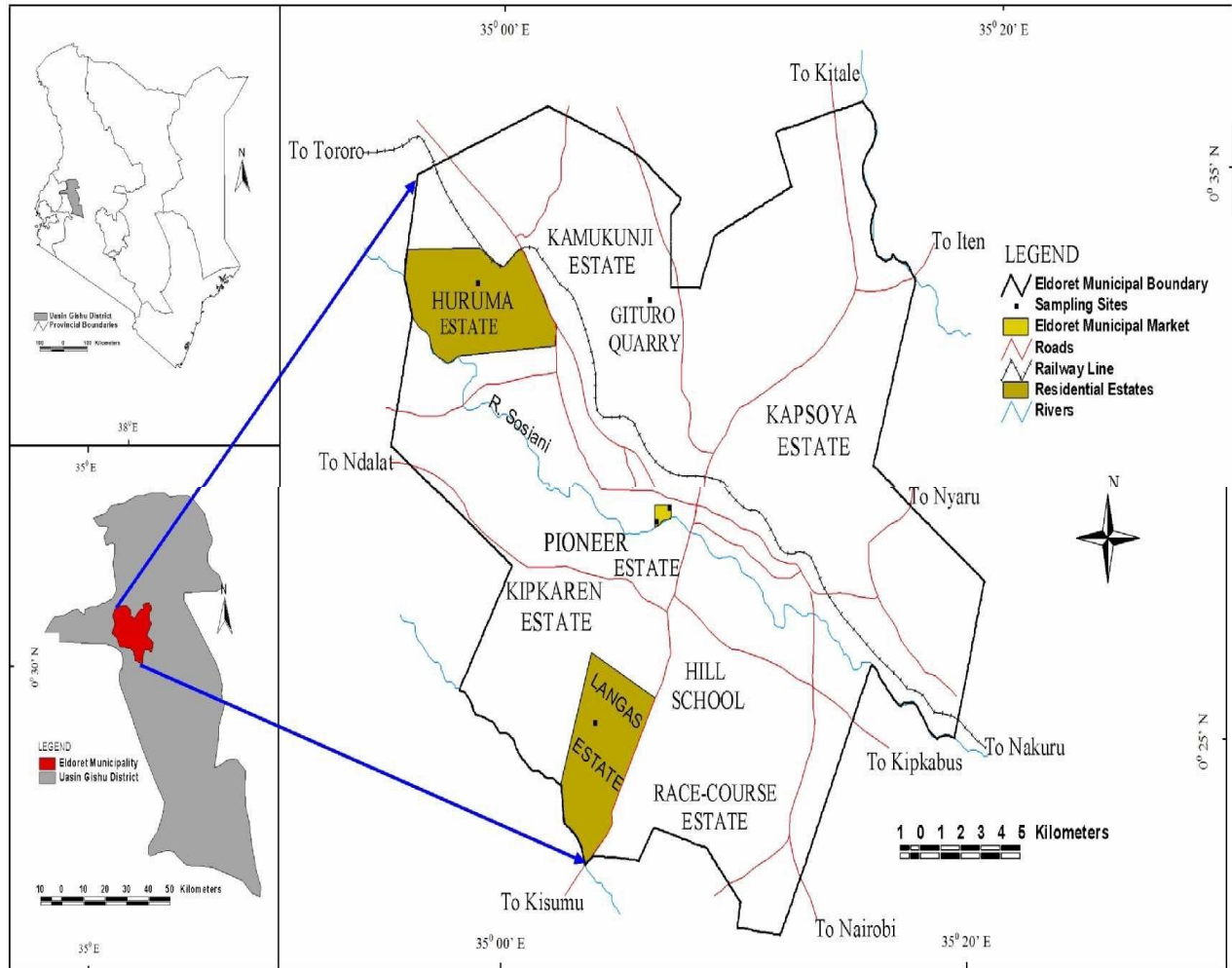
The city has various medical facilities, including Moi Teaching & Referral Hospital, western Kenya's only referral national hospital. The town is home to the Uasin Gishu District Hospital, as well as several private institutions, including St. Luke Orthopaedic and Trauma Hospital, Eldoret Hospital, Medi-heal Hospital, Eldoret Oncology Associates Cancer Hospital, Reale Hospital, Alexandria Cancer Centre and Palliative Care Hospital, and Elgon View Hospital. The Shoe4Africa Children's Hospital, East Central Africa's first public children's hospital, was

inaugurated in 2015 beside the Moi Referral. It is a 200-bed general teaching hospital. In 2015, a new outpatient cancer treatment facility opened at Moi Teaching and Referral Hospital, sponsored mainly by American philanthropist Ruth Lily. The Chandaria Cancer and Chronic Disease Centre was named after businessman Manu Chandaria, who eventually became a benefactor.

Eldoret has two airports: Eldoret International Airport and Eldoret Airstrip. Eldoret International Airport is a minor airport located around 14 kilometers (8.7 miles) from Eldoret city. It offers daily scheduled flights to Nairobi and Lodwar and weekly international cargo flights offered by Emirates and Etihad Airways. The airport is 6,941 feet (2,116 m) above sea level and has a single asphalt runway of 3,475 meters (11,401 ft). Eldoret Airfield, or Eldoret Boma Airport, is a short airfield on Eldoret Iten Road. It is 7,050 feet above sea level and has a 1,130-meter-long runway (3,710 feet).

Eldoret is more than simply a town; it is a well-connected and accessible metropolitan hub. The Trans-African Highway runs through the town's core business sector, providing convenient access and communication. The town is also served by the Kenya-Uganda Railway, which improves its connectivity. The Kenya Pipeline Company maintains a pipeline through the town, assuring a consistent supply of resources. It connects to the refinery in Mombasa and spans from Eldoret to Kisumu, a lakeside city. The town is home to one of five national oil depots, which ensures a steady energy supply. This solid infrastructure demonstrates Eldoret's dedication to offering its citizens and tourists the greatest amenities and services.

Figure 3.1: Map of Kenya showing Uasin Gishu County and the Location of the Study Area, Eldoret Municipality



Source: Google Maps, 2024

3.3. Research Design

Research design is the research's structure or strategy, as well as a type of glue that binds together all of the necessary elements of the research and gives the researcher a good report. The glue binds and constructs the study in a systematic and cohesive manner, which is both acceptable and self-actualizing. This study used a mixed research methodology, which combines qualitative and quantitative research methodologies and employs a descriptive survey research design. A descriptive study aims to define a social life trait comprehensively. According to Burns and Grove (2001), descriptive research is used to provide a picture of a naturally occurring

condition, such as the service delivery system in Eldoret Municipality, to justify current practices, make judgments, and form theories. This research design assisted in analyzing how the municipal Board influences service delivery in Eldoret Municipality and answering other research questions.

3.4. Target Population

The target population, a crucial element in research, is the total set of persons or things to whom researchers want to generalize their findings (Kothari & Garg, 2014; Mugenda & Mugenda, 1999; Mugenda & Mugenda, 2003). In other terms, population is the sum of all that meets a certain criterion. Kothari (2004) defined a population as all things in the subject of inquiry. Burns and Grove (2003) define the population as all of the elements that fulfill the study's inclusion criteria.

The Eldoret Municipality citizens and the municipal Board, a diverse and inclusive group, served as the study's target population. The study focused on all residents of Eldoret Municipality's three peri-urban areas: Huruma in Eldoret North, which has a population of around 80,425 people; Munyaka in Eldoret East, which has a population of around 93,286 people; and Langas in Eldoret South, which has a population of about 120,872. All members of the Eldoret Municipal Board, representing various interests, are also involved in this study.

Table 3.1: Target Population

Peri-urban Area	Population
Huruma	80,425
Munyaka	53,286
Langas	70,872
Total	204,583

Source, Author 2024

3.5. Sample Size and Sampling Procedure

In a research study, a sample is a subset of a population (group) from which information is gathered. In contrast, sampling is selecting people to participate in a research study. Sampling is employed in research when the target population exceeds 100 respondents.

A simple random sampling strategy was used to sample houses in Eldoret Municipality.

Kothari (2004) provides a method for calculating the sample size for an infinite population:

$$n = \frac{Z^2 \times p \times (1-p)}{E^2}$$

Where:

- n is the required sample size,
- Z is the Z-score corresponding to the desired confidence level (e.g., 95% confidence level corresponds to a Z-score of approximately 1.96),
- p is the estimated proportion of the population with the characteristic of interest,
- E is the margin of error.

Assumptions: a 95% confidence level ($Z=1.96$) and a margin of error of 5% ($E=0.05$), to estimate the proportion p based on specific situation. If there is no an estimate, a common approach is to use $p=0.5$ which gives the maximum sample size.

$$n = \frac{(1.96)^2 \times 0.5 \times (1-0.5)}{(0.05)^2}$$

$$n = \frac{3.8416 \times 0.25}{0.0025}$$

$$n = \frac{0.9604}{0.0025}$$

$$n = 384.16$$

So, the computed sample size (n) is around 384.16. Because there cannot be a fraction of a person in the sample, it is usually rounded up to the next whole number. For a population of 204,583 persons, a sample size of 385 is recommended with a 95% confidence level and 5% margin of error. Eldoret Municipality inhabitants were randomly given 385 questionnaires to complete. To choose respondents, the study used basic random sampling. Simple random sampling is a fair method of picking objects of investigation from the population while maintaining representativeness (Mugenda & Mugenda, 2003).

3.6 Methods and Instruments of Data Collection

The study relied on a combination of primary and secondary data. Primary data was obtained from respondents through a carefully designed questionnaire, which served as the main data collection tool. Additionally, interviews were conducted with local Board officials. Secondary data was sourced from previously published publications and research projects on issues related to the study. The selection of the data collection instrument was influenced by the type of data to be gathered, the research's time constraint, and the study objectives. Fisher (2004) argued that these tools would enable the researcher to efficiently gather a substantial amount of data.

The questionnaire was designed to include both structured and unstructured questions, each serving a specific purpose aligned with the study's goals. Structured questions, which aim to save time and money and facilitate easier analysis, were immediately usable. On the other hand, unstructured questions were included to encourage respondents to provide in-depth and emotional responses without hesitation, thereby revealing any information (Mugenda & Mugenda, 2003).

Subsequently, interview schedules for municipal Board officials were methodically developed. This process was informed by a thorough literature review from previous studies and the findings from the administered questionnaires. The aim was to corroborate these findings and identify any factors that might be affecting the delivery of services to Eldoret Municipality residents.

3.7 Piloting of the Research Instruments

A pilot study was undertaken to assess the validity and reliability of the research tools, with a

sample drawn from Kapsabet Municipality citizens. The pilot study allowed the researcher to enhance the internal validity of the research tools and discover inconsistencies and lack of clarity in the questionnaires. The pre-testing of the equipment was also beneficial in instructing the research assistants on what was expected of them throughout the investigation. According to Connelly (2008), existing research advises that a pilot study sample should be 10% of the sample expected for the larger parent study. Therefore, this study recruited 38 respondents from Kapsabet Municipality, including representatives from each stratum. The feedback from the pilot research was used to improve the data-gathering procedure by reducing ambiguity.

3.8. Validity and Reliability of the Research Instruments

This research was methodically conducted, relying mainly on data-gathering questionnaires, interview schedules, and field observations. These instruments were created based on the research variables mentioned in the conceptual framework. Pilot tests were done to examine the instrument's validity and reliability, as noted by Orodho (2003). Questionnaires were distributed to randomly selected respondents from each station to assess the clarity of the questions and their ability to provide answers consistent with the study goals. This meticulous process would then guide the examination of the questionnaires prior to actual data collection, instilling confidence in the study's reliability.

The researcher seeks to verify the instruments' validity by ensuring that the questionnaire's questions are pre-validated, precise, simple, and objective. One significant finding from the questionnaire's piloting exercise was that respondents were hesitant to identify their income levels, as noted in the primary data gathering subtopic, surveys.

A total of 38 questionnaires were delivered to randomly selected respondents. This sought to assess the clarity of the questions and whether respondents could answer them in accordance with the study goals, and to guide the questionnaire review prior to real data collection. The thorough review process, guided by the Content Validity Index (CVI), ensured the accuracy of the study. If the C.V.I is 0.90, the data will be analyzed by SPSS. This is regarded a high index by Zamanzadeh et al. (2015), hence the questionnaire contents were declared legitimate for the study.

To determine the reliability of the data-collecting equipment, an internal consistency approach such as Cronbach's Alpha might be applied to the acquired data in a pilot study. The model equation for Cronbach's Alpha is one of the instruments designed and simplified within the SPSS program, where simply the variables are entered and the alpha values analyzed. This transparent process provides an impartial measure of data generalizability, keeping the audience informed and involved. An alpha coefficient of 0.7 to 1 implies that the obtained data is credible, with a reasonably high internal consistency that may be generalized to represent the opinions of all respondents in the target group. The acquired data was outsourced for analysis using SPSS, yielding an alpha coefficient of 0.72. Therefore, the data-gathering device was rated credible. For this study, these tests are presented in Table 3.2.

Table 3.2: Cronbach's Reliability Test

Description	Cronbach's alpha Value
Types of Services Delivered By Municipal Board	0.756
Strategies for Efficient Service Delivery By Municipal Board	0.705
Extent of Delivery of Services By Municipal Board	0.713

3.9. Data Analysis and Presentation

According to Gliner et al. (2002), data analysis is the process of adding meaning to collected data in order to answer research questions and fulfill the study's purpose. According to Connaway and Powel (2017), data analysis comprises cleaning, organizing, finding patterns, interpreting the results, and determining what to publish in order to achieve the study objectives.

Data was initially checked to see if it was consistent. This was done as part of the data cleaning and editing procedure. The obtained data was analyzed statistically and qualitatively using MS Excel and SPSS computer software, with the results shown as charts, percentages, and frequencies.

3.10. Ethical Considerations

The study's data was kept anonymous to safeguard the respondents from misuse. They were

willingly hired in the research and may resign at any time if they wanted. All County Governments have a strict confidentiality policy in place, and violating confidentiality duties can result in severe consequences, including legal action and termination of employment. Employees who reveal information to a third party may face legal consequences. As a result of this ethical issue, respondents may feel hesitant to disclose information at times. This real worry was alleviated by the research team's efforts in first describing the essence of the study to the respondents, followed by assurances that the data would be handled properly and that their identities would be kept private. The confidentiality of the information gathered from respondents was maintained by ensuring that their names and other personally identifiable information were not exposed in the data collected.

They were also designed to understand their objective in gathering data to address research queries. To avoid imposing the interviews on respondents, they were given the option of declining to participate if the interview might affect them in any way or if, for whatever reason, they felt uncomfortable participating in the study. This respect for their autonomy was not only a key part of the research process but also crucial in ensuring their informed consent and willingness to contribute to the study.

3.11 Matrix of data needs, sources and analysis technique

Table 3.2: Matrix of data needs, sources and analysis technique

InvestigativeQuestions	Data needs	DataSources	AnalysisTechnique
What are the types of services delivered by Eldoret Municipal Board?	Types of services delivered by Eldoret Municipal Board	Primary	Frequency Bar graphs Percentages
What are the strategies compiled by Eldoret Municipal Board for efficient service delivery?	Strategies compiled by Eldoret Municipal Board for efficient service delivery	Primary Secondary	Frequency Bar graphs Percentages
To what extent is service delivered by Eldoret Municipal Board?	Extent of service delivery by Eldoret Municipal Board	Primary Secondary	Frequency Bar graphs Percentages

What methods can Eldoret Municipal Board employ in improving service delivery?	Methods that can be employ to improving service delivery	Secondary	Frequency Bar graphs Percentages
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Source: Author 2024

3.12 Summary of Research Methodology

The research technique described in this thesis is intended to systematically explore and analyze the effects of Municipal Boards on service delivery in metropolitan areas. A mixed-methods approach was used to collect both qualitative and quantitative data, resulting in a thorough knowledge of the complicated links between governance structures and service results. The study began with a thorough evaluation of relevant literature, which included theoretical frameworks such as Institutional Theory, Public Value Theory, and Scientific Management Theory to influence the research design. The population under examination consists of inhabitants from various socioeconomic backgrounds in the selected localities, with a planned sample size obtained using a stratified random selection approach. Data will be collected through surveys, interviews with Municipal Board officials, and focus group talks with community members. Quantitative data was analysed using statistical methods, while qualitative data will be thematically analyzed. Ethical issues, such as informed consent and confidentiality, were strictly observed throughout the study. The study technique intends to lay a solid framework for investigating the various consequences of Municipal Boards on service delivery, therefore offering significant insights into the urban governance literature.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1. Introduction

This research aimed to assess the efficacy with which the Eldoret Municipal Board delivers services. This chapter offers a summary of the findings from the field inquiry, a discussion of these data, an analysis undertaken to support the study objectives, as well as a description of the problems faced during the field survey.

4.2. Survey Response Rate

The willingness of people to fill out questionnaires impacts the response rate. Rogelberg and Stanton (2007) observed that even when surveys are sent to the target group, and incentives such as reminders are applied, a 100% response rate is rarely attained.

From the sampling frame in this study, 385 questionnaires were distributed to selected respondents in Eldoret Municipality by physical delivery. The researcher also organized interviews with ten municipal board members. The result is given in Table 4.3 below.

Table 4.3: Survey Response Rate

	Number of questionnaires issued	Number of questionnaires returned	Non response
Respondents	385	336	49
Percentage (%)	100	87	13

Source: Field Survey, 2024

According to Mugenda & Mugenda (2003), a response rate of 70% or more is a good representation of the research sample. The researcher received 336 completed surveys from respondents, with an 87% response rate and a 13% non-response rate. Other respondents' non-response was ascribed to their hesitation to complete the questionnaire freely; hence, they did not return it.

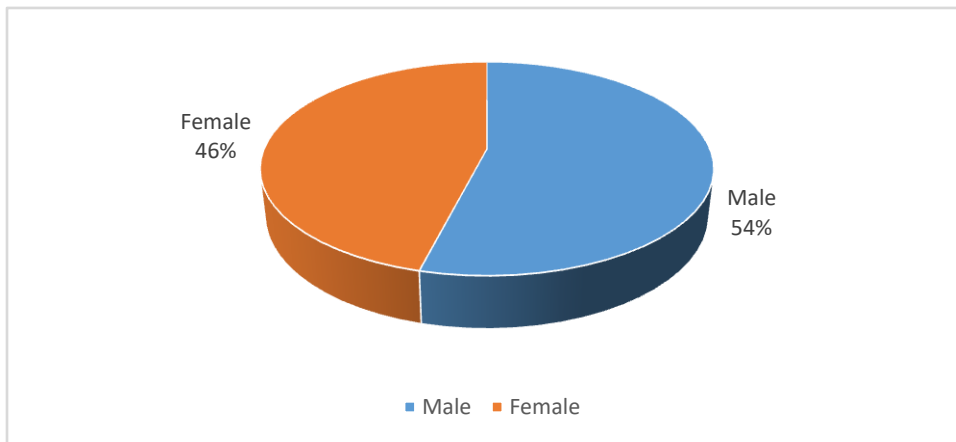
4.3. General Information

The purpose of this part was to obtain demographic information from the respondents, such as gender, age, level of education, source of income, and the period the respondents had been inhabitants of the Eldoret Municipality.

4.3.1 Gender of the Respondent

In the surveys, the researcher requested that respondents declare their gender. The study's findings are presented in the figure below.

Figure 4.4: Gender of the Respondent



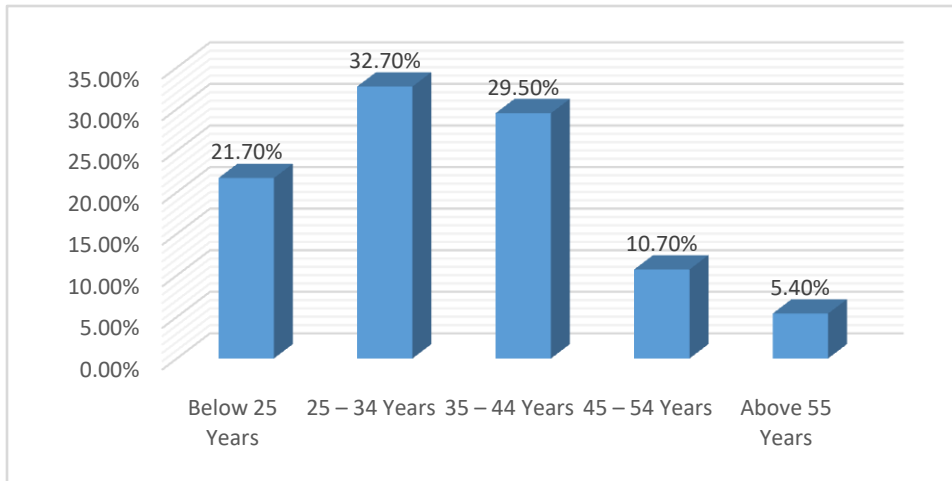
Source: Field Survey, 2024

Based on the data shown in Figure 4.4, it can be observed that 54% of the respondents were male, and 46% of the respondents were female. In order to prevent gender bias in the study, the gender of the respondents was required to reflect a true representation of both men and women.

4.3.2. Age of the Respondent

The study intended to determine the age groupings of the respondents to the survey. The distribution of respondents by age groups are shown in Figure 4.5.

Figure 4.5: Age of the Respondent



Source: Field Survey, 2024

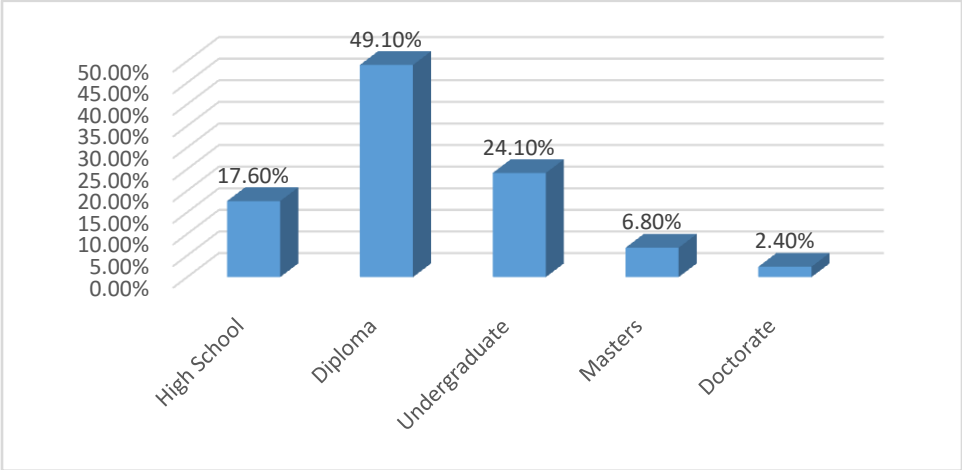
According to the data, the majority of respondents in the research were between the ages of 24 and 34, accounting for 32.7%; 29.5% were between the ages of 35 and 44; 21.7% were 25 years or younger; 10.7% were between the ages of 45 and 54, and 5.4% were beyond the age of 55. This meant that the study's sample was well-balanced in terms of age and hence could provide accurate data. The survey found that the majority of respondents were youths and young adults.

4.3.3. Respondents' Academic Achievement

The study was designed to ascertain the academic achievement of the respondents to the survey. Figure 4.6 presents the distribution of respondents based on their academic achievements. The data indicates that the majority of respondents (49.1%) possessed a diploma, 24.1% had an undergraduate degree, 17.6% had a high school diploma, 6.8% had a master's degree, and 2.4% had a doctorate degree. This underscores the pivotal role of the respondents' education level in ensuring the validity of the study. Their education level enabled them to provide valid, reliable, and more accurate responses to the study question on the efficacy of service delivery by the

Eldoret Municipal Board. In this context, the education level of the respondents was a key factor in the credibility of the research.

Figure 4.6: Respondents’ Academic Achievement

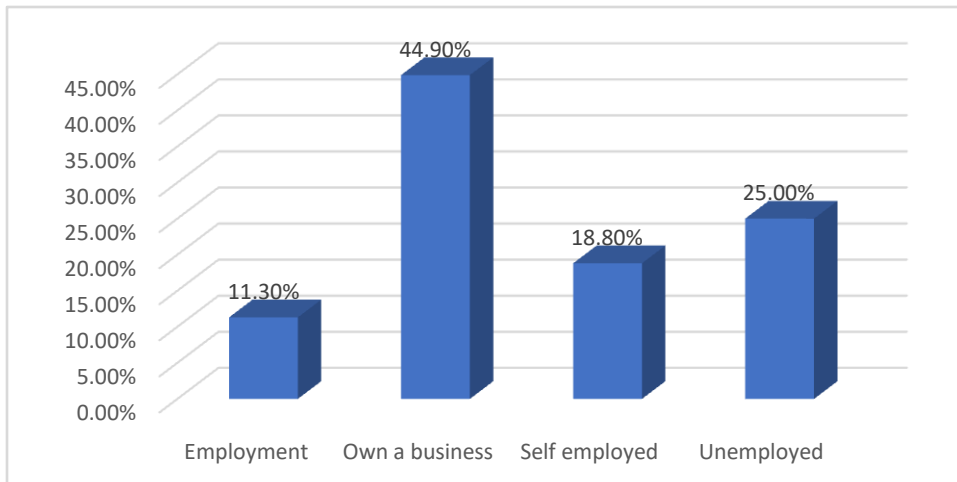


Source: Field Survey, 2024

4.3.4. Respondents’ Source of Income

The study aimed to determine the sources of income for the participants. The results regarding the respondents' sources of income are illustrated in Figure 4.7 below.

Figure 4.7: Respondents’ Source of Income



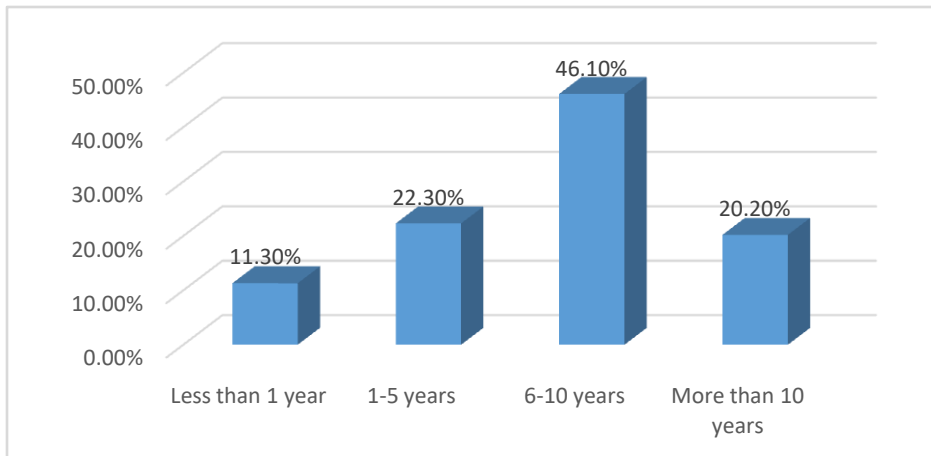
Source: Field Survey, 2024

The findings indicate that the majority of the respondents were business owners, representing 44.9%; 25% were unemployed, 18.8% were self-employed, and 11.3% were employed. This indicates that the respondents had a better understanding of the efficacy of the Eldoret Municipal Board's delivery of services because they had been in situations that required the services of the Municipal Board.

4.3.5. Respondents' Timespan as Residents of Eldoret Municipality

The research also aimed to determine how long the participants have been living in Eldoret Municipality. Figure 4.8 displays the range of years they have spent in the area.

Figure 4.8: Respondents' Timespan as Residents of Eldoret Municipality



Source: Field Survey, 2024

The results from Figure 4.8 reveal that 46.1% of the participants resided in Eldoret Municipality for 6 - 10 years, 22.3% for 1 - 5 years, 20.2% for over 10 years, and only 11.3% for less than 1 year. This data indicates that most participants had been in Eldoret Municipality for a significant period, providing reliable responses on the effectiveness of services by the Eldoret Municipal Board. The duration of their stay in Eldoret Municipality was an important factor in this study, and their long-term residence further validates the credibility of our findings.

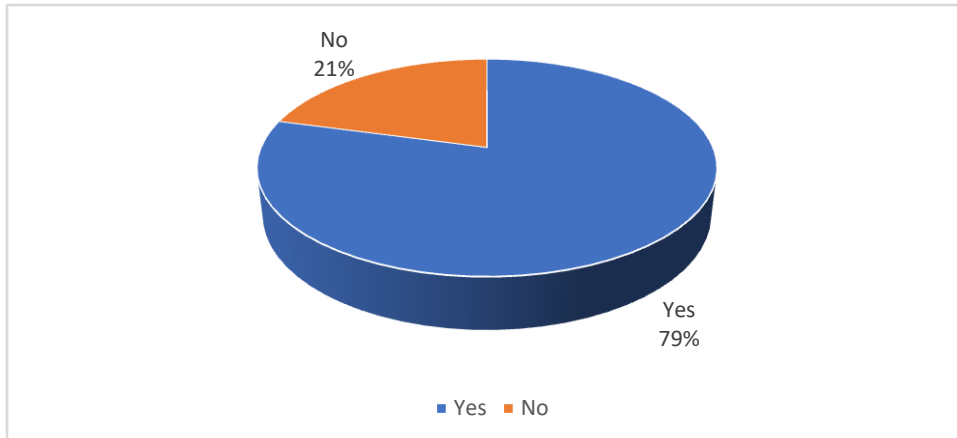
4.4. Type of Services Delivered by Municipal Board

This section was designed to describe the type of services delivered by Municipal Board to the residents of the Eldoret Municipality.

4.4.1. Respondents' awareness of the Services Provided

The study's purpose was to determine whether the participants were aware of the services offered by the Eldoret Municipal Board. The outcomes, displayed in Figure 4.9 below, are a result of a transparent research process. Prior to recording their answers to the questionnaire, the respondents were informed about the board's function. Of those, 79% said they were aware of the services offered, while 21% were not.

Figure 4.9: Respondents' awareness of the Services Provided



Source: Field Survey, 2024

This was a sign that the respondents were aware of the services given, and they could make legitimate, reliable, and more correct replies to the study question addressing the efficacy of service delivery by Eldoret Municipal Board.

4.4.2. Respondents Overall Satisfaction with the Services Provided

The purpose of the survey was to find out if the respondents were happy with the Eldoret Municipal Board's overall level of service. The findings are shown in table 4.4 below.

Table 4.4: Respondents Overall Satisfaction with the Services Provided

	Mean	Std. Deviation
How satisfied are you with the overall services provided by the Eldoret Municipal Board?	3	1
How satisfied are you with the maintenance of roads and streets in your community?	2	1

How satisfied are you with the waste management and garbage collection services in your locality?	3	1
How satisfied are you with the efforts of the Municipal Board in preserving green spaces and natural habitats?	3	1
How satisfied are you with the efficiency of communication from the Municipal Board regarding service updates or changes?	3	1
How satisfied are you with the use of technology by the Municipal Board in delivering services?	2	1

Source: Field Survey, 2024

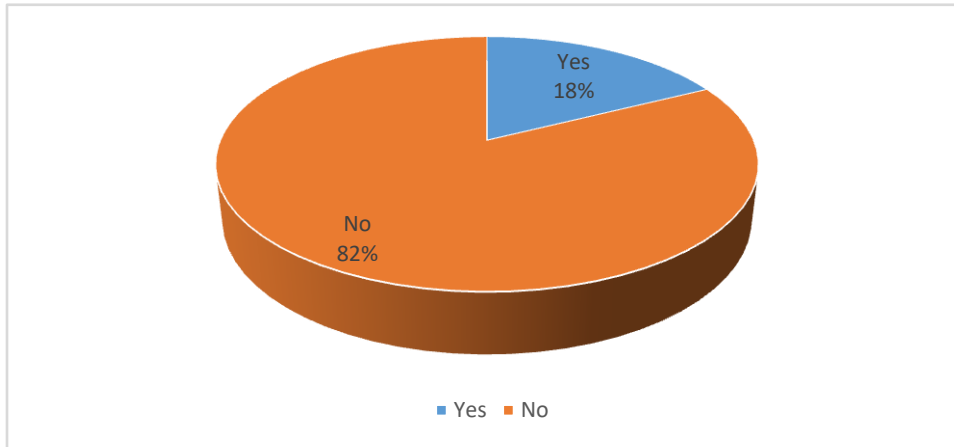
Based on Table 4.4 above, the research discovered that, with a mean score of 3, the respondents were neither happy nor unsatisfied with the services received. With a mean score of 2, the respondents indicated that they were not happy with the way that the roads and streets in their town were maintained. Regarding waste management and garbage collection services, the respondents were neither satisfied nor dissatisfied with the mean score of 3. Regarding the Municipal Board's efforts to preserve green spaces and natural habitats, the respondents were neither satisfied nor dissatisfied, represented by a mean score of 3. Regarding the efficiency of the Municipal Board's communication regarding service updates or changes, the respondents were neither satisfied nor dissatisfied, represented by a mean score of 3. In the case of the Municipal Board's use of technology in delivering services, the respondents were dissatisfied, represented by a mean score of 2. This implies that the overall services provided by the Eldoret Municipal Board were average and need to be improved to serve the residents of Eldoret Municipality better and more effectively.

4.4.3. Any Issues Related to Street Lighting

The research questioned respondents about their experiences with street lighting in their neighborhoods. The data in Figure 4.10 below revealed that 82% of respondents had not

encountered any problems with street lighting in their region, while 18% reported issues. These issues, such as inadequate illumination, malfunctioning lights, and antiquated infrastructure, significantly affected their safety, visibility at night, and general quality of life in their region.

Figure 4.10: Any Issues Related to Street Lighting

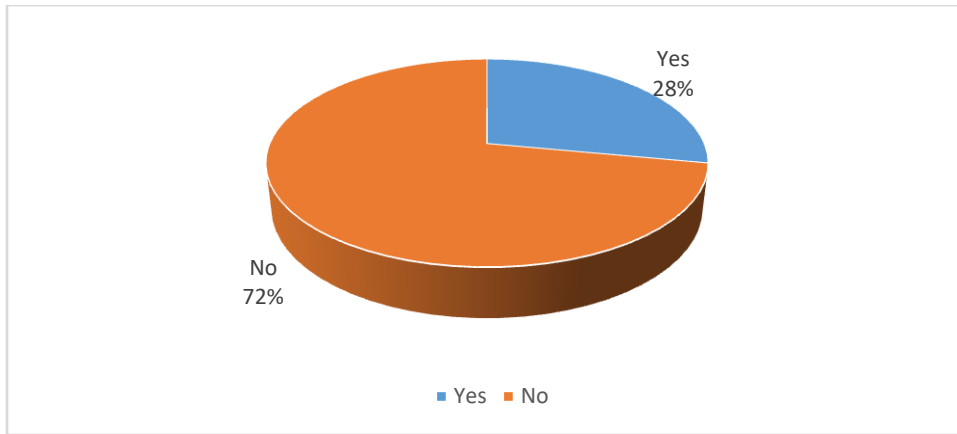


Source: Field Survey, 2024

4.4.4. Aware of Ongoing or Recent Infrastructure Development Projects

This part sought to determine if the respondent was aware of any current or previous infrastructure development initiatives started by the Municipal Board. From figure 4.11 below, the results indicate that majority of the respondents 72% are not aware of any ongoing or recent infrastructure development in the area. 18% noted that the Eldoret Municipal Board has been actively involved in some infrastructure development projects intended to improve the city's urban environment and the living standards of its residents. They are repairing and upgrading road networks to reduce traffic, promote more efficient movement within and out of the municipality, and enhance public amenities, including parks, leisure centers, and open areas. Within Eldoret town, they have improved parking spaces and bus parks for picking up and dropping off passengers. In order to guarantee that every citizen has access to dependable and clean water services, efforts have also been undertaken to update and enhance water and sanitation infrastructure.

Figure 4.11: Ongoing or Recent Infrastructure Development Projects



Source: Field Survey, 2024

4.4.5. Effectiveness of Local Law Enforcement in Ensuring Public Safety

This section requested the respondents to rate the effectiveness of local law enforcement services in ensuring public safety in Eldoret Municipality. The results were as shown in Table 4.5 below.

Table 4.5: Effectiveness of Local Law Enforcement in Ensuring Public Safety

	Frequency	Percentage (%)	Cumulative Percentage (%)
Excellent	22	6.5	6.5
Good	104	31	37.5
Neutral	169	50.3	87.8
Poor	10	3	90.8
Very Poor	31	9.2	100
Total	336	100	

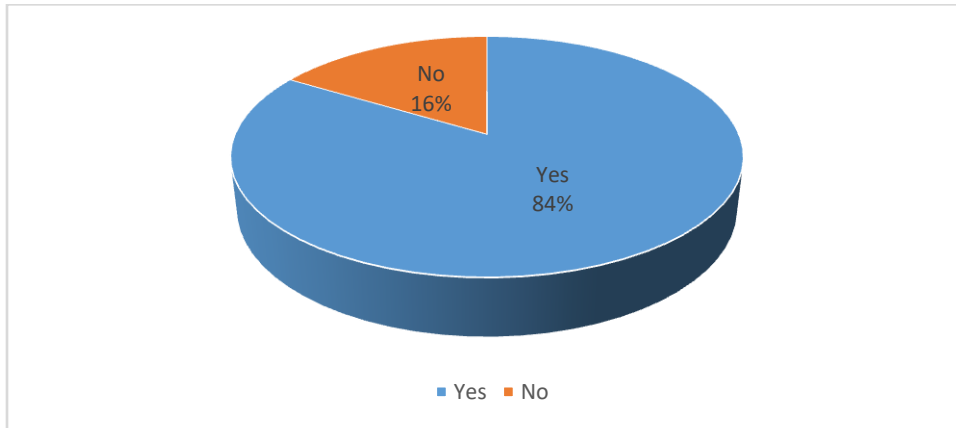
Source: Field Survey, 2024

From table 4.5 above, 50.3% of the respondents indicated that the effectiveness of local law enforcement services in ensuring public safety in Eldoret Municipality was neutral, 31% felt it was good, 9.2% rated it at very poor, 6.5% rated it at excellent and 3% noted its poor. Overall, the effectiveness of local law enforcement services can be improved to meet the varying needs of the community.

4.4.6. Respondents' Satisfaction with Emergency Services Response

The survey wanted to know if the respondents were satisfied with the response of emergency services in their region. The outcome is shown in figure 4.12.

Figure 4.12: Respondents' Satisfaction with Emergency Services Response



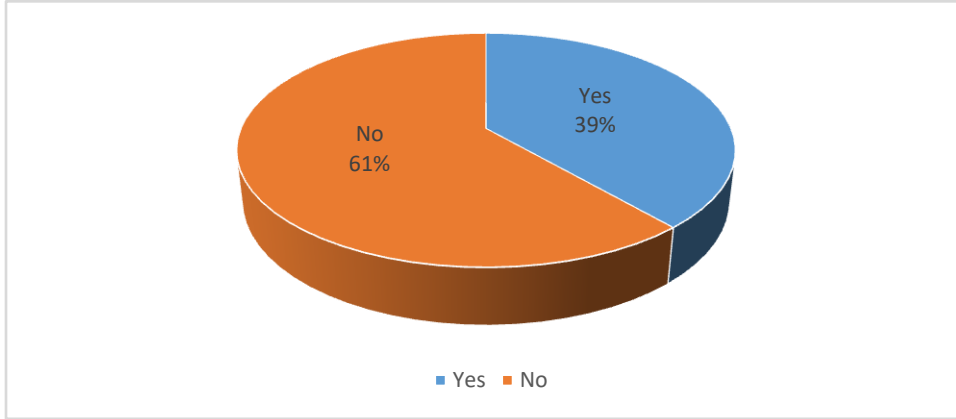
Source: Field Survey, 2024

Results from Figure 4.12 above indicate that 84% of the respondents were satisfied with the responsiveness of emergency services provided by the Eldoret Municipality. While 16% of them were not satisfied with the responsiveness, citing inadequate resources, slow response times, communication challenges, and insufficient funding leads to delays in emergency response, leaving them feeling vulnerable and frustrated during critical situations. Without swift and efficient emergency response, residents perceive a lack of support and confidence in the ability of municipal authorities to ensure their safety and well-being.

4.4.7. Respondents' Participation in any Community Policing initiatives

In this section, the study inquired whether the respondents had participated in any community policing initiatives organized by the Municipal Board. The result in Figure 4.13 below indicates that 61% have never participated in any community policing initiatives organized by the Municipal Board. Only 39% noted that they had not participated. This shows that the Eldoret Municipal Board needs to do more to make sure that more residents participate in their community policing initiatives.

Figure 4.13: Respondents Participation in any Community Policing initiatives

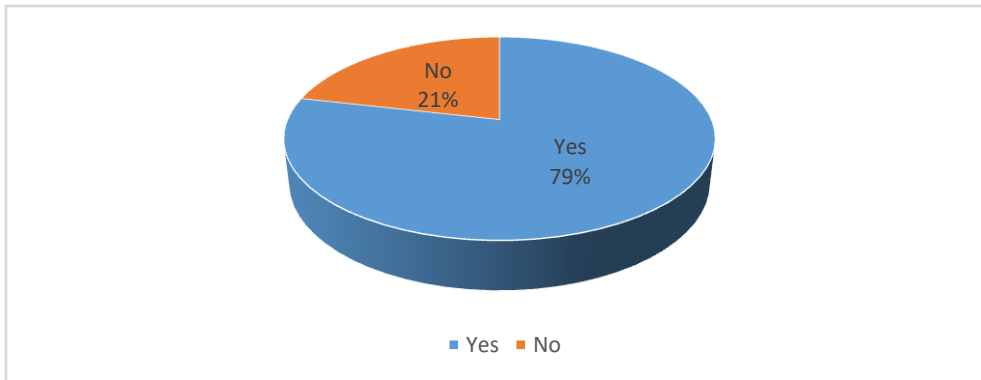


Source: Field Survey, 2024

4.4.8. Health and Sanitation Awareness Programs

The study sought to find out whether they are aware of any health and sanitation awareness programs conducted by the Municipal Board. The outcome is shown in figure 4.14 below.

Figure 4.14: Health and Sanitation Awareness Programs



Source: Field Survey, 2024

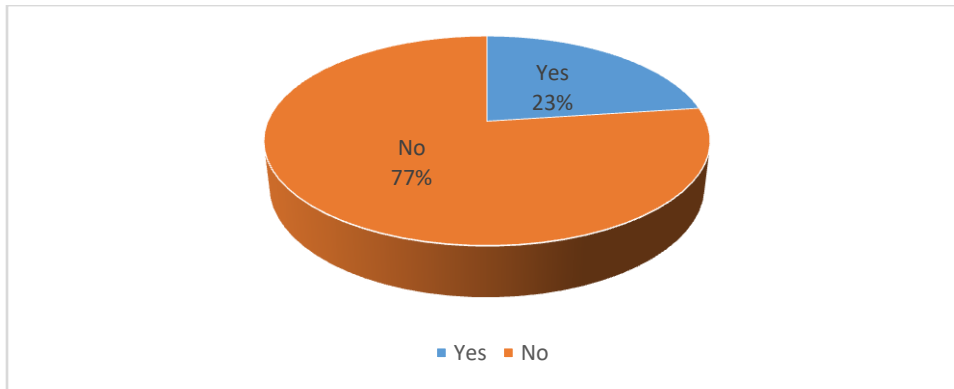
From figure 4.14 above, 79% of the respondents were aware of health and sanitation awareness programs conducted by the Municipal Board while 21% were not aware. Those informed mentioned illness preventive strategies, cleanliness standards, and water conservation. In addition, health exams, immunization campaigns, and workshops on diet and hygiene are frequently held to provide people with the information and tools they need to lead healthy lives. They also work with schools and healthcare facilities to reach a larger audience and guarantee the successful execution of these initiatives. This implies that the work of the Municipal Board is

good regarding health and sanitation awareness programs for the residents of Eldoret Municipality.

4.4.9. Challenges of Access to Clean and Safe Drinking Water

The study quizzed participants if they had encountered any difficulties in obtaining clean and safe drinking water. The outcome is shown in figure 4.15 below.

Figure 4.15: Challenges of Access to Clean and Safe Drinking Water



Source: Field Survey, 2024

Figure 4.15 shows that 77% of respondents had no problems accessing clean and safe drinking water. Only 23% of respondents noted difficulties such as poor infrastructure, irregular water supply, pollution, and an inadequate budget for maintenance and upgrading. The present water distribution network may require updating or improved maintenance, resulting in leaks, pollution, and water loss. Increased urbanization and population expansion put pressure on existing water supplies and treatment facilities, causing shortages and service disruptions, particularly in informal settlements and peri-urban regions. Similarly, industrial and agricultural operations and ineffective waste management techniques contribute to water contamination, jeopardizing its safety for human use.

4.4.10. Availability of Educational Resources

The research asked the respondents to rate the availability of educational resources in their community. The results were as shown in Table 4.6 below.

Table 4.6: Availability of Educational Resources

	Frequency	Percentage (%)	Cumulative Percentage (%)
Excellent	71	21.1	21.1
Good	103	30.7	51.8
Fair	135	40.2	92
Poor	19	5.7	97.7
Very poor	8	2.3	100
Total	336	100	

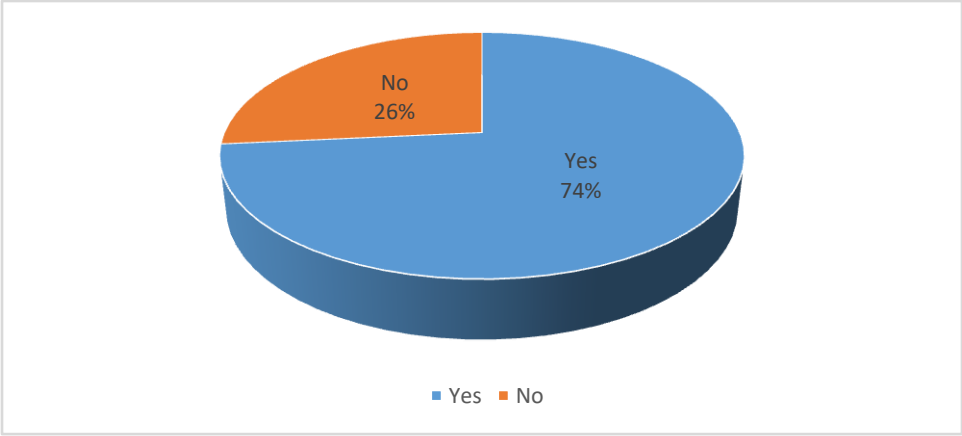
Source: Field Survey, 2024

From 4.6 above, 40.2% of the respondents indicated that the availability of educational resources in their community was fair, 30.7% noted that they were good, 21.1% noted that they were excellent, 5.7% noted that they were poor, and 2.3% noted that they were very poor.

4.4.11. Recreational Facilities

The study also asked the respondents whether they were aware of any recreational facilities provided by the Eldoret Municipal Board. The outcome is shown in Figure 4.16 below.

Figure 4.16: Recreational Facilities



Source: Field Survey, 2024

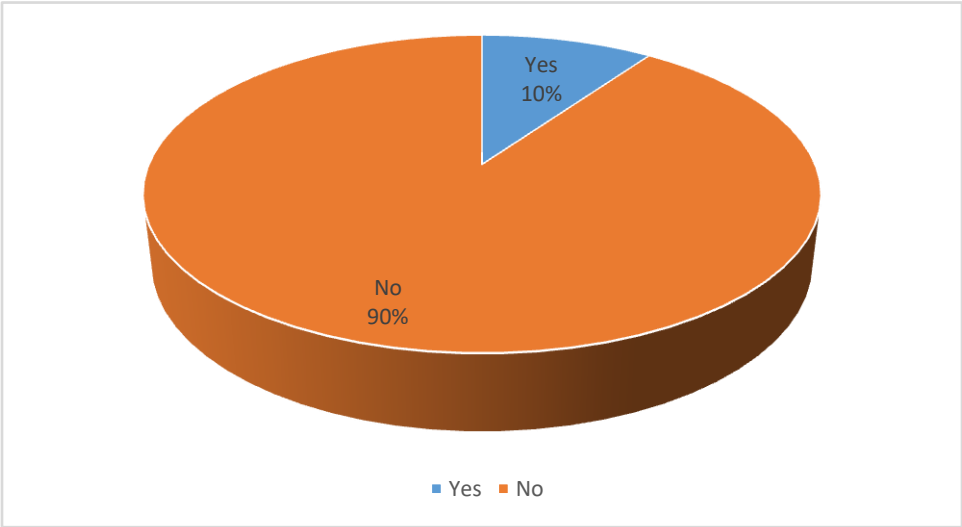
The outcome in Figure 4.16 above shows that 73% of the respondents were aware of recreational facilities provided by the Eldoret Municipal Board. Only 27% were unaware of any recreational

facilities the Eldoret Municipal Board provided. The respondents noted that these amenities include parks, playgrounds, and sports fields where people and families enjoy various recreational activities such as picnicking, outdoor sports, and leisurely walks. Furthermore, the Board has multipurpose halls and cultural centres to hold events, workshops, and performances, encouraging social contact and cultural exchange.

4.4.12. Participated in or benefited from any organized cultural or artistic events

The study sought to establish whether the respondents had participated in or benefited from any cultural or artistic events organized by the Eldoret Municipal Board. The result is shown in figure 4.17 below.

Figure 4.17: Participated in or benefited from any organized cultural or artistic events



Source: Field Survey, 2024

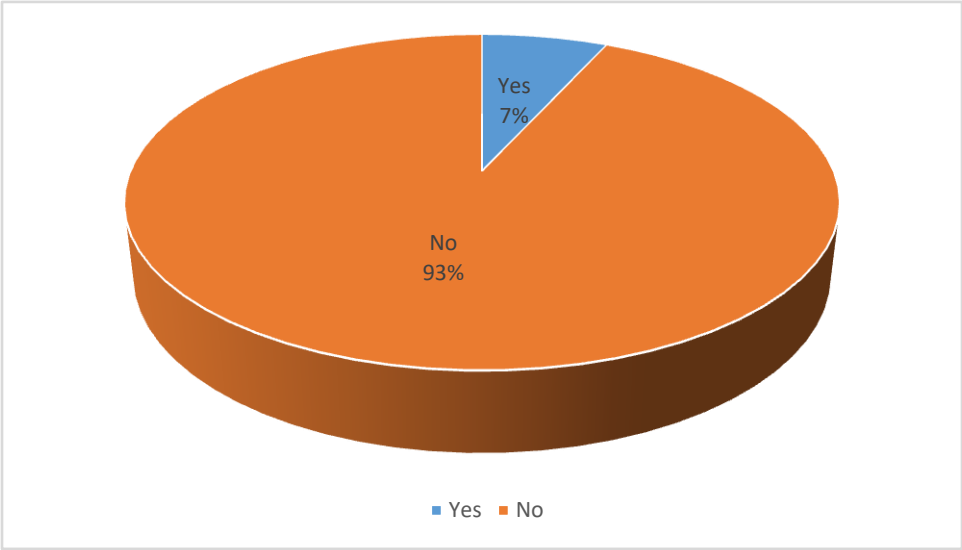
According to the results in Figure 4.17 above, 90% of respondents had never attended or profited from cultural or artistic activities organized by the Eldoret Municipal Board. 10% of respondents have attended and profited from events such as cultural festivals, art exhibits, music concerts, dance performances, and theatrical shows that highlight the abilities of local artists and performers.

The study requested the respondents to rate the ease of obtaining necessary licenses or permits from the Municipal Board. According to the respondents, the ease of obtaining necessary licenses or permits from the Eldoret Municipal Board varies depending on factors such as the type of license or permit required, the complexity of the application process, and the efficiency of administrative procedures. Generally, the major challenge is the bureaucratic hurdles, long processing times, and inconsistent enforcement of regulations for applicants, particularly small businesses or entrepreneurs. Improvements in online application systems, transparency, and customer service will enhance the ease of obtaining licenses or permits from the Municipal Board, ensuring a more efficient and business-friendly environment for residents and stakeholders.

4.4.13. Challenges of Compliance with Local Regulations

The study asked respondents whether they had faced any challenges related to compliance with local regulations or zoning laws. The outcome is shown in figure 4.18 below.

Figure 4.18: Challenges of Compliance with Local Regulations



Source: Field Survey, 2024

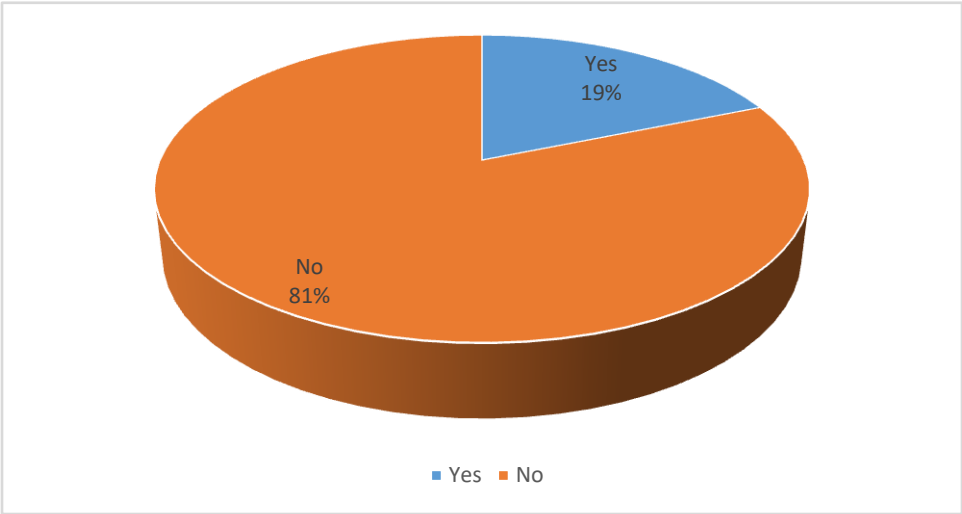
According to Figure 4.18, 93% of the respondents have not faced any challenges related to compliance with local regulations or zoning laws. Only 7% of the respondents had faced

challenges such as inadequate enforcement mechanisms, unclear or outdated regulations, and informal development practices. Inconsistent interpretation and application of zoning laws by municipal authorities lead to confusion and uncertainty for residents, especially business persons and investors.

4.4.14. Efforts to Streamline Licensing Processes

The study sought to establish from the respondents whether they are aware of any efforts by the Municipal Board to streamline licensing processes. The outcome is shown in figure 4.19 below.

Figure 4.19: Efforts to Streamline Licensing Processes



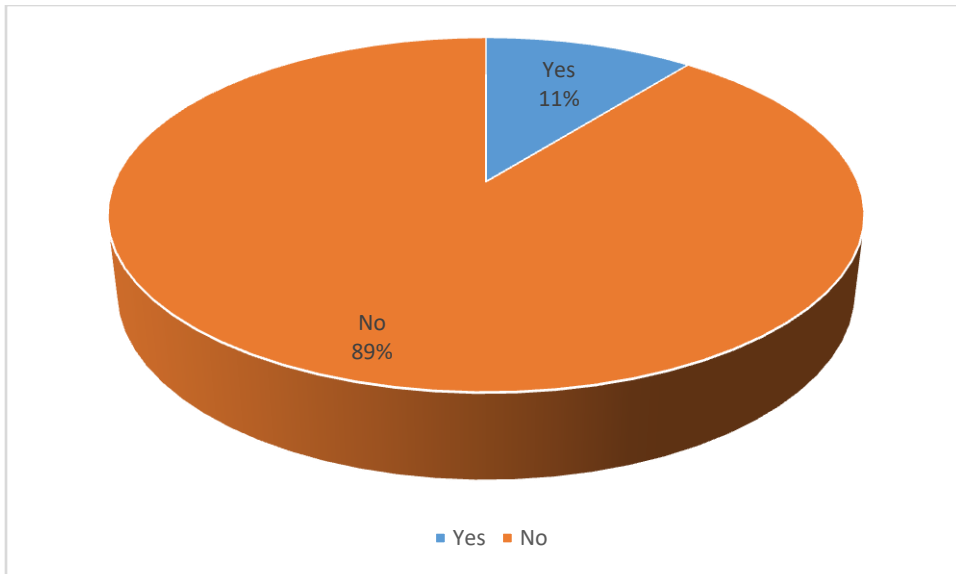
Source: Field Survey, 2024

According to Figure 4.19, 81% of the respondents were not aware of any efforts by the Municipal Board to streamline licensing processes. However, 19% were aware of efforts such as the introduction of online application systems for licenses and permits, which allow for faster and more convenient processing.

4.4.15. Initiatives to Address Environmental Issues

The aim of this section was to establish whether there are any initiatives by the Municipal Board to address environmental issues, such as air or water pollution. The outcome is shown in Figure 4.20 below.

Figure 4.20: Initiatives to Address Environmental Issues



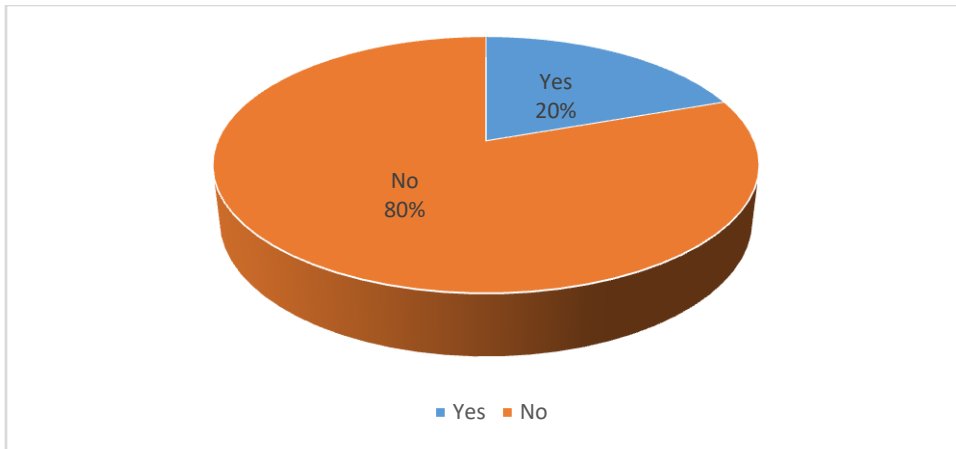
Source: Field Survey, 2024

Figure 4.20 above shows that the majority, 89% of the respondents, needed to be made aware of initiatives by the Municipal Board to address environmental issues, such as air or water pollution. Only 11% noted that the Board had initiated tree planting campaigns and green space development to enhance air quality and mitigate water pollution effects; they have tried to improve waste management systems and enforce regulations to prevent illegal dumping into water bodies.

4.4.16. Participation in Community-wide Environmental Conversation Programs

This section sought to find out whether the respondents had participated in any community-wide environmental conservation programs. The outcome is shown in figure 4.21 below.

Figure 4.21: Participation in Community-wide Environmental Conversation Programs



Source: Field Survey, 2024

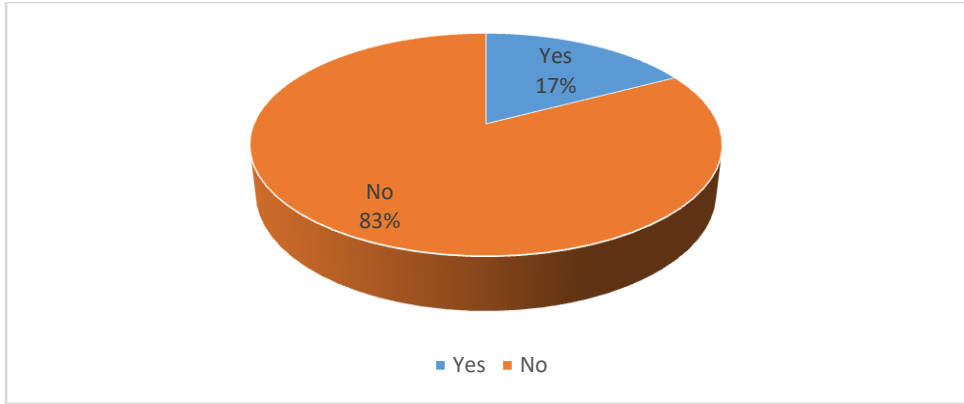
According to the results in Figure 4.21 above, 80% of the respondents have never participated in any community-wide environmental conservation programs. 20% noted that they had participated in programs like tree planting drives, waste management campaigns, and clean-up activities for environmental conservation.

The survey also intended to measure the importance of cultural and artistic initiatives in the community. According to the respondents, cultural and artistic activities are important in improving their community's social fabric and general well-being. They act as platforms for conserving and honouring cultural history, instilling a feeling of identity, belonging, and pride in community members. On top of that, these programs encourage creative expression, skill development, and innovation, fostering talent and supporting cultural diversity. Cultural and artistic activities promote social cohesiveness by bringing individuals of all ages, genders, and socioeconomic backgrounds together to share everyday experiences and meaningful connections. Cultural and artistic activities develop creativity, empathy, and understanding, resulting in dynamic and inclusive communities that value mutual respect, cooperation, and the appreciation of varied perspectives.

4.4.17. Cultural or Arts Events Organized or Sponsored by Municipal Board

This section sought to find out whether the respondents are aware of any cultural or arts events sponsored or organized by the Municipal Board. The outcome is shown in figure 4.22 below.

Figure 4.22: Cultural or Arts Events Organized or Sponsored by Municipal Board



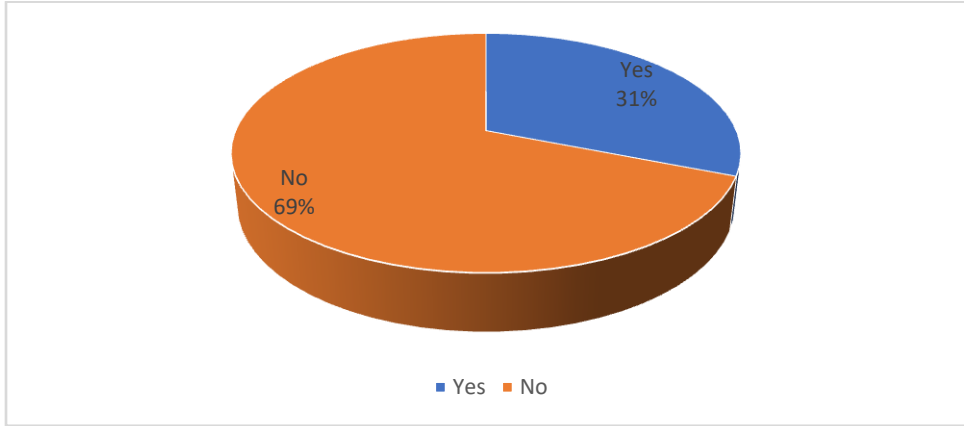
Source: Field Survey, 2024

The results in Figure 4.22 above show that 83% of the respondents were unaware of any cultural or arts events sponsored or organized by the Municipal Board. 17% noted that they were aware of cultural festivals, art exhibitions, music concerts, and theatrical performances that promote local talent, celebrate diversity, and engage in community events sponsored by the Municipal Board.

4.4.18. Promoting Cultural Diversity and Artistic Expression in the Community

This section sought to establish whether the respondents believe the Eldoret Municipal Board is doing enough to promote cultural diversity and artistic expression in the community. The outcome is shown in Figure 4.23 below.

Figure 4.23: Promoting Cultural Diversity and Artistic Expression in the Community



Source: Field Survey, 2024

The results in Figure 4.23 above show that 69% of the respondents believed that the Eldoret Municipal Board needs to do more to promote cultural diversity and artistic expression in the community. 31% believed that the Eldoret Municipal Board was doing enough to promote cultural diversity and artistic expression in the community. Those who did not believe suggested that the Eldoret Municipal Board can undertake several initiatives to promote cultural diversity and artistic expression in the community, including organizing cultural festivals that showcase the traditions, music, dance, and cuisine of various ethnic groups residing in Eldoret, establishing community art centres or galleries where local artists can exhibit their work, and conducting workshops to nurture artistic talent, supporting cultural exchange programs and collaborations between communities to promote mutual understanding and appreciation of different cultures, providing funding opportunities for cultural and artistic projects, performances, and exhibitions, and incorporating cultural education programs into schools and community centres to raise awareness and celebrate Eldoret's rich cultural heritage. Through these efforts, the Municipal Board can create a vibrant and inclusive community that values and embraces cultural diversity and artistic expression.

4.4.19. Effectiveness of Economic Development Initiatives

The study sought to rate the effectiveness of economic development initiatives undertaken by the Eldoret Municipal Board. The outcome is shown table 4.7 below.

Table 4.7: Effectiveness of Economic Development Initiatives

	Frequency	Percentage (%)	Cumulative Percentage (%)
Excellent	31	9.2	9.2
Good	168	50	59.2
Neutral	82	24.4	83.6
Poor	39	11.6	95.2
Very Poor	16	4.8	100
Total	336	100	

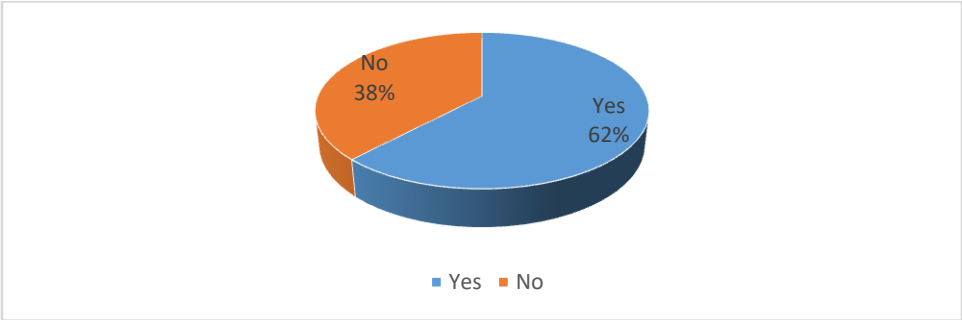
Source: Field Survey, 2024

The result in Table 4.7 above shows that 50% of the respondents noted that there is a good rate of effectiveness of economic development initiatives undertaken by the Eldoret Municipal Board, 24.4% indicated that there was a neutral rate, 11.6% indicated a poor rate, 9.2% noted that the rate was excellent and 4.8% noted that the rate was very poor. The results show that the Eldoret Municipal Board needs to put in more effort and resources to achieve excellent effectiveness of economic development initiatives.

4.4.20. Efforts to Attract New Businesses

This section's goal was to establish whether the Municipal Board had made any efforts to attract new businesses to the area. The result is shown in figure 4.24 below.

Figure 4.24: Efforts to Attract New Businesses



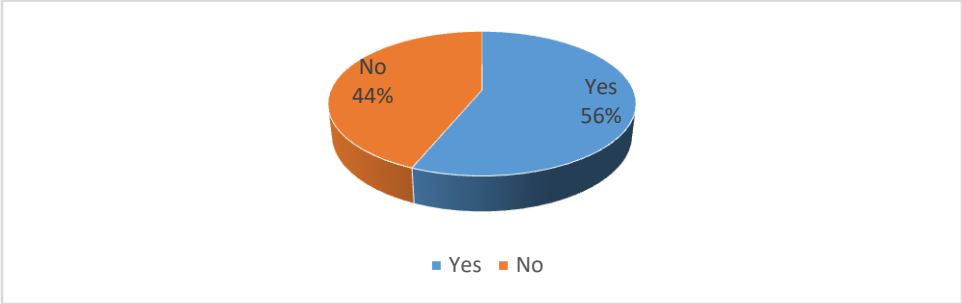
Source: Field Survey, 2024

The results in Figure 4.24 above show that 62% of the respondents were aware, and 38% were not cognizant of the efforts by the Municipal Board to attract new businesses to the area. Those who were aware mentioned that the Municipal Board provides incentives such as land subsidies and streamlined permit processes to encourage investment and entrepreneurship. The Board actively promotes Eldoret as an ideal location for business through participation in trade fairs. Furthermore, they have facilitated infrastructure development projects such as constructing markets and passable roads to create an enabling environment for businesses to thrive. Moreover, the Board collaborates with industry establishments and economic development agencies to provide support and resources for business start-ups and expansions. These initiatives collectively aim to attract diverse industries, create job opportunities, and stimulate economic activity in Eldoret.

4.4.21. Small Businesses Support Programs

This section sought to establish whether the respondents have benefited from any small business support programs initiated by the Municipal Board. The result in Figure 4.25 above shows that 56% of the respondents were beneficiaries of such programs, and 44% were not.

Figure 4.25: Small Businesses Support Programs

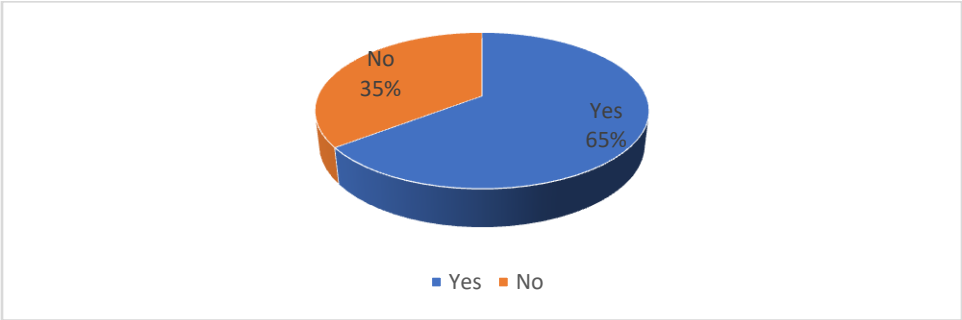


Source: Field Survey, 2024

4.4.22. Adequately informed about Upcoming Projects or Initiatives by the Municipal Board

This section sought to establish whether the respondents felt adequately informed about upcoming projects or initiatives by the Municipal Board. The outcome in Figure 4.26 below shows that 65% of the respondents indicated that they were adequately informed. 35% noted that they were not adequately informed.

Figure 4.26: Adequately informed about Upcoming Projects or Initiatives by the Municipal Board

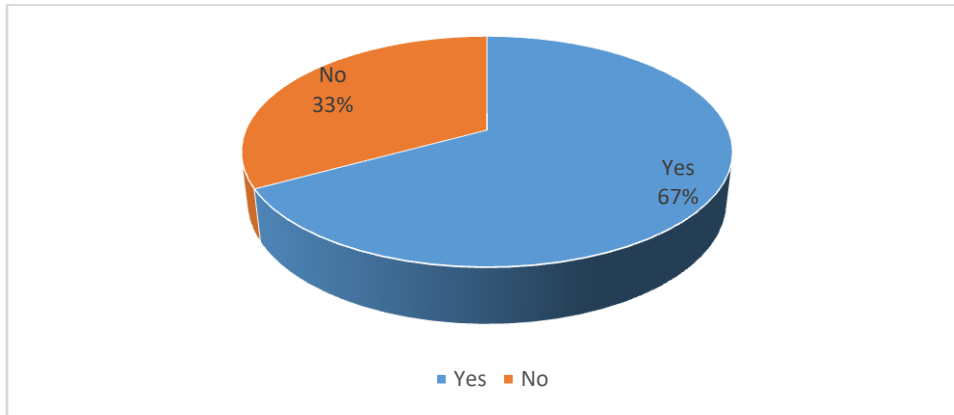


Source: Field Survey, 2024

4.4.23. Accessing Information about Services offered

This section sought to establish whether the respondents have encountered any difficulties in accessing information about the services offered by the Municipal Board.

Figure 4.27: Accessing Information about Services offered



Source: Field Survey, 2024

The outcome in Figure 4.27 above shows that 67% indicated they had not encountered any difficulties accessing information about the services offered by the Municipal Board since they could easily access the information from the municipal offices. 33% noted they have encountered difficulties in accessing information about the services offered by the Municipal Board.

4.4.24. Participating in Organized Community Meetings or Forums

The study sought to establish whether the respondents often participate in community meetings or forums organized by the Municipal Board. The results in Table 4.8 below show that 33.6% of the respondents indicated that they sometimes participate in community meetings or forums organized by the Municipal Board, 29.2% noted that they rarely participate, 23.2% have never participated, 7.7% have always participated, and 6.3% often participate. This shows that for a well-developed Eldoret Municipality, the Board needs to make sure that at least the majority of the residents always if not often, participate in community meetings or forums.

Table 4.8: Participating in Organized Community Meetings or Forums

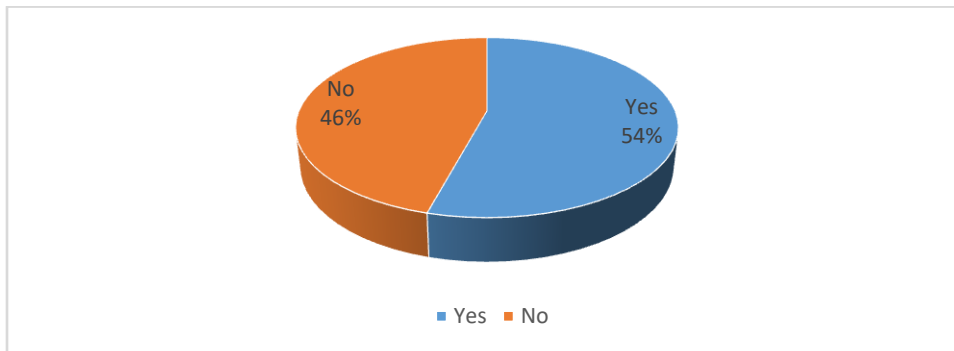
	Frequency	Percentage (%)	Cumulative Percentage (%)
Often	21	6.3	6.3
Always	26	7.7	14
Sometimes	113	33.6	47.6
Rarely	98	29.2	76.8
Never	78	23.2	100
Total	336	100	

Source: Field Survey, 2024

4.4.25. Valuing and incorporating community input in decision-making processes

The study sought to establish whether respondents believe the Municipal Board values and incorporates community input in decision-making. The outcome is shown in Figure 4.28 below.

Figure 4.28: Valuing and incorporating community input in decision-making processes



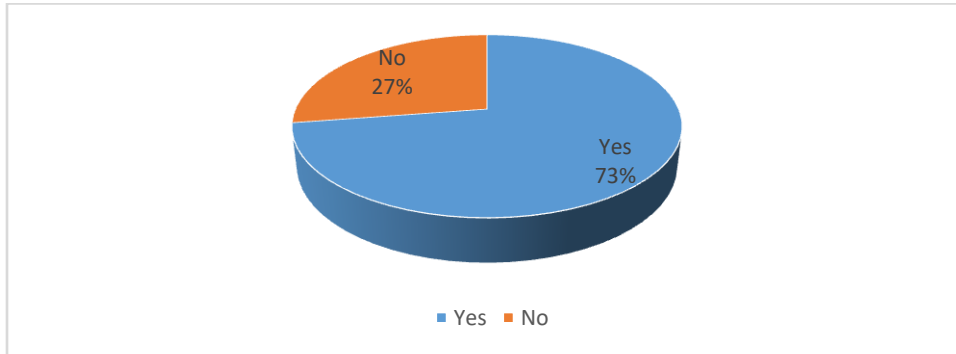
Source: Field Survey, 2024

According to the result in Figure 4.28 above, 54% of the respondents believed that the Municipal Board values and incorporates community input in decision-making, and 46% did not believe this. This implies that the Municipal Board needs to value and incorporate more community input in decision-making for the growth of the Eldoret Municipality.

4.4.26. Channels or Methods of Gathering Community Feedback

The study sought to establish whether there are specific channels or methods the respondents would prefer for the Municipal Board to gather community feedback. The outcome is shown in Figure 4.29 below.

Figure 4.29: Channels or Methods of Gathering Community Feedback



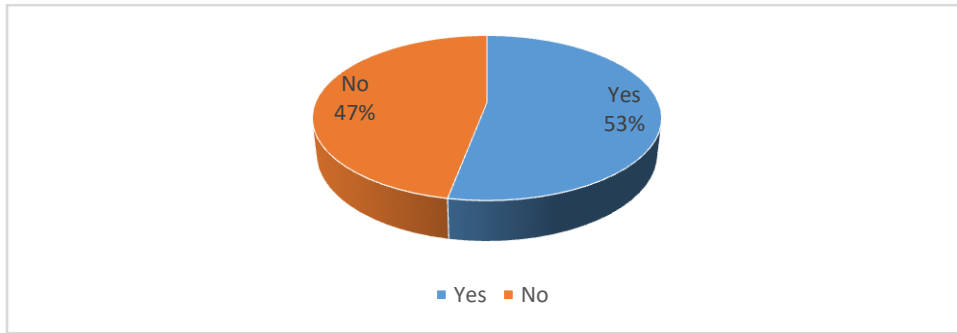
Source: Field Survey, 2024

The result in Figure 4.29 above shows that 73% of the respondents indicated that there are specific channels or methods they would prefer for the Municipal Board to gather community feedback. These include conducting regular town hall meetings or public forums where residents can voice their opinions, concerns, and suggestions directly to Board members, utilizing online platforms such as official websites, social media channels, and mobile applications to solicit feedback through surveys, polls, and comment sections, establish citizen advisory committees or focus groups representing diverse demographics and interests within the community to provide in-depth feedback on specific issues or projects and the Board may distribute newsletters, pamphlets, or informational flyers to disseminate updates and encourage community members to share their feedback through designated contact points or hotlines.

4.4.27. Utilization of online platforms or digital services provided by the Municipal Board

This section sought to establish whether the respondents have utilized any online platforms or digital services provided by the Municipal Board. The outcome is shown in Figure 4.30 below.

Figure 4.30: Utilization of online platforms or digital services provided by the Municipal Board



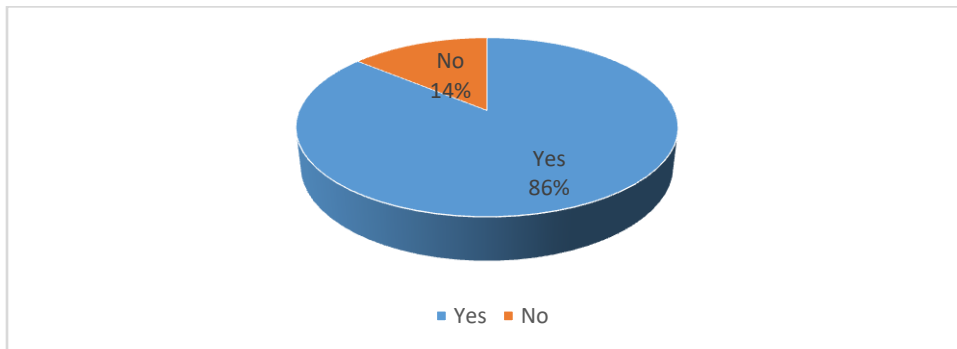
Source: Field Survey, 2024

The outcome in Figure 4.30 above shows that 53% of the respondents have utilized online platforms or digital services provided by the Municipal Board, while 47% have not. This implies that for the respondents to utilize online platforms, the Municipal Board needs to embrace and improve its digital platform (software and technology) to unify and streamline operations and IT systems for service delivery.

4.4.28. Benefits of further Integration of Technology in Service Delivery

The study sought to establish whether the respondents believe that the Municipal Board could benefit from further integration of technology in service delivery. The outcome in Figure 4.31 below shows that 86% of the respondents believed that the Municipal Board could benefit from further integration of technology in service delivery while 14% did not.

Figure 4.31: Benefits of further Integration of Technology in Service Delivery



Source: Field Survey, 2024

4.5. Strategies for Efficient Service Delivery by Municipal Board

This section was designed to compile strategies for efficient service delivery by Municipal Board to the residents Eldoret Municipality.

4.5.1. Municipal Board engagement in Strategic planning for service delivery

The study sought to establish how often the Eldoret Municipal Board engages in strategic planning for service delivery. The outcome is shown in table 4.9 below.

Table 4.9: Municipal Board engagement in Strategic planning for service delivery

	Frequency	Percentage (%)	Cumulative Percentage (%)
Rarely	100	29.8	29.8
Occasionally	146	43.5	73.2
Regularly	90	26.7	100
Total	336	100	

Source: Field Survey, 2024

The study found that 43.5% of the respondents indicated that the Eldoret Municipal Board occasionally engages in strategic planning for service delivery, 29.8% noted that they rarely do, and 26.7% noted that they regularly do it. This implies that the Eldoret Municipal Board must ensure that the residents understand that everything they do aligns with their strategic planning.

The study further sought to know how transparent the Eldoret Municipal Board's decision-making process is concerning service delivery. The study found that the Board strives to maintain transparency by disseminating information about its activities, policies, and decisions. However, there are instances where the transparency of the decision-making process could be improved, particularly by involving the community in decision-making processes, political interference, personal interests, corruption, and ensuring accessibility of information to all stakeholders. Therefore, while efforts are made to promote transparency, there is room for enhancement in certain aspects of the decision-making process to ensure greater accountability and participation from the community.

The study also sought to establish how effectively the Municipal Board incorporates community input into strategic planning for service delivery. The respondents noted that there is low effectiveness since there is low community engagement, the responsiveness of the Board to feedback, and the transparency of the planning process. The result shows that there are potential gaps in communication and implementation. This shows that continuous efforts to enhance community engagement, improve communication channels, and foster collaboration between the Board and residents can contribute to more effectively incorporating community input into strategic planning processes for service delivery.

4.5.2. Allocation of financial resources for service delivery

The study asked the respondents to rate the allocation of financial resources by the Municipal Board for service delivery. The result in Table 4.10 below shows that 47.9% of the respondents indicated that there is a neutral rate of the allocation of financial resources by the Municipal Board for service delivery, 28.3% indicated that the rate is good, 8.9% indicated that the rate is poor, 7.7% indicated that the rate is excellent with only 7.1% indicating that the rate is abysmal. This shows that the Eldoret Municipal Board has much to do to improve its rate of allocating financial resources for service delivery.

Table 4.10: Allocation of financial resources for service delivery

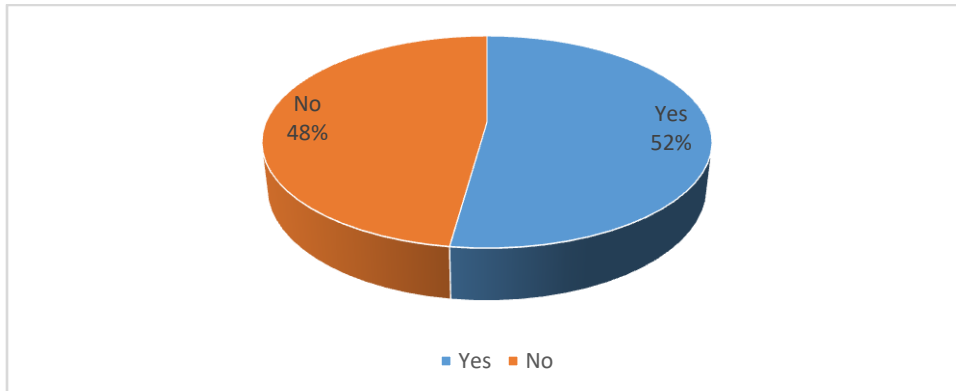
	Frequency	Percentage (%)	Cumulative Percentage (%)
Excellent	26	7.7	7.7
Good	95	28.3	36
Neutral	161	47.9	83.9
Poor	30	8.9	92.9
Very Poor	24	7.1	100
Total	336	100	

Source: Field Survey, 2024

4.5.3. Efficiency of Allocated Resources to address the most Critical Needs of the Community

This section sought to establish whether the resources are allocated efficiently to address the most critical needs of the community. The outcome is shown in Figure 4.32 below.

Figure 4.32: Efficiency of Allocated Resources to address the most Critical Needs of the Community



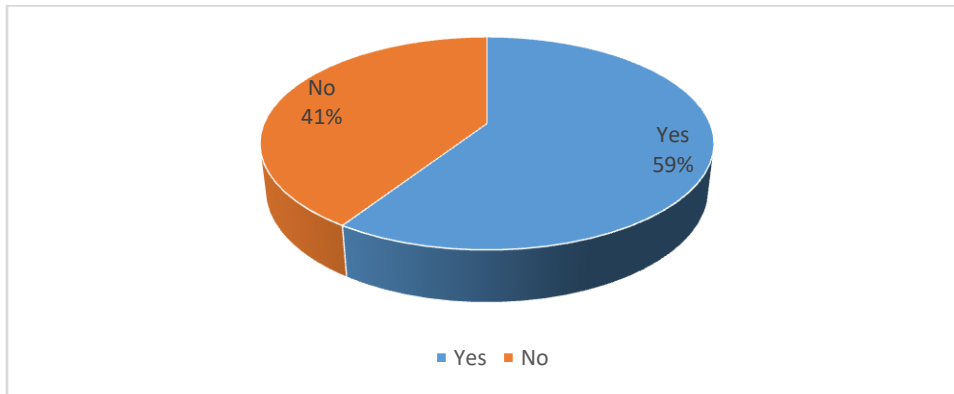
Source: Field Survey, 2024

According to Figure 4.32 above, 52% of the respondents agreed that there is efficiency in allocating resources to address the community's most critical needs. 48% noted that the Municipal Board does not efficiently allocate resources to address the community's most critical needs, depending on various factors, including budgetary constraints, priority-setting mechanisms, and accountability measures. Challenges such as competing demands, limited funding, political interference, corruption, lack of transparency, lack of stakeholder engagement, and lack of monitoring mechanisms impact the efficiency of resource allocation. This shows that continuous evaluation and adjustment of resource allocation strategies based on community feedback and evolving needs can contribute to more efficient and responsive service delivery by the Municipal Board.

4.5.4. Fair Distribution of Resources

The study asked the respondents whether they believe that resources are distributed fairly across different neighbourhoods within the municipality. According to Figure 4.33 below, 59% agreed that there is fair distribution, while 41% noted that it is not fair.

Figure 4.33: Fair Distribution of Resources



Source: Field Survey, 2024

4.5.5. Extent of Collaboration with External Organizations, Businesses, or Community Groups to Enhance Service Delivery

This section of the study sought to find out the extent to which the Municipal Board collaborates with external organizations, businesses, or community groups to enhance service delivery. The outcome is shown in table 4.11 below.

Table 4.11: Extent of Collaboration with External Organizations, Businesses, or Community Groups to Enhance Service Delivery

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very large extent	27	8	8
large extent	77	22.9	31
Neutral	165	49.1	80.1
Little extent	46	13.7	93.8
Very little extent	21	6.3	100
Total	336	100	

Source: Field Survey, 2024

From the result in Table 4.11 above, 49.1% of the respondents noted that the extent to which the Municipal Board collaborates with external organizations, businesses, or community groups to enhance service delivery is neutral, 22.9% indicated that it is to a large extent, 13.7% indicated that it is to the little extent, 8% indicated that is to a very large extent, and 6.3% indicated that is to a very little extent. This shows that there needs to be an improvement in how the Municipal Board collaborates with external organizations, businesses, or community groups to enhance service delivery.

The study asked the respondents to highlight the types of partnerships that they think could be beneficial for improving service delivery in Eldoret Municipality. The respondents of the study noted that partnerships with various stakeholders, including local businesses, non-profit organizations, academic institutions, and community groups, could be beneficial for improving service delivery in Eldoret Municipality. Collaborative efforts can leverage diverse expertise, resources, and networks to address complex challenges more effectively. For instance, business partnerships can support infrastructure development projects, while collaborations with non-profits can enhance social services and community engagement initiatives. Additionally, academic partnerships can facilitate research and innovation, while community-based organizations can provide grassroots insights and mobilize local support. By fostering strategic partnerships, the municipality can enhance its capacity to deliver inclusive and sustainable services that meet the diverse needs of its residents.

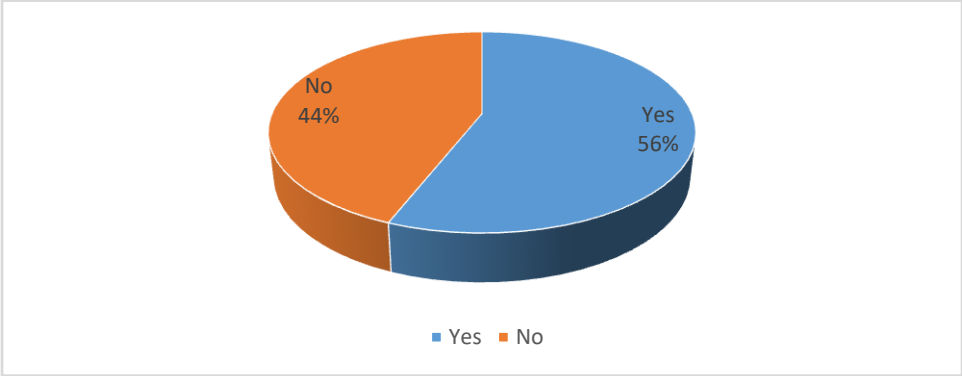
The study also asked the respondents to indicate how well-informed they feel about the available services offered by the Eldoret Municipal Board. The respondents noted that continuous efforts to enhance transparency and communication can contribute to better-informed residents regarding the available services provided by the Eldoret Municipal Board.

4.5.6. Communication channels or methods to Enhance Public Awareness of Service Delivery Initiatives

In this section, the study sought to find out from the respondents whether there are specific communication channels or methods they believe would enhance public awareness of service delivery initiatives. Figure 4.34 below shows that 56% of the respondents indicated that there are

communication channels or methods to enhance public awareness of service delivery initiatives. These respondents noted that utilizing a combination of traditional and digital communication channels, such as official websites, social media platforms, newsletters, and community meetings, could enhance public awareness of service delivery initiatives by the Eldoret Municipal Board. Regular updates and interactive engagement can ensure that residents are informed about ongoing projects, upcoming initiatives, and opportunities for feedback. Additionally, leveraging local media outlets, radio programs, and public signage can reach diverse population segments, fostering transparency and participation in municipal affairs.

Figure 4.34: Communication channels or methods to Enhance Public Awareness of Service Delivery Initiatives



Source: Field Survey, 2024

The study further sought to establish the importance of public education in ensuring the efficient use of municipal services. The respondents' result states that public education plays a crucial role in ensuring the efficient use of municipal services by fostering awareness, understanding, and responsible behaviour among residents. Through education campaigns, workshops, and outreach programs, Eldoret Municipality can inform citizens about the availability, benefits, and proper utilization of various services, such as waste management, water conservation, and public transportation. By raising awareness about the importance of sustainable practices, resource conservation, and compliance with regulations, public education initiatives empower individuals to make informed choices and adopt behaviours that minimize waste, reduce environmental impact, and optimize the use of municipal resources. Moreover, education efforts can enhance

community engagement, trust, and collaboration, fostering a sense of ownership and collective responsibility for the efficient and equitable delivery of services within the municipality.

4.5.7. Satisfaction with Existing Feedback Mechanisms for Reporting Issues or Suggesting Improvements in Service Delivery

In this section the study sought to find out how satisfied the respondents are with the existing feedback mechanisms for reporting issues or suggesting improvements in service delivery.

Table 4.12: Satisfaction with Existing Feedback Mechanisms for Reporting Issues or Suggesting Improvements in Service Delivery

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very satisfied	39	11.6	11.6
Satisfied	90	26.7	38.3
Neither satisfied nor dissatisfied	180	53.6	91.9
Dissatisfied	15	4.5	96.5
Very dissatisfied	12	3.5	100
Total	334	99.4	

Source: Field Survey, 2024

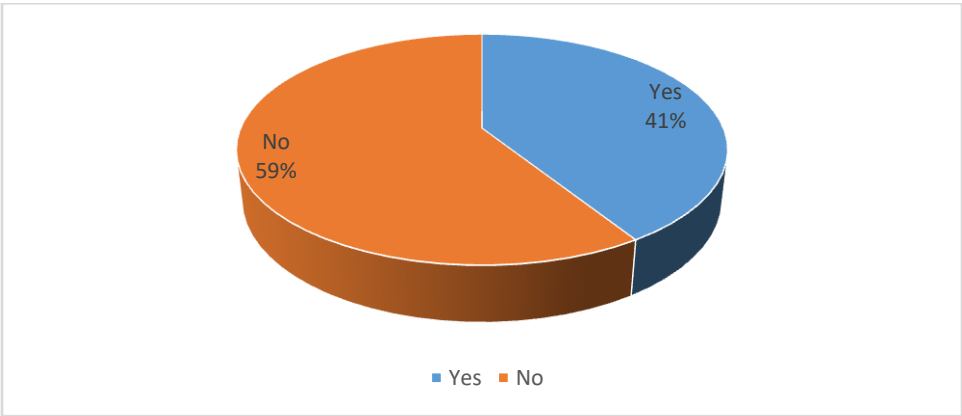
The findings in Table 4.12 show that 53.6% of the respondents were neither satisfied nor dissatisfied with existing feedback mechanisms for reporting issues or suggesting improvements in service delivery; 26.7% were satisfied, 11.6% were very satisfied, 4.5% were dissatisfied, and 3.5% were dissatisfied. This shows that more needs to be done for the residents of Eldoret Municipality to be at least satisfied, if not very satisfied, with the existing feedback mechanisms for reporting issues or suggesting improvements in service delivery.

4.5.8. Respondents use of Provided Feedback Channels

The study sought to determine whether the respondents had used any feedback channels provided by the Municipal Board. The findings in Figure 4.35 below show that 59% of the

respondents have not used any due to a lack of awareness of the availability of the channels, perceptions of inefficacy or indifference by the Board, and barriers to participation, such as language barriers and limited access to technology. They feel disempowered about their feedback's impact, leading to apathy and disengagement. 41% have used the provided feedback channels. This shows that improving accessibility, transparency, and responsiveness of feedback channels and actively soliciting input from underrepresented communities can help address these barriers and encourage greater citizen participation in municipal decision-making processes.

Figure 4.35: Respondents use of Provided Feedback Channels



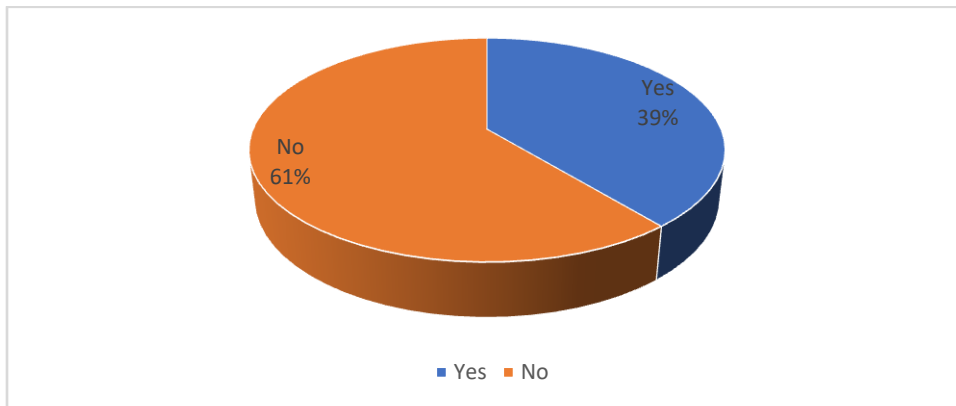
Source: Field Survey, 2024

The respondents were further requested to highlight how responsive the Municipal Board is to community feedback regarding service delivery. According to the respondents, the responsiveness of the Municipal Board to community feedback regarding service delivery varies depending on factors such as the nature of the feedback, the Board's capacity, location, having connections, sometimes how much you give them, and the resources allocated towards what to respond to, its commitment to transparency and accountability as well. In some cases, the Board demonstrates a proactive approach by addressing concerns promptly, engaging in dialogue with stakeholders, and incorporating feedback into decision-making processes. However, there are also instances where community feedback is not adequately acknowledged or acted upon, leading to frustration and disillusionment among residents. This shows that continuous efforts to improve communication, transparency, and responsiveness and foster a culture of accountability within the Municipal Board can enhance its ability to address community feedback and improve service delivery effectively.

4.5.9. Services provided by the Municipal Board that could be delivered more efficiently

The study asked the respondents whether they could identify any specific services provided by the Municipal Board that they believe can be delivered more efficiently. The result is shown in Figure 4.36 below.

Figure 4.36: Services provided by the Municipal Board that could be delivered more efficiently



Source: Field Survey, 2024

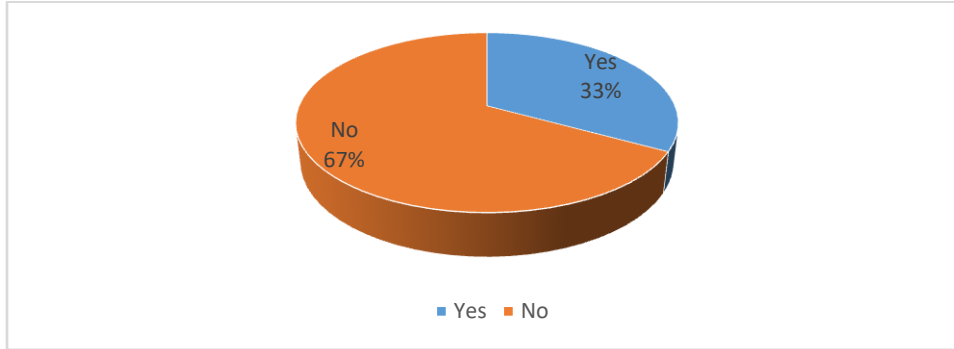
The outcome in Figure 4.36 above shows that 61% of the respondents indicated no specific services. In comparison, 39% noted that improving waste collection and disposal systems, implementing recycling programs, and promoting community awareness can enhance the efficiency of waste management services. Optimizing public transportation routes, increasing frequency and reliability, and investing in infrastructure upgrades can improve the efficiency of transportation services. Streamlining administrative processes, enhancing access to healthcare facilities, and promoting preventive health measures can contribute to more efficient delivery of public health services by the Municipal Board.

4.5.10. Successful Service Delivery Initiatives

The study further sought to find out whether there are examples of specific service delivery initiatives that the respondents considered particularly successful or commendable. From the result in Figure 4.37 below, 67% indicated no examples of specific service delivery initiatives that they considered successful. 33% noted that regular garbage collection and cleaning of

Eldoret town and vaccination drives are considered to be the only successful service delivery initiatives.

Figure 4.37: Successful Service Delivery Initiatives



Source: Field Survey, 2024

4.6. Extent of Delivery of Services by Municipal Board

This section of the study sought to find out the extent of delivery of services by Municipal Board.

4.6.1. Access to Information about the Services provided by the Municipal Board

The study sought to find out how easily the respondents could access information about the services provided by the Municipal Board. The result is shown below in Table 4.13 below.

Table 4.13: Access to Information about the Services provided by the Municipal Board

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very easily	35	10.4	10.4
Somewhat easily	75	22.3	32.7
Neutral	174	51.8	84.5
Somewhat difficult	24	7.1	91.7
Very difficult	28	8.3	100
Total	336	100	

Source: Field Survey, 2024

According to the outcome, table 4.13 above shows that 51.8% of the respondents indicated that they could neutrally access information, 22.3% indicated that they can somewhat easily, 10.4% indicated that they could very easily, 8.3% noted that it is very difficult and 7.1% noted that it is somewhat difficult. This shows that the Municipal Board should make sure that the residents can easily have access to the information about the services provided.

The survey also asked respondents if the services provided by the Eldoret Municipal Board are equally accessible to all community inhabitants. According to the respondents, guaranteeing equitable access to Eldoret Municipal Board services remains challenging, with discrepancies depending on geographic location, socioeconomic position, and infrastructural development. While attempts have been made to spread services throughout the municipality, vulnerable people in isolated or informal settlements may continue to experience access hurdles. Residents' access to essential services such as healthcare, education, and public utilities may need more transit choices, better infrastructure, and cost limits. Furthermore, language and cultural hurdles may marginalize specific communities, limiting their capacity to use municipal services. Addressing these discrepancies would necessitate a multifaceted approach that includes targeted outreach, infrastructure development, affordability measures, and community involvement to ensure that services are accessible and equitable to all Eldoret inhabitants.

4.6.2. Satisfied with the quality of services delivered by the Municipal Board

The study sought to determine the extent to which the respondents were satisfied with the quality of services delivered by the Municipal Board. The outcome is shown in table 4.14 below.

Table 4.14: Satisfied with the quality of services delivered by the Municipal Board

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very satisfied	26	7.7	7.7
Satisfied	132	39.3	47
Neither satisfied nor dissatisfied	140	41.7	88.7
Dissatisfied	18	5.4	94

Very dissatisfied	20	6	100
Total	336	100	

Source: Field Survey, 2024

The findings show that 41.7% of the respondents were neither satisfied nor dissatisfied, 39.3% were satisfied, 7.7% were very satisfied, 6% were very dissatisfied, and 5.4% were dissatisfied. This shows that the Eldoret Municipal Board needs to improve the quality of services delivered for the residents to be satisfied.

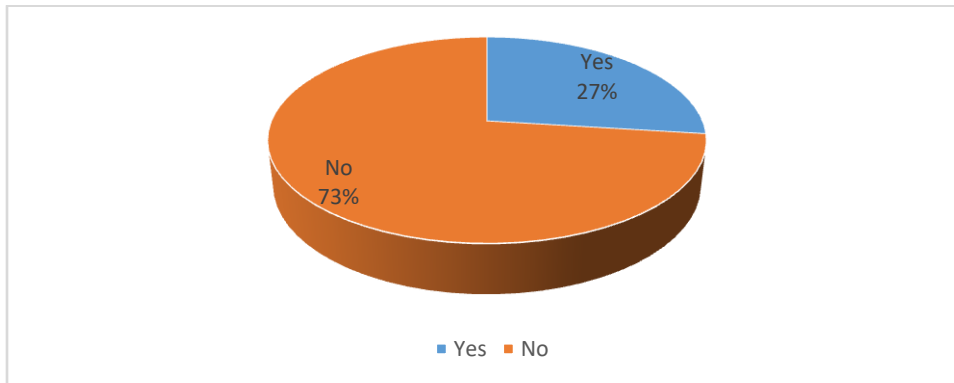
The study further requested the respondents to identify any specific services that, in their opinion, require improvement in terms of quality. The respondents noted that several services provided by the Eldoret Municipal Board could benefit from improvement in terms of quality. One area that requires attention is waste management. While efforts have been made to implement waste collection services, there is a need to enhance the frequency and reliability of garbage collection to prevent the accumulation of waste in residential areas. Additionally, there is a need for public education campaigns to promote responsible waste disposal practices among residents. Another area for improvement is public health services, which could benefit from improvements in infrastructure, access to healthcare facilities, and the quality of care provided to residents, particularly in underserved communities. Addressing these areas of improvement can enhance the overall quality of services provided by the Municipal Board and improve the quality of life for residents in Eldoret.

4.6.3. Instances where the quality of service delivery by the Municipal Board exceeded your expectations

The study sought to find out from the respondents whether they had experienced any instances where the quality of service delivery by the Municipal Board exceeded their expectations. From the results in Figure 4.38 below, the majority, 73% of the respondents, indicated that they had yet to experience any instances where the quality of service delivery by the Municipal Board exceeded their expectations. 27% indicated that the Municipal Board exceeded their expectations during a community clean-up campaign organized in their neighbourhood. Not only did the Board provide sufficient resources such as trash bags, gloves, and cleaning equipment, but they

also coordinated the event efficiently, providing guidance, support, and encouragement to volunteers.

Figure 4.38: Instances where the quality of service delivery by the Municipal Board exceeded your expectations



Source: Field Survey, 2024

4.6.4. Municipal Board Incorporating Community input in the Planning and delivery of Services

This section sought to determine the extent to which the respondents believe that the Municipal Board incorporates community input in the planning and delivering services. The result is shown in Table 4.15 below.

Table 4.15: Municipal Board Incorporating Community input in the Planning and delivery of Services

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very large extent	29	8.6	8.6
large extent	48	14.3	22.9
Neutral	126	37.5	60.4
Little extent	100	29.8	90.2
Very little extent	33	9.8	100
Total	336	100	

Source: Field Survey, 2024

The findings of the study in Table 4.15 above show that 37.5% of the respondents believed to a neutral extent that the Municipal Board incorporated community input in the planning and delivering services, 29.8% believed to the little extent, 14.3% believed to the large extent, 9.8% believed to the very little extent and 8.6% of the respondents believed to the very large extent. This shows that the Municipal Board needs to do more to bring the community's input for better planning and delivery of services in Eldoret Municipality.

4.6.5 Satisfied with the Communication Channels used by the Municipal Board to update Residents on service delivery Initiatives

In this section, the study sought to determine the respondents' level of satisfaction with the communication channels used by the Municipal Board to update residents on service delivery initiatives. The outcome is shown in Table 4.16 below.

Table 4.16: Satisfied with the Communication Channels used by the Municipal Board to update Residents on service delivery Initiatives

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very satisfied	33	9.8	9.8
Satisfied	18	5.4	15.2
Neither satisfied nor dissatisfied	178	53	68.2
Dissatisfied	27	8	76.2
Very dissatisfied	80	23.8	100
Total	336	100	

Source: Field Survey, 2024

The findings of the study in Table 4.16 above indicate that 53% of the respondents were neither satisfied nor dissatisfied with the communication channels used by the Municipal Board to update them on service delivery initiatives, 23.8% were very dissatisfied, 9.8% were very satisfied, 8% were dissatisfied nor 5.4% were satisfied. This shows that to bring about

satisfaction to the residents; the Municipal Board needs to check on the Communication Channels they use to update Residents on service delivery Initiatives.

The study further sought to determine how transparent the Municipal Board is in communicating changes or updates related to service delivery. According to the respondents, the transparency of the Municipal Board in communicating changes or updates related to service delivery varies depending on the specific context and initiatives. Sometimes, the Board demonstrates high transparency by promptly disseminating information about changes or updates through various channels, such as public announcements and stakeholder engagements. They also engage in proactive communication efforts, such as newspapers, media updates, and community meetings, to inform residents about service delivery changes. However, there are instances where communication gaps exist, leading to delays or inconsistencies in sharing information with the public. Continuous efforts to enhance transparency, accessibility, and communication responsiveness can build trust and accountability between the Municipal Board and the community.

4.6.6. Municipal Board Responses after Respondents making Requests

The study sought to determine how promptly the respondents receive responses or services after making a request to the Municipal Board. The outcome is shown in Table 4.17 below

Table 4.17: Municipal Board Responses after Respondents making Requests

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very promptly	31	9.2	9.2
Promptly	94	28	37.2
Neutral Slowly	183	54.5	91.7
Very slowly	28	8.3	100
Total	336	100	

Source: Field Survey, 2024

Table 4.17 above shows that 54.5% of the respondents indicated that they slowly received responses or services after requesting the Municipal Board, 28% indicated that they promptly

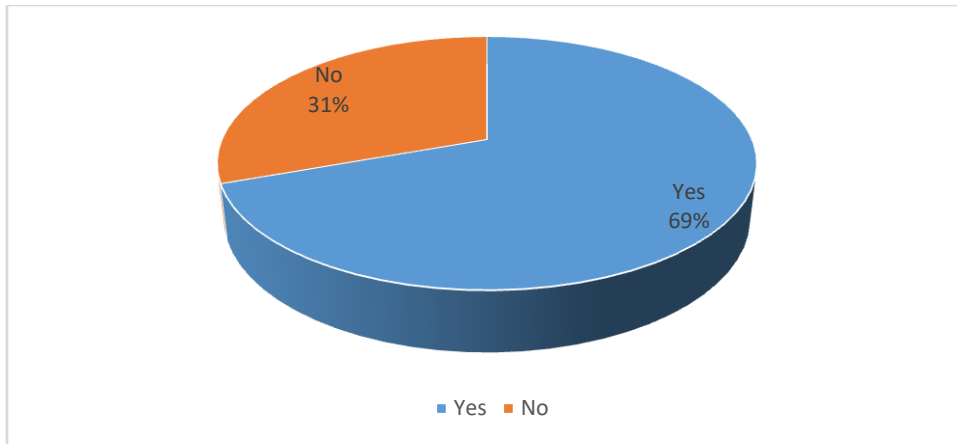
received responses or services, 9.2% noted that they very promptly received the responses or services, and 8.3% noted that they very slowly receive responses or services. This shows that the Municipal Board needs to uniformly respond to the requests of the residents of Eldoret Municipality whenever they need help.

The study further sought to determine whether the service delivery processes of the Municipal Board are streamlined and efficient. The respondents noted that the service delivery processes of the Municipal Board vary in terms of streamlining and efficiency across different areas and initiatives. While efforts have been made to streamline processes and enhance efficiency in service delivery, there are still areas for improvement. In some instances, bureaucratic procedures, administrative bottlenecks, and resource constraints hinder the smooth execution of service delivery initiatives. However, in other areas, the Board has implemented measures to streamline processes, such as digitalization of services, automation of administrative tasks, and optimization of resource allocation. Continuous evaluation and optimization of service delivery processes, stakeholder feedback, and collaboration are essential for enhancing efficiency and effectiveness in meeting the community's needs. Overall, while progress has been made, ongoing efforts are necessary to ensure that service delivery processes are consistently streamlined and efficient across all areas of operation.

4.6.7. Negative Experience due to Instances of delayed Service Delivery

The study sought to find out whether the respondents have encountered any instances where delays in service delivery negatively impacted your experience. The outcome is shown in Figure 4.39 below.

Figure 4.39: Negative Experience due to Instances of delayed Service Delivery



Source: Field Survey, 2024

Figure 4.39 above shows that 69% of the respondents indicated that they had encountered instances where delays in service delivery negatively impacted their experience. 31% of the respondents noted that they had not encountered instances where delays in service delivery negatively impacted their experience.

Other aspects of negative experiences include poor road maintenance, which results in potholes and traffic congestion, significantly increasing travel times and causing vehicle damage. This not only leads to frustration but also affects the overall quality of life. Inefficient waste management, inconsistent water supply, and frequent power outages further disrupt daily life. Inadequate public healthcare services and facilities contribute to long waiting times and insufficient medical care, a situation that needs immediate attention. Additionally, bureaucratic delays and corruption in service delivery erode public trust and hinder timely access to essential services, further adding to the community's frustration.

4.6.8. Services provided by the Municipal Board Contribute to the overall Well-being of the Community

The study sought to determine to what extent the respondents believe the services provided by the Municipal Board contribute to the community's overall well-being. The outcome is shown in Table 4.18 below.

Table 4.18: Services provided by the Municipal Board Contribute to the overall Well-being of the Community

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very large extent	35	10.4	10.4
large extent	160	47.6	58
Neutral	117	34.8	92.9
Little extent	6	1.8	94.6
Very little extent	18	5.4	100
Total	336	100	

Source: Field Survey, 2024

According to the result in Table 4.18 above, 47.6% of the respondents indicated that, to a large extent, they believed the services provided by the Municipal Board contribute to the community's overall well-being. 34.8% neutrally believed, 10.4% of the respondents to a very large extent, 5.4% believed to the very little extent and 1.8% believed to the little extent. This shows that the services provided by the Municipal Board contribute to the community's overall well-being.

The study further requested the respondents to identify specific services that, in their opinion, have had a significant positive impact on the community. The respondents noted that there are several specific services provided by the Municipal Board that have had a significant positive impact on the community of Eldoret. The improvement of road infrastructure, including the construction and maintenance of roads and sidewalks. These enhancements have not only facilitated smoother traffic flow but also improved road safety for pedestrians and motorists, reducing accidents and congestion. Additionally, waste management services, such as regular garbage collection have contributed to cleaner and healthier neighborhoods, enhancing the overall quality of life for residents. Furthermore, public health initiatives, such as vaccination drives and access to healthcare facilities, have played a vital role in promoting well-being and disease prevention within the community. These services have had a tangible and lasting positive impact, demonstrating the Municipal Board's commitment to serving the needs of its residents and improving their quality of life.

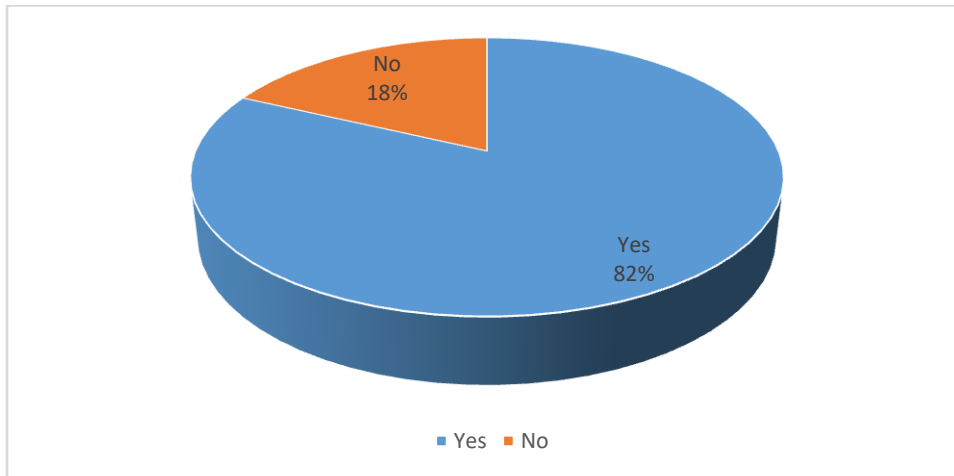
The study sought to determine whether the Municipal Board services have played a role in enhancing the quality of life for residents. According to the respondents, the services provided by the Municipal Board have played a crucial role in enhancing the quality of life for residents in various ways. Infrastructure development projects, such as road construction and maintenance, have improved transportation accessibility and safety, facilitating smoother commutes and reducing accidents. Waste management initiatives, including regular garbage collection, have contributed to cleaner and healthier environments, enhancing public health and well-being. Public health services, such as vaccination drives and healthcare access programs, have promoted disease prevention and ensured essential medical care for residents, improving overall health outcomes. Moreover, community development programs, such as educational workshops and recreational facilities, have fostered social cohesion and provided opportunities for personal and collective growth, enriching the community's social fabric. Overall, the Municipal Board's services have had a tangible and positive impact, enhancing the overall quality of life for residents in the municipality.

The study inquired from the respondents how well they believe that the Municipal Board allocates resources to address the community's most critical needs. The respondents indicated that the effectiveness of resource allocation by the Municipal Board in addressing the community's most vital needs involves evaluating various factors. While the Board aims to prioritize essential needs such as infrastructure, public health, and education, the allocation process faces challenges due to budgetary constraints, shifting priorities, and competing demands. Additionally, ensuring the equitable distribution of resources across diverse neighbourhoods and populations requires careful consideration of socioeconomic disparities and community feedback. While efforts may be made to target resources toward pressing needs, there may still be areas for improvement regarding transparency, accountability, and responsiveness in the allocation process. Continuous evaluation, stakeholder engagement, and data-driven decision-making can contribute to more effective resource allocation strategies that better meet the community's evolving needs, ultimately enhancing the overall well-being and quality of life for residents.

4.6.9. Additional Allocation of Resources to Improve Service Delivery

In this section the study sought to find out whether there are specific areas where additional resources should be allocated to improve service delivery. The outcome is shown in Figure 4.40 below.

Figure 4.40: Additional Allocation of Resources to Improve Service Delivery



Source: Field Survey, 2024

From the findings up, majority of the respondents 82% noted that the Municipal Board needs to allocate additional resources to several key areas to improve service delivery. One critical area is infrastructure development, including roads, bridges, and public transportation systems. Investing in infrastructure upgrades and maintenance can enhance accessibility, safety, and connectivity, thereby improving residents' overall quality of life. Additionally, resources should be allocated to improve waste management services, implementing sustainable waste disposal methods, and enhancing public education campaigns to promote responsible waste practices.

Furthermore, public health services require increased resources to address healthcare access gaps, improve healthcare facilities, and strengthen disease prevention efforts. Investing in healthcare infrastructure, medical equipment, and workforce training can enhance the delivery of essential healthcare services and improve health outcomes within the community. Additionally, allocating resources to community development initiatives, such as educational programs, recreational facilities, and social services, can foster community cohesion, support vulnerable populations, and promote economic development. By strategically prioritizing these areas and

allocating additional resources, the Municipal Board can enhance service delivery, address pressing community needs, and improve residents' overall well-being.

The study further sought to determine whether resources are fairly distributed across different neighbourhoods within the municipality. According to the results from the respondents, while efforts are made to allocate resources equitably based on need, demographic factors, and infrastructure requirements, disparities still exist due to historical inequalities, political considerations, and administrative challenges. Additionally, socio-economic factors and community engagement levels influence resource allocation decisions, leading to discrepancies in service provision. Continuous monitoring, transparency, and stakeholder engagement are essential to ensure a fair distribution of resources and address disparities, ultimately fostering more significant equity and inclusivity within the municipality.

4.6.10. Satisfied with the Existing Mechanisms for Providing Feedback or Reporting issues related to Service Delivery

The study sought to determine whether the respondents were satisfied with the existing mechanisms for providing feedback or reporting issues related to service delivery. The outcome is shown below in Table 4.19.

Table 4.19: Satisfied with the Existing Mechanisms for Providing Feedback or Reporting issues related to Service Delivery

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very satisfied	42	12.5	12.5
Satisfied	92	27.4	39.9
Neither satisfied nor dissatisfied	172	51.2	91.1
Dissatisfied	22	6.5	97.6
Very dissatisfied	8	2.4	100
Total	336	100	

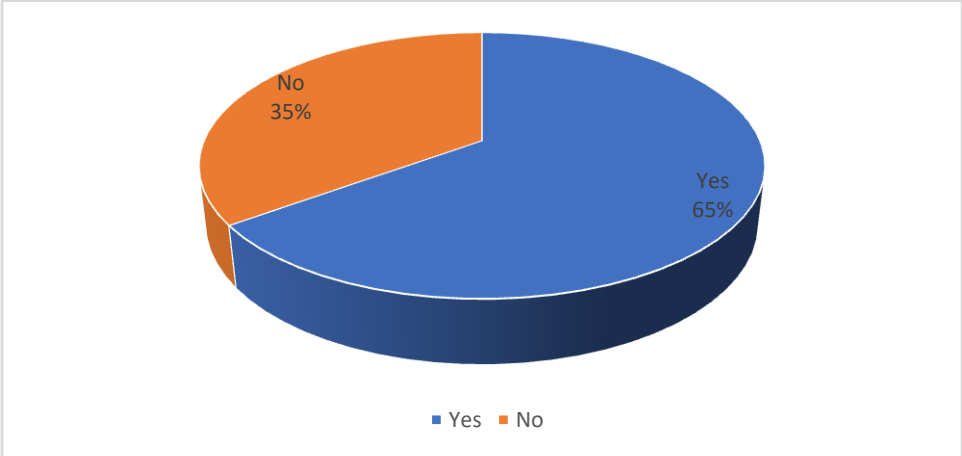
Source: Field Survey, 2024

From the results, 51.2% of the respondents were neither satisfied nor dissatisfied with the existing mechanisms for providing feedback or reporting issues related to service delivery, 27.4% were satisfied, 12.5% were very satisfied, 6.5% were dissatisfied and 2.4% were very dissatisfied. This implies that the Eldoret Municipal Board needs to improve the existing mechanisms for providing feedback or reporting issues related to service delivery.

4.6.11. Used any Feedback Channels provided by the Municipal Board

The study also asked respondents if they had personally used any feedback channels provided by the Municipal Board. Figure 4.41 below shows that 65% of the respondents have used the feedback channels provided by the Board, while 35% have not.

Figure 4.41: Used any Feedback Channels provided by the Municipal Board



Source: Field Survey, 2024

The study sought to determine whether the respondents believe that the Municipal Board responds effectively to community feedback regarding service delivery. The respondents noted that elements including accountability, openness, and responsiveness influence the efficacy of the feedback process. Results are also influenced by the degree of the Board's ability and readiness to act on input quickly. The Municipal Board's reaction to community feedback can only be effective through improved communication channels, openness, and accountability systems, increasing citizen satisfaction and confidence.

4.6.12. Familiar with the different types of services provided by the Municipal Board

The study sought to determine the respondents' familiarity with the different services the Municipal Board provides. The outcome in Table 4.20 below shows that 55.4% of the respondents were somewhat familiar with the type of services provided by the Municipal Board, 21.1% were neutral, 12.2% were very familiar, 6.3% were somewhat unfamiliar, and 5% were very unfamiliar.

Table 4.20: Familiar with the different types of services provided by the Municipal Board

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very familiar	41	12.2	12.2
Somewhat familiar	186	55.4	67.6
Neutral	71	21.1	88.7
Somewhat unfamiliar	21	6.3	95
Very unfamiliar	17	5	100
Total	336	100	

Source: Field Survey, 2024

The study requested the respondents to identify specific services they have utilized or benefited from offered by the Municipal Board. The respondents noted that services such as management programs, which ensure clean and hygienic environments; road maintenance and infrastructure development, enhancing transportation accessibility and safety; public health initiatives, promoting well-being and disease prevention; community development programs, fostering social cohesion and recreational opportunities; and social services, providing support and assistance to vulnerable populations. These services directly contribute to residents' overall quality of life by addressing essential needs, enhancing infrastructure, promoting health, and fostering community well-being.

The study further sought to determine whether there are additional services the respondents believe the Municipal Board should consider providing to meet community needs. The respondents indicated that the Municipal Board should consider providing additional services to meet community needs, such as affordable housing programs to address housing shortages, environmental conservation initiatives to promote sustainability, and economic development programs to stimulate local entrepreneurship. Furthermore, youth development programs, cultural and recreational activities, and social welfare services can support residents' holistic well-being. By expanding the range of services offered, the Municipal Board can address diverse community needs, foster social inclusion, and enhance residents' overall quality of life.

4.6.13. Services provided by the Municipal Board align with the Principles of Environmental Conservation and Sustainability

The study sought to determine the extent to which the respondents believe the Municipal Board's services align with environmental conservation and sustainability principles. The outcome is shown in Table 4.21 below.

Table 4.21: Services provided by the Municipal Board align with Principles of Environmental Conservation and Sustainability

	Frequency	Percentage (%)	Cumulative Percentage (%)
Very large extent	28	8.3	8.3
large extent	195	58	66.3
Neutral	82	24.4	90.7
Little extent	13	3.9	94.6
Very little extent	18	5.4	100
Total	336	100	

Source: Field Survey, 2024

From the findings above, 58% of the respondents believed to a large extent, 24.4% believed neutrally, 8.3% believed to a very large extent, 5.4% believed to a very little extent and 3.9% believed to a little extent that the services provided by the Municipal Board align with principles of environmental conservation and sustainability.

The study sought to establish the social inclusivity of the services offered by the Municipal Board. The study found that the level of social inclusion in the services offered by the Municipal Board varies depending on various factors, including accessibility, affordability, and cultural sensitivity. Despite the efforts made to ensure that services are available to all residents regardless of socio-economic background, language, or ethnicity, there are still barriers to access by marginalized or underserved populations. Furthermore, the Municipal Board's responsiveness to diverse community demands and preferences shapes social inclusion. Services that actively interact with and solve vulnerable groups' issues, promote diversity and inclusion and give equal

participation opportunities help to increase social inclusion. Continuous efforts to increase accessibility, outreach, and response to community feedback will help the Municipal Board's services become more socially inclusive, ensuring that all people have equitable access to essential resources and opportunities for growth and development.

4.7 Eldoret Municipal Board Clarification on the Impacts of Municipal Board in Delivery of Services

To confirm the Municipal Board-related impacts collated from available literature and ranked by respondents, the researcher conducted follow-up interviews with 10 Eldoret Municipal Board members. The researcher documented and summarized verbal replies from one-on-one interviews using a question-and-answer approach. The interview transcript is displayed below;

Can you provide an overview of the key responsibilities and functions of the Municipal Board in terms of service delivery to the community?

The Eldoret Municipal Board, a critical local governance entity, is entrusted with a broad range of responsibilities to enhance the community's welfare and development. Its functions encompass infrastructure development and maintenance, environmental management, social services provision, economic development, and community engagement. Specifically, the Board is responsible for constructing, maintaining, and improving roads, public spaces, and drainage systems, ensuring that infrastructure is accessible and safe for the community. Regarding environmental management, the Board oversees waste management strategies and provides clean water and sanitation facilities. Social services include healthcare and education support, while economic development is fostered through business licensing and regulation and support for agriculture and livestock activities. The Board also plays a crucial role in community engagement, conducting public consultations to gather community input on various issues and developing local plans that align with the needs and aspirations of the residents. These responsibilities and functions collectively aim to deliver essential services to the community, contributing to the overall sustainability and development of Eldoret Municipality, and ensuring that each resident feels secure and cared for.

How would you describe the mission and vision of the Municipal Board in relation to serving the needs of the community?

The mission and vision of the Eldoret Municipal Board are centered on enhancing the quality of life for the residents of Eldoret by providing essential services and fostering sustainable development. We place a strong emphasis on delivering high-quality infrastructure, environmental management, social services, and economic development services. Our vision is to create a vibrant, sustainable, and prosperous community where residents have access to essential services, live in a clean and safe environment, and enjoy economic growth and social development opportunities. This vision guides us in our strategic planning and decision-making processes, ensuring our actions align with the long-term goals of serving the community's needs and aspirations.

What are the primary types of services that the Municipal Board is currently focused on delivering to the community?

We focus on delivering essential services to the community, including infrastructure development and maintenance, environmental management, social services, and economic development. Infrastructure services involve road construction, public space improvements, and drainage systems. Environmental management encompasses waste management and the provision of clean water and sanitation facilities. Social services include healthcare and education support, ensuring residents access essential services. Economic development is fostered through business licensing and regulation and support for agriculture and livestock activities. These services aim to enhance the quality of life, promote sustainable development, and effectively meet the community's needs.

How does the Municipal Board engage in strategic planning to ensure effective service delivery?

We engage in strategic planning to ensure effective service delivery through a comprehensive process that begins with a thorough needs assessment to identify the community's requirements across various sectors, including infrastructure, environmental management, social services, and economic development. Following this assessment, the Board formulates a vision and mission that encapsulate its long-term goals and core values. Action plans are developed to outline the

steps needed to achieve the objectives, detailing timelines, responsibilities, and resources required. We closely monitor the implementation of these plans, engaging with stakeholders to ensure alignment with community needs and expectations. Regular reviews and evaluations assess the effectiveness of the strategic plans, allowing for necessary adjustments to improve service delivery. This strategic planning ensures that the Board's actions align with the community's needs, leading to effective service delivery and sustainable development.

How does the Municipal Board allocate resources, including financial, human, and technological, to support service delivery initiatives?

The Board allocates financial, human, and technological resources to support service delivery initiatives strategically and systematically. Financial resources are allocated based on the priorities identified in the strategic plan, ensuring that funds are directed toward initiatives that have the most significant impact on the community. Human resources are managed through recruitment, training, and development programs to ensure staff have the skills and competencies to deliver services effectively. Technological resources are invested in modern equipment and systems that enhance efficiency and effectiveness in service delivery. The Board also collaborates with external partners and donors to secure additional resources for specific projects. This allocation of resources is guided by the Board's commitment to transparency, accountability, and the efficient use of resources to meet the community's needs.

How does the Municipal Board actively engage with the community to understand their needs and preferences?

The Board actively engages with the community to understand their needs and preferences through various methods. These include public consultations, surveys, and community meetings, which allow residents to voice their concerns, express their needs, and suggest improvements. Additionally, the Board may utilize digital platforms and social media to gather feedback and keep the community informed about ongoing projects and initiatives. Active engagement ensures that the Board's decisions and service delivery initiatives are responsive to the community's needs and preferences, fostering a sense of ownership and participation among residents.

How has technology been integrated into the processes of service delivery by the Municipal Board?

We have integrated technology in service delivery processes to enhance efficiency and effectiveness. There is an ICT-enabled service delivery system, which streamlines the council's operations and improves the efficiency of service delivery. This has enabled us to reduce the complexity of customer interaction, ensuring that residents receive high-quality services and products. Technology has also allowed cost rationalization, as investments in advanced technology have sped up service delivery and reduced the need for unskilled labor. Importantly, the Board has taken a significant step in empowering our field service technicians with mobile capabilities. This investment in our employees has enabled them to view schedules, register completed work orders, and communicate effectively with customers and the back office, thereby improving service delivery.

To what extent does the Municipal Board collaborate with external organizations, businesses, or community groups to enhance service delivery?

We extensively collaborate with external organizations, businesses, and community groups to enhance service delivery. This collaboration is facilitated through partnerships that leverage the strengths of each partner to address the community's needs more effectively. For instance, business collaborations provide essential services like waste management and infrastructure development. At the same time, partnerships with community groups can ensure that local needs and preferences are accurately reflected in service delivery initiatives. Additionally, collaborations with external organizations, including government agencies and NGOs, can provide access to additional resources and expertise, further enhancing the Board's capacity to deliver high-quality services to the community.

How does the Municipal Board invest in training and capacity building for its staff involved in service delivery?

We have made a steadfast commitment to training and capacity building for our staff. These include formal training programs that equip employees with the necessary skills and knowledge to perform their duties effectively. The Board also provides on-the-job training to ensure staff

apply what they have learned in real-world scenarios. Additionally, we offer continuous professional development opportunities to keep staff updated with the latest trends and technologies in service delivery. Through these investments, we aim to enhance the competence and performance of the staff, ultimately improving the quality of services provided to the community.

How does the Municipal Board assess the performance of service delivery initiatives?

We employ a multifaceted approach to assess the performance of service delivery initiatives, incorporating various monitoring and evaluation mechanisms. This includes regularly assessing key performance indicators such as infrastructure development progress, waste management efficiency, water supply and sanitation coverage, and public health outcomes. Additionally, we solicit feedback from residents through surveys, community meetings, and complaint mechanisms to gauge satisfaction levels and identify areas for improvement. Furthermore, we collaborate with relevant stakeholders, including government agencies, non-profit organizations, and community groups, to gather diverse perspectives and ensure comprehensive evaluation of service delivery efforts. We are committed to transparency and accountability, and by utilizing a combination of quantitative data analysis, qualitative feedback, and stakeholder engagement, we ensure responsiveness in our efforts to enhance service delivery and meet the community's needs.

How does the current environmental policy influence the service delivery strategies of the Municipal Board?

The current environmental policy significantly influences the service delivery strategies of the Municipal Board by setting the framework within which we operate and base our decision-making processes. Policies related to urban planning, infrastructure development, environmental protection, public health, and governance directly impact our priorities and initiatives. For example, policies promoting sustainable development may lead us to prioritize eco-friendly infrastructure projects and waste management practices. Similarly, policies emphasizing community participation and accountability influence us to engage residents in decision-making processes and adopt transparent service delivery mechanisms. Moreover, budgetary allocations and resource distribution dictated by national or regional policies can constrain or enable the

implementation of service delivery programs. Additionally, changes in government regulations or mandates may require the Municipal Board to adapt its strategies to remain compliant and responsive to evolving policy directives.

How does the Municipal Board communicate with the public to create awareness about the services it offers?

The Board, with its proactive approach to communication, instils a sense of security and reliability in the community. It communicates about its services through various channels, including public meetings, community forums, and social media platforms, which provide a direct line of communication between the Board and the residents. Additionally, the Board utilizes local newspapers and radio broadcasts to disseminate information about its services, ensuring that the community is well-informed about the services available and how to access them. This proactive approach to communication helps build trust and fosters a sense of community engagement in the municipality's service delivery initiatives.

How does the Municipal Board collect and utilize feedback from the community regarding service delivery?

Residents' feedback is a powerful tool in shaping service delivery. The Board collects and utilizes residents' feedback through various methods, including regular surveys and public consultations. These platforms provide us and our residents, with an opportunity to express their opinions and share their experiences about services offered. The feedback, whether gathered through community meetings or media platforms, is instrumental in identifying areas of improvement, adjusting service delivery strategies, and ensuring that the services provided meet the residents' needs and expectations. This feedback is crucial for maintaining transparency, accountability, and the overall quality of service delivery in the municipality.

How does the Municipal Board ensure the efficiency of its service delivery processes?

We ensure the efficiency of service delivery processes through a combination of strategic planning, performance management, and the use of technology. Strategic planning involves setting clear objectives and developing action plans aligned with the community's needs. Performance management tools, such as the Integrated Development Plan and the Service

Delivery and Budget Implementation Plan, are used to monitor and evaluate the performance of service delivery initiatives, ensuring that they meet the set objectives. Additionally, the Board leverages technology to streamline operations and improve service delivery efficiency. This includes using Information Communication Technology (ICT) systems for service delivery, which enhances the speed and accuracy of service delivery processes. By focusing on these areas, the Board aims to deliver services promptly, effectively, and efficiently, meeting the community's needs.

In your perspective, how does the Municipal Board's service delivery contribute to the overall well-being and quality of life for community members?

The Board's service delivery plays a crucial role in enhancing community members' overall well-being and quality of life by providing essential services such as healthcare, education, sanitation, and infrastructure development. These services address immediate needs and contribute to long-term improvements in living conditions, health outcomes, and economic opportunities. By ensuring access to clean water, proper waste management, and safe housing, the Board helps prevent diseases and promotes a healthier environment. Additionally, its education and vocational training efforts equip residents with the skills needed for employment, fostering economic growth and reducing poverty. Through these initiatives, the Eldoret Municipal Board significantly improves the quality of life for its citizens, making it a vital component of community development.

Looking ahead, what strategies or initiatives is the Municipal Board planning to implement to further enhance its impact on service delivery to the community?

To further enhance its impact on service delivery to the community, we plan to implement several strategic initiatives to improve efficiency, inclusivity, and sustainability. This includes investing in technology and data-driven solutions to streamline administrative processes, enhance transparency in service delivery operations, and prepare a comprehensive land use plan to address the root causes of inadequate solid waste management in informal settlements like Langas. The Board intends to strengthen community engagement by establishing citizen advisory committees, participatory budgeting initiatives, and regular town hall meetings to ensure that residents' voices are heard and incorporated into decision-making processes. The Board plans to

prioritize investments in critical infrastructure, such as water supply systems, road networks, and waste management facilities, to address existing gaps and meet growing demand. Moreover, the Board, with a firm commitment to long-term sustainability, will focus on capacity building for staff members, fostering partnerships with relevant stakeholders, and promoting innovative financing mechanisms to ensure its service delivery initiatives' long-term sustainability and resilience. Through these strategic initiatives, the Eldoret Municipal Board aims to foster a more responsive, accountable, and inclusive governance framework that delivers tangible benefits to the community.

4.8 Challenges Encountered During the Field Survey

Conducting the field survey in Eldoret Municipality presented several logistical challenges that significantly impacted the efficiency and effectiveness of data collection. The team recognized the importance of the community's role in the survey and the need for their participation. Obtaining accurate and timely data from the Municipal Board Members and residents proved to be a daunting task. Many residents were skeptical, which limited their willingness to participate. Consequently, the survey team had to invest extra time and resources in community engagement and sensitization efforts to explain the importance of the survey and encourage participation. The huge data collected needed training of research assistants to create sufficient quality assurance procedures to ensure collected data was accurate.

4.9 Chapter Summary

The study collected 336 filled-out questionnaires out of 385, giving a response rate of 87%, with all the Municipal Board Members granting the researcher interviews. The respondents were well balanced, 54% male and 46% female, with the majority of the respondents having lived in Eldoret Municipality between 6 – 10 years. Cumulatively, 79% of the respondents were aware of services provided by the Eldoret Municipal Board. The respondents were averagely satisfied with the services provided. Eldoret Municipal Board occasionally engages in strategic planning and neutrally allocates financial resources for service delivery. Respondents do not easily access information about the services provided and are averagely satisfied with the quality of services provided. The Board hardly incorporates community input in the planning and delivering services. The Municipal Board's channels of communication and response rate when there is an

issue are not satisfying. The Eldoret Municipal Board must address infrastructure deficiencies for effective service delivery by improving road maintenance and ensuring reliable water supplies. It should enhance waste management practices to maintain sanitary conditions and expand public healthcare facilities to reduce waiting times and improve care quality. Streamlining bureaucratic processes and combating corruption are essential to restoring public trust and efficiency. Additionally, engaging with the community to build awareness and trust, investing in staff training, and leveraging technology for better service management can significantly enhance the Board's ability to effectively meet the community's needs.

CHAPTER FIVE

RESEARCH SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusion of the study. It revisits the research objectives and provides a summary of the findings on the basis of these objectives. In addition, it also presents the study recommendations and areas of further research.

5.2 Revisiting the research Objectives

The study aimed at analysing the impacts of municipal Board in delivery of services in Eldoret Municipality. The specific objectives of the study were:

1. To describe the types of services delivered by Eldoret Municipal Board
2. To compile strategies for efficient service delivery by Municipal Board
3. To examine the extent of delivery of services by Eldoret Municipal Board
4. To propose methods for improving service delivery by Eldoret Municipal Board

5.3 Summary of main findings

The theoretical underpinning of the study, namely: Institutional Theory; Scientific Management Theory; and Division of Labour Theory, was found to be sufficient and accurate in anchoring the study and its findings.

Type of Services Delivered by Municipal Board

Regarding the type of services delivered by Municipal Board, the findings indicates that 79% of the respondents indicated they were aware of services provided. The services provided by the Municipal Board were neither satisfying nor dissatisfying. Majority of the roads and streets lights in Eldoret Municipality are well maintained. Inadequate lighting, malfunctioning lights, and outdated infrastructure were the major issues that affected their safety, visibility at night, and the overall quality of life in their area. Ongoing projects are repairing and upgrading road networks to reduce traffic, promote more efficient movement within and out of the municipality, and enhance public amenities, including parks, leisure centres, and open areas. Within Eldoret town,

they have improved parking spaces and bus parks for picking up and dropping off passengers. In order to guarantee that every citizen has access to dependable and clean water services, efforts have also been undertaken to update and enhance water and sanitation infrastructure. The effectiveness of local law enforcement services can be improved to meet the varying needs of the community. Inadequate responsiveness due to inadequate resources, slow response times, communication challenges, and insufficient funding leads to delays in emergency response, leaving them feeling vulnerable and frustrated during critical situations.

The findings indicates that there is low residents participation in their community policing initiatives. Waste management and garbage collection services were satisfying at 46.4%. There were health and sanitation awareness programs conducted by the Municipal Board. There was availability of clean drinking water. There is fair availability of educational resources in community. There are recreational facilities provided by the Eldoret Municipal Board which include parks, playgrounds, halls and cultural centres and sports fields. 90% of respondents had never attended or profited from cultural or artistic activities organized by the Eldoret Municipal Board. The ease of obtaining necessary licenses or permits from the Eldoret Municipal Board varies depending on factors such as the type of license or permit required, the complexity of the application process, and the efficiency of administrative procedures. 81% of the respondents were not aware of any efforts by the Municipal Board to streamline licensing processes.

The findings shows that the Eldoret Municipal Board has put some efforts in preserving green spaces and natural habitats within the municipality. There is need to make aware and involve the residents of initiatives to address environmental issues, such as air or water pollution and community-wide environmental conservation. Promotion of cultural and artistic activities are important in improving their community's social fabric and general well-being. There is a good rate of effectiveness of economic development initiatives undertaken by the Eldoret Municipal Board. There are efforts such as, land subsidies and streamlined permit processes by the Municipal Board to attract and encourage investment and entrepreneurship to the area. There was small business support programs initiated by the Municipal Board which so far has benefited at least 56% of the small business owners. The Board needs to improve on communication regarding service updates or changes. Majority of the residents 65%, were adequately informed about upcoming projects or initiatives by the Municipal Board.

The outcome of the study shows that majority of the residents 67% had no difficulties accessing information about the services offered by the Municipal Board. Less than 50% of the residents rarely participate in community meetings or forums organized by the Municipal Board. The Municipal Board values and incorporates community input in decision-making. There are specific channels or methods they would prefer for the Municipal Board to gather community feedback such as conducting regular town hall meetings, utilizing online platforms such as official websites, social media channels, and mobile applications to solicit feedback through surveys, polls, and comment sections. Approximately 50% of the residents were satisfied with the Municipal Board's use of technology and have utilized online platforms or digital services provided by the Municipal Board. The Municipal Board could benefit from further integration of technology in service delivery.

Strategies for Efficient Service Delivery by Municipal Board

Regarding the strategies for efficient service delivery by Municipal Board, the findings shows that the Eldoret Municipal Board occasionally engages in strategic planning for service delivery. While efforts have been made to promote transparency, there is room for enhancement in certain aspects of the decision-making process to ensure greater accountability and participation from the community. There is low effectiveness since there is low community engagement, the responsiveness of the Board to feedback, and the transparency of the planning process. There is a neutral rate of the allocation of financial resources which are 52% efficiently used to address the community's most critical needs by the Municipal Board. Challenges such as competing demands, limited funding, political interference, corruption, lack of transparency, lack of stakeholder engagement, and lack of monitoring mechanisms impact the efficiency of resource allocation. 59% of the residents noted that there is fair distribution resources. Municipal Board neutrally collaborates with external organizations, businesses, or community groups to enhance service delivery.

The findings shows that partnerships with various stakeholders, including local businesses, non-profit organizations, academic institutions, and community groups, could be beneficial for improving service delivery in Eldoret Municipality. Continuous efforts to enhance transparency and communication can contribute to better-informed residents regarding the available services

provided by the Eldoret Municipal Board. Communication channels or methods such as official websites, social media platforms, newsletters, and community meetings to enhance public awareness of service delivery initiatives. Public education plays a crucial role in ensuring the efficient use of municipal services by fostering awareness, understanding, and responsible behaviour among residents. 53.6% of the residents were neither satisfied nor dissatisfied with existing feedback mechanisms for reporting issues or suggesting improvements in service delivery. 59% of the residents haven't used any feedback channels provided due to lack of awareness of the availability of the channels, perceptions of inefficacy or indifference by the Board, and barriers to participation, such as language barriers and limited access to technology. The responsiveness of the Municipal Board to community feedback regarding service delivery varies depending on factors such as the nature of the feedback, the Board's capacity, location, having connections, sometimes how much you give them, and the resources allocated towards what to respond to, its commitment to transparency and accountability as well. In some cases, the Board demonstrates a proactive approach by addressing concerns promptly, engaging in dialogue with stakeholders, and incorporating feedback into decision-making processes. However, there are also instances where community feedback is not adequately acknowledged or acted upon, leading to frustration and disillusionment among residents.

Extent of Delivery of Services by Municipal Board

Regarding the extent of delivery of services by Municipal Board, the findings shows that 51.8% of the respondents indicated that they could neutrally access information. Guaranteeing equitable access to Eldoret Municipal Board services remains challenging, with discrepancies depending on geographic location, socioeconomic position, and infrastructural development. Majority of the residents were neither satisfied nor dissatisfied with the quality of services delivered by the Municipal Board. Several services provided by the Eldoret Municipal Board could benefit from improvement in terms of quality. There is also need for public education campaigns to promote responsible waste disposal practices among residents. 73% of the respondents, indicated that they were yet to experience any instances where the quality of service delivery by the Municipal Board exceeded their expectations. The Municipal Board incorporates the community to the little extent input in the planning and delivering services. 53% of the respondents were neither

satisfied nor dissatisfied with the communication channels used by the Municipal Board to update them on service delivery initiatives.

The findings indicate that the transparency of the Municipal Board in communicating changes or updates related to service delivery varies depending on the specific context and initiatives. Sometimes, the Board demonstrates high transparency by promptly disseminating information about changes or updates through various channels, such as public announcements and stakeholder engagements. 54.5% of the respondents indicated that they slowly received responses or services after requesting the Municipal Board. The service delivery processes of the Municipal Board vary in terms of streamlining and efficiency across different areas and initiatives. While efforts have been made to streamline processes and enhance efficiency in service delivery, there are still areas for improvement. In some instances, bureaucratic procedures, administrative bottlenecks, and resource constraints hinder the smooth execution of service delivery initiatives. 69% of the respondents indicated that they had encountered instances where delays in service delivery negatively impacted their experience.

The outcome shows that to a large extent, they believed the services provided by the Municipal Board contribute to the community's overall well-being. There are several specific services provided by the Municipal Boards such as improvement of road infrastructure, waste management services, such as regular garbage collection, public health services, such as vaccination drives and healthcare access programs, have had a tangible and positive impact, enhancing the overall quality of life for residents in the municipality. The Board faces challenges like budgetary constraints, shifting priorities, and competing demands when trying to prioritize essential needs. 82% of the residents indicated that the Municipal Board needs to allocate additional resources to several key areas to improve service delivery. Disparities still exist in resources distribution across different neighbourhoods within the municipality due to historical inequalities, political considerations, and administrative challenges. 51.2% of the respondents were neither satisfied nor dissatisfied with the existing mechanisms for providing feedback or reporting issues related to service delivery.

The findings shows that elements including accountability, openness, and responsiveness influence the efficacy of the feedback process. 55.4% of the respondents were somewhat familiar

with the type of services provided by the Municipal Board. Services such as management programs, which ensure clean and hygienic environments; road maintenance and infrastructure development, enhancing transportation accessibility and safety; public health initiatives, promoting well-being and disease prevention; community development programs, fostering social cohesion and recreational opportunities; and social services, providing support and assistance to vulnerable populations. The Municipal Board should consider providing additional services to meet community needs, such as affordable housing programs to address housing shortages, environmental conservation initiatives to promote sustainability, and economic development programs to stimulate local entrepreneurship. Youth development programs, cultural and recreational activities, and social welfare services can support residents' holistic well-being. To a large extent the services provided by the Municipal Board align with principles of environmental conservation and sustainability. The level of social inclusion in the services offered by the Municipal Board varies depending on various factors, including accessibility, affordability, and cultural sensitivity.

Methods to be employed by Eldoret Municipal Board in improving service delivery

The Eldoret Municipal Board can adopt innovative methods to enhance service delivery, notably introducing digital platforms for service requests and tracking. This initiative would empower residents to report issues like potholes, broken street lights, or sanitation problems via a mobile app or website. The system's real-time updates on service requests would enable the municipality to prioritize repairs based on urgency and location, thereby enhancing transparency and accountability. Ultimately, this approach would ensure services are delivered more efficiently and effectively, significantly improving the quality of life for residents.

Another strategic approach involves harnessing technology for data-driven decision-making. By methodically collecting and analysing data on service delivery, the Board can uncover patterns and trends that may indicate areas of improvement. For instance, data analysis could reveal that certain neighbourhoods experience higher rates of service request fulfilment compared to others, suggesting potential disparities in service delivery. This invaluable information can then be used to allocate resources more equitably and develop targeted interventions to improve service delivery in underserved areas. Additionally, predictive analytics can help forecast future service

demands, enabling the Board to plan and prepare accordingly, and instilling confidence in our decision-making process.

In addition to technological solutions, the Eldoret Municipal Board can also prioritize capacity building within its workforce. This includes providing ongoing training and professional development opportunities for municipal staff to ensure they have the necessary skills to deliver high-quality services. Staff empowerment and motivation are pivotal in effective service delivery, and investing in the development of human capital can lead to significant improvements in service quality and efficiency. This commitment to our workforce reassures us of their ability to meet the evolving needs of our residents.

Lastly, the Board should consider establishing partnerships with local businesses, NGOs, and community organizations. Collaborative efforts can leverage resources and expertise to address complex service delivery challenges. For example, partnering with local businesses for waste management could involve using their waste collection and disposal facilities. At the same time, collaborations with NGOs could focus on community engagement and education to promote responsible citizenship and active participation in local governance. By combining technological innovations with capacity building and strategic partnerships, the Eldoret Municipal Board can significantly enhance its service delivery, improving the quality of life for its residents.

5.4 Discussions of the Findings

The findings showed that inadequate lighting, malfunctioning lights, and outdated infrastructure were significant issues that affected their safety, visibility at night, and the overall quality of life in their area. These findings agree with Schoute, Budding, and Gradus (2018), who stated that infrastructure services delivered by municipal Boards encompass a crucial aspect of local governance, focusing on the planning, developing, and maintaining critical physical assets that form the backbone of a community. The findings showed ongoing projects such as repairing and upgrading road networks to reduce traffic, improving parking spaces and bus parks for picking up and dropping off passengers, promoting more efficient movement within and out of the municipality, and enhancing public amenities, including parks, leisure centers, and open areas. These findings agree with Mbecke (2014), who opined that Boards contribute to residents' overall connectivity and mobility by investing in well-maintained and efficient transportation

infrastructure. In order to guarantee that every citizen has access to dependable and clean water services, efforts have also been undertaken to update and enhance water and sanitation infrastructure. The results also showed that the effectiveness of local law enforcement services can be improved to meet the community's varying needs. Inadequate responsiveness due to inadequate resources, slow response times, communication challenges, and insufficient funding leads to delays in emergency response, leaving them feeling vulnerable and frustrated during critical situations. These findings agree with Schoute, Budding, and Gradus (2018), who noted that a key aspect of the Municipal Board's role in public safety is developing and implementing community policing initiatives, and Zondi, Nzimakwe, and Mbili (2017), who argued that Boards work to develop and implement emergency response plans, ensuring that the municipality is well-equipped to handle various crises, such as natural disasters, accidents, or public health emergencies.

The findings show that the Eldoret Municipal Board has put some effort into preserving the municipality's green spaces and natural habitats. These findings agree with Zondi, Nzimakwe, and Mbili (2017), who opined that the Municipal Board often plays a crucial role in implementing initiatives to protect natural resources, minimize environmental impact, and foster a resilient and ecologically balanced environment within the municipality. The findings showed that the promotion of cultural and artistic activities is important in improving their community's social fabric and general well-being. These findings agreed with Zondi, Nzimakwe, and Mbili (2017), who opined that cultural and arts programs showcase a commitment to enriching the community's cultural fabric, fostering creativity, and providing residents with diverse avenues for cultural expression.

The research findings also highlight the Eldoret Municipal Board's effective economic development initiatives. The Board's efforts, such as land subsidies and streamlined permit processes, have attracted and encouraged investment and entrepreneurship in the area. The small business support programs initiated by the Board have also been beneficial, reaching at least 56% of the small business owners. These findings, in line with the views of Zondi, Nzimakwe, and Mbili (2017), underscore the importance of economic development services in local governance, stimulating economic growth and enhancing the overall economic well-being of the community.

The findings showed that the Eldoret Municipal Board occasionally engages in strategic planning for service delivery, but faces numerous challenges that impact the efficiency of resource allocation. These challenges, such as competing demands, limited funding, political interference, corruption, lack of transparency, lack of stakeholder engagement, and lack of monitoring mechanisms, are complex and require careful navigation. This aligns with a World Bank report (2009), which states that the current cities face many urgent challenges that require the implementation of new intelligent service delivery systems to tackle those problems. The results also indicate areas for improvement, such as low community engagement, the responsiveness of the Board to feedback, and the transparency of the planning process. This aligns with Jooste (2008), who insisted that stakeholder preferences and democratic processes establish values to be optimized in service delivery.

The results showed that access to Eldoret Municipal Board services remains challenging, with discrepancies depending on geographic location, socioeconomic position, and infrastructural development. This disagrees with Lee et al. (2014), who registered that the Municipal Board should strive to ensure that services are easily accessible to all segments of the community, including considerations of geographical distribution, equitable resource allocation, and the removal of barriers that might hinder certain groups from benefiting from the provided services. The results also showed that most residents were neither satisfied nor dissatisfied with the quality of services delivered by the Municipal Board. This is contrary to Bhuiyan and Islam (2023), who opined that community satisfaction and feedback serve as valuable indicators of the extent to which services meet residents' expectations and needs.

The findings showed that the Municipal Board's transparency in communicating changes or updates related to service delivery varies depending on the specific context and initiatives. This disagrees with Lee et al. (2014), who noted that the efficiency and responsiveness of service delivery processes contribute significantly to the extent of success achieved by a Municipal Board. Timely decision-making, streamlined administrative processes, and effective communication channels enhance the Board's ability to promptly meet the evolving needs of the community.

5.5 Conclusion

The study on the contributions of the municipal board to service delivery in Eldoret Municipality was effectively anchored by three theories. Institutional Theory was particularly relevant as it highlighted the importance of established norms, rules, and structures in shaping the behaviour and performance of the municipal board, emphasizing the need for robust governance frameworks and community engagement mechanisms. Scientific Management Theory provided valuable insights into the importance of efficiency and systematic approaches to service delivery, underscoring the necessity of data-driven decision-making and process optimization within municipal services. Division of Labour Theory was also instrumental in understanding the specialization and allocation of tasks within the municipal board, suggesting that clear delineation of roles and responsibilities among staff can enhance operational efficiency and service quality. Collectively, these theories provided a comprehensive framework for analysing and improving the governance and service delivery practices of the municipal board in Eldoret Municipality.

The study concludes the transformative role of local governance structures in shaping the quality of life for residents. With their multifaceted strategies, the Board's service delivery initiatives need to contribute more to service delivery and significantly enhance urban infrastructure, promote environmental sustainability, and foster community well-being. The Board's unwavering commitment to inclusive governance, as demonstrated in its engagement with stakeholders and responsiveness to community feedback, will pave the way for a more participatory approach to decision-making and make the community feel included and valued. This will ensure service delivery efforts are aligned and responsive to residents' needs and aspirations. Furthermore, the Board's focus on innovation and capacity building will help overcome challenges and adapt to changing circumstances, enhancing its resilience and effectiveness in delivering essential services to the municipality.

However, the study also highlights areas for improvement and underscores the need for continued efforts to address persistent challenges such as resource constraints, institutional capacity gaps, and infrastructure deficits. The Municipal Board, as a key player, must prioritize investments in critical infrastructure, strengthen partnerships with government agencies and civil society organizations, and promote accountability and transparency in its operations. This

commitment to openness and responsibility is crucial, as it ensures that the Board's actions are always in the municipality's best interest. Additionally, there is a need for ongoing monitoring and evaluation to assess the impact of service delivery initiatives, identify areas for improvement, and ensure that resources are allocated efficiently and equitably. By addressing these issues and leveraging its strengths, the Municipal Board can further enhance its impact on service delivery and contribute to the sustainable development and prosperity of Eldoret municipality.

5.6 Recommendations

From the research summary of findings and conclusions drawn here above on the study analysing the contributions of the municipal board to service delivery in Eldoret Municipality, the study recommends the following immediate, short-term and medium to long term measures and strategies to enhance service delivery and address the unique challenges faced by Eldoret Municipality.

Immediate Recommendations:

1. **Strengthen Community Engagement:** Empower the community by implementing robust mechanisms for their participation in decision-making processes, such as participatory budgeting, town hall meetings, and citizen advisory committees. Ensure that these mechanisms are inclusive, transparent, and accessible to all segments of the population, including women, youth, and marginalized groups. Facilitate meaningful dialogue between the municipal board and residents to co-create solutions and prioritize service delivery needs based on community feedback.
2. **Enhance Transparency and Accountability:** Strengthen transparency in municipal operations by regularly publishing information on budget allocations, expenditures, and service performance indicators. This commitment to openness and honesty will build trust with the community and stakeholders. Establish mechanisms for public oversight and accountability, such as citizen audits and performance scorecards, to hold the municipal board accountable for service delivery outcomes. By strengthening internal controls and oversight mechanisms, we can prevent corruption and ensure the efficient

use of public resources for service provision, further enhancing the community's trust in municipal operations.

Short-Term Recommendations:

1. **Immediate Infrastructure Repairs:** Emphasize prioritizing repairing critical infrastructure such as roads, bridges, and drainage systems. These repairs are about fixing structures and ensuring immediate safety and accessibility for our community. **Rapid Response Teams:** Establish rapid response teams to address urgent service delivery issues such as water shortages, waste management challenges, and emergency repairs. These teams should have the tools and resources to respond quickly to community needs.
2. **Public Awareness Campaigns:** Launch public awareness campaigns to educate residents about their rights and responsibilities regarding service delivery, how to access available services, and how to report issues or complaints.
3. **Stakeholder Consultations:** Stress the significance of conducting stakeholder consultations with community leaders, civil society organizations, and private sector stakeholders. These consultations are about gathering input and feedback and empowering our community to shape the future of our service delivery. **Performance Reviews:** Conduct regular performance reviews of Municipal Board departments and service delivery programs to identify bottlenecks, inefficiencies, and areas for improvement. Use these reviews to inform decision-making and resource allocation processes.

Long-Term Recommendations:

1. **Institutional Strengthening:** Invest in capacity building for Municipal Board staff and officials to enhance their skills in urban planning, project management, and community engagement. This will improve the Board's ability to design, implement, and monitor service delivery initiatives effectively.
2. **Infrastructure Development:** Develop a long-term infrastructure master plan that prioritizes the construction, rehabilitation, and maintenance of essential infrastructure such as roads, water supply systems, sanitation facilities, and waste management

infrastructure. This will help address existing deficits and meet the growing demands of the municipality's population.

3. **Sustainable Financing Mechanisms:** Explore innovative financing mechanisms such as public-private partnerships, municipal bonds, and user fees to diversify revenue sources for funding service delivery initiatives. This will reduce dependency on central government funding and ensure the sustainability of service provision in the long term.
4. **Community Empowerment:** Foster greater community participation in decision-making by establishing citizen advisory committees, community forums, and participatory budgeting mechanisms. This will empower residents to take ownership of local development initiatives and ensure service delivery efforts respond to their needs and priorities.
5. **Data-Driven Governance:** Highlight the importance of strengthening the Municipal Board's data management and monitoring systems. These measures are not just about improving performance, but about enhancing accountability, transparency, and the trust our community has in our service delivery.

5.7. Overview of the Study

The study on the contributions of the Municipal Board to the delivery of services in Eldoret Municipality was conducted, adopting a mixed-methods approach that combined quantitative and qualitative research techniques. Quantitative data were gathered through structured surveys distributed to a representative sample of Eldoret's residents, ensuring a comprehensive understanding of their satisfaction levels with various services the municipal board provides, such as water supply, waste management, and healthcare. Qualitative data were collected through interviews with key informants being the municipal board members, to gain in-depth insights into their experiences and perceptions of the board's performance.

A thematic analysis was used to interpret the qualitative data, identifying recurring themes and patterns related to the effectiveness and challenges of the Municipal Board's service delivery. The study's findings, which identified best practices and areas for improvement, have practical implications for the Municipal Board's service delivery efforts, offering a robust and comprehensive understanding of its contributions and areas for enhancement. This was made

possible by the combined quantitative and qualitative data, which provided a comprehensive view of the board's impact, highlighting statistical trends and personal experiences.

If I were to conduct the study again, I would incorporate a few additional elements to enhance its depth and breadth:

1. The study's commitment to inclusivity was demonstrated through the decision to increase the sample size and diversity of the survey respondents. This ensured a more representative and comprehensive dataset, capturing a wider range of perspectives from different demographic groups and making each respondent feel that their perspective was valued. I would employ more advanced statistical techniques, such as regression analysis, to identify the specific factors that most significantly influence service delivery satisfaction.
2. I would expand the scope of qualitative interviews to include external experts in municipal governance and urban planning, providing a broader context and comparative insights into best practices from other municipalities.

These enhancements, if implemented, would not only contribute to a more nuanced and actionable set of findings but also pave the way for significant improvements in service delivery in Eldoret Municipality, instilling a sense of hope for positive change.

5.8 Areas of Further Study

The main areas of further study include;

1. Assessment of the role of community participation in Municipal Board governance
2. Evaluation of the influence of political factors on municipal Board effectiveness
3. Examine the impact of local governance structures and policies on the efficiency of service delivery, focusing on transparency, accountability, and anti-corruption measures.
4. Investigate the effectiveness of training programs and capacity-building initiatives for municipal staff and their impact on service delivery performance.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR RESPONDENTS (RESIDENTS)

I am **RISPER JELAGAT TALAI**, a student at University of Nairobi, pursuing a Master's Degree in **URBAN MANAGEMENT**. It is towards fulfilling the requirements of the program that I am carrying out a research on **ANALYSING THE IMPACTS OF MUNICIPAL BOARD IN DELIVERY OF SERVICES IN ELDORET MUNICIPALITY**. This questionnaire is designed to seek your opinion and views on the research topic given above and information provided will be used for academic purposes only. Anonymity of respondents shall be upheld in the survey.

Thanks in advance for your valuable time and cooperation in aiding this research.

Section A: General Information

1. Gender of the Respondent Male () Female ()
2. Age of the Respondent Below 25 Years () 25 – 34 Years ()
35 – 44 Years () 45 – 54 Years () Above 55 Years ()
3. What is your highest level of academic achievement? High School ()
Diploma () Undergraduate () Masters ()
Doctorate ()
4. Please choose your source of income Employment ()
Own a business () Self-employed () Unemployed ()
5. How long have you been a resident in this municipality? Less than 1 year ()
1-5 years () 6-10 years () More than 10 years ()

Section B: Types of Services Delivered By Municipal Board

1. Are you aware of the services provided by the Eldoret Municipal Board?
Yes () No ()
2. On a scale of 1 to 5, how satisfied are you with the overall services provided by the Eldoret Municipal Board? Very satisfied () Satisfied ()
Neither satisfied nor dissatisfied () Dissatisfied () Very dissatisfied ()

3. How satisfied are you with the maintenance of roads and streets in your community?
 Very satisfied () Satisfied ()
 Neither satisfied nor dissatisfied () Dissatisfied () Very dissatisfied ()
4. Have you experienced any issues related to street lighting in your area?
 Yes () No ()
 If yes, please describe.

5. Are you aware of any ongoing or recent infrastructure development projects initiated by the Municipal Board? Yes () No ()
 If yes, please mention them,

6. How would you rate the effectiveness of local law enforcement services in ensuring public safety? Excellent () Good () Neutral () Poor ()
 Very Poor ()
7. Are you satisfied with the responsiveness of emergency services in your area?
 Yes () No ()
 If no, please explain,

8. Have you participated in any community policing initiatives organized by the Municipal Board? Yes () No ()
9. How satisfied are you with the waste management and garbage collection services in your locality? Very satisfied () Satisfied ()
 Neither satisfied nor dissatisfied () Dissatisfied ()
 Very dissatisfied ()
10. Are you aware of any health and sanitation awareness programs conducted by the Municipal Board? Yes () No ()

If yes, please mention them,

.....
.....

11. Have you faced any challenges related to access to clean and safe drinking water?

Yes () No ()

If yes, please mention them,

.....
.....

12. How would you rate the availability of educational resources in your community?

Excellent () Good () Fair () Poor () Very poor ()

13. Are you aware of any recreational facilities provided by the Eldoret Municipal Board?

Yes () No ()

14. Have you participated in or benefited from any cultural or artistic events organized by the Eldoret Municipal Board? Yes () No ()

If yes, please mention them,

.....
.....

15. How would you rate the ease of obtaining necessary licenses or permits from the Municipal Board?

.....
.....

16. Have you faced any challenges related to compliance with local regulations or zoning laws?

Yes () No ()

If yes, please mention them,

.....
.....

17. Are you aware of any efforts by the Municipal Board to streamline licensing processes?

Yes () No ()

If yes, please explain,

.....

18. How satisfied are you with the efforts of the Municipal Board in preserving green spaces and natural habitats? Very satisfied () Satisfied ()

Neither satisfied nor dissatisfied () Dissatisfied () Very dissatisfied ()

19. Are you aware of any initiatives by the Municipal Board to address environmental issues, such as air or water pollution? Yes () No ()

If yes, please mention them,

.....
.....

20. Have you participated in any community-wide environmental conservation programs?

Yes () No ()

If yes, please mention them,.....

.....

21. How important do you think cultural and arts programs are for the community?

22. Are you aware of any cultural or arts events sponsored or organized by the Municipal Board? Yes () No ()

If yes, please mention them,

.....
.....

23. Do you believe the Eldoret Municipal Board is doing enough to promote cultural diversity and artistic expression in the community? Yes () No ()

If no, please explain,

.....
.....

24. How would you rate the effectiveness of economic development initiatives undertaken by the Eldoret Municipal Board? Excellent () Good ()

Neutral () Poor () Very Poor ()

25. Are you aware of any efforts by the Municipal Board to attract new businesses to the area?

Yes () No ()

If yes, please mention them,

.....

.....
26. Have you benefited from any small business support programs initiated by the Municipal Board? Yes () No ()

27. How satisfied are you with the efficiency of communication from the Municipal Board regarding service updates or changes? Very satisfied () Satisfied ()
Neither satisfied nor dissatisfied () Dissatisfied () Very dissatisfied ()

28. Do you feel adequately informed about upcoming projects or initiatives by the Municipal Board? Yes () No ()

29. Have you encountered any difficulties in accessing information about the services offered by the Municipal Board? Yes () No ()

If no, please explain,
.....
.....

30. How often do you participate in community meetings or forums organized by the Municipal Board? Often () Always () Sometimes ()
Rarely () Never ()

31. Do you believe that the Municipal Board values and incorporates community input in decision-making processes? Yes () No ()

32. Are there specific channels or methods you would prefer for the Municipal Board to gather community feedback? Yes () No ()

If yes, please mention them,
.....
.....

33. How satisfied are you with the use of technology by the Municipal Board in delivering services? Very satisfied () Satisfied ()
Neither satisfied nor dissatisfied () Dissatisfied () Very dissatisfied ()

34. Have you utilized any online platforms or digital services provided by the Municipal Board? Yes () No ()

35. Do you believe that the Municipal Board could benefit from further integration of technology in service delivery? Yes () No ()

Section C: Strategies for Efficient Service Delivery By Municipal Board

1. How often do you think the Eldoret Municipal Board engages in strategic planning for service delivery? Rarely () Occasionally () Regularly ()
2. In your opinion, how transparent is the decision-making process of the Eldoret Municipal Board in relation to service delivery?
3. How effectively does the Municipal Board incorporate community input into strategic planning for service delivery?.....
4. How would you rate the allocation of financial resources by the Municipal Board for service delivery? Excellent () Good () Neutral ()
Poor () Very Poor ()
5. In your view, are resources allocated efficiently to address the most critical needs of the community? Yes () No ()
If no, please explain,
6. Do you believe there is a fair distribution of resources across different neighborhoods within the municipality? Yes () No ()
7. To what extent does the Municipal Board collaborate with external organizations, businesses, or community groups to enhance service delivery?
Very large extent () large extent () Neutral ()
Little extent () Very little extent ()
8. In your opinion, what types of partnerships could be beneficial for improving service delivery in this municipality?
9. How well-informed do you feel about the available services offered by the Eldoret Municipal Board?

10. Are there specific communication channels or methods you believe would enhance public awareness of service delivery initiatives? Yes () No ()

If yes, please mention them,

.....
.....

11. In your opinion, how important is public education in ensuring the efficient use of municipal services?

.....

12. How satisfied are you with the existing feedback mechanisms for reporting issues or suggesting improvements in service delivery?

Very satisfied () Satisfied ()

Neither satisfied nor dissatisfied () Dissatisfied () Very dissatisfied ()

13. Have you personally used any feedback channels provided by the Municipal Board?

Yes () No ()

If no, please explain,

.....
.....

14. In your experience, how responsive is the Municipal Board to community feedback regarding service delivery?

.....

15. Can you identify any specific services provided by the Municipal Board that you believe could be delivered more efficiently? Yes () No ()

If yes, please mention them,

.....
.....

16. Are there examples of specific service delivery initiatives that you consider particularly successful or commendable? Yes () No ()

If yes, please mention them,

.....
.....

Section D: Extent of Delivery of Services By Municipal Board

1. How easily can you access information about the services provided by the Municipal Board? Very easily () Somewhat easily () Neutral ()
Somewhat difficult () Very difficult ()

2. In your opinion, are the services offered by the Eldoret Municipal Board equally accessible to all residents of the community?
.....
.....

3. How satisfied are you with the quality of services delivered by the Municipal Board?
Very satisfied () Satisfied ()
Neither satisfied nor dissatisfied () Dissatisfied () Very dissatisfied ()

4. Can you identify any specific services that, in your opinion, require improvement in terms of quality?
.....
.....

5. Have you experienced any instances where the quality of service delivery by the Municipal Board exceeded your expectations? Yes () No ()
If yes, please mention them,
.....
.....

6. To what extent do you believe the Municipal Board incorporates community input in the planning and delivery of services?
Very large extent () large extent () Neutral ()
Little extent () Very little extent ()

7. How satisfied are you with the communication channels used by the Municipal Board to update residents on service delivery initiatives? Very satisfied ()
Satisfied () Neither satisfied nor dissatisfied () Dissatisfied ()
Very dissatisfied ()

8. In your opinion, how transparent is the Municipal Board in communicating changes or updates related to service delivery?
.....
.....

9. How promptly do you receive responses or services after making a request to the Municipal Board? Very promptly () Promptly () Neutral
Slowly () Very slowly ()
10. In your view, are the service delivery processes of the Municipal Board streamlined and efficient?
.....
.....
11. Have you encountered any instances where delays in service delivery negatively impacted your experience? Yes () No ()
If yes, what are other instances of negative experience
12. To what extent do you believe the services provided by the Municipal Board contribute to the overall well-being of the community? Very large extent ()
Large extent () Neutral () Little extent () Very little extent()
13. Can you identify specific services that, in your opinion, have had a significant positive impact on the community?
14. In your experience, have the Municipal Board services played a role in enhancing the quality of life for residents?
.....
.....
15. How well do you believe the Municipal Board allocates resources to address the most critical needs of the community?
.....
.....
16. Are there specific areas where you think additional resources should be allocated to improve service delivery? Yes () No ()
If yes, please mention them,
.....
.....
17. In your opinion, is there a fair distribution of resources across different neighborhoods within the municipality?

-
18. How satisfied are you with the existing mechanisms for providing feedback or reporting issues related to service delivery? Very satisfied ()
 Satisfied () Neither satisfied nor dissatisfied () Dissatisfied ()
 Very dissatisfied ()
19. Have you personally used any feedback channels provided by the Municipal Board?
 Yes () No ()
20. Do you believe that the Municipal Board responds effectively to community feedback regarding service delivery?
-
21. How familiar are you with the different types of services provided by the Municipal Board?
 Very familiar () Somewhat familiar () Neutral ()
 Somewhat unfamiliar () Very unfamiliar ()
22. Can you identify specific services offered by the Municipal Board that you have personally utilized or benefited from?

-
23. Are there additional services you believe the Municipal Board should consider providing to meet community needs?
-
24. To what extent do you believe the services provided by the Municipal Board align with principles of environmental conservation and sustainability?
 Very large extent () large extent () Neutral ()
 Little extent () Very little extent ()
25. In your opinion, how socially inclusive are the services offered by the Municipal Board?

-

APPENDIX II: INTERVIEW SCHEDULE FOR THE ELDORET MUNICIPAL BOARD

Thank you for finding time off your busy schedule to allow this interview. The researcher is undertaking an academic research on **ANALYSING THE IMPACTS OF MUNICIPAL BOARD IN DELIVERY OF SERVICES IN ELDORET MUNICIPALITY** and your input to this research is critical and seeks to enable the researcher achieve the study objectives. Information provided by you shall purely be for the purposes of this study and will be treated with the confidentiality it deserves.

Interview Questions

1. Can you provide an overview of the key responsibilities and functions of the Municipal Board in terms of service delivery to the community?
2. How would you describe the mission and vision of the Municipal Board in relation to serving the needs of the community?
3. What are the primary types of services that the Municipal Board is currently focused on delivering to the community?
4. How does the Municipal Board engage in strategic planning to ensure effective service delivery?
5. How does the Municipal Board allocate resources, including financial, human, and technological, to support service delivery initiatives?
6. How does the Municipal Board actively engage with the community to understand their needs and preferences?
7. How has technology been integrated into the processes of service delivery by the Municipal Board?

8. To what extent does the Municipal Board collaborate with external organizations, businesses, or community groups to enhance service delivery?
9. How does the Municipal Board invest in training and capacity building for its staff involved in service delivery?
10. How does the Municipal Board assess the performance of service delivery initiatives?
11. How does the current policy environment influence the service delivery strategies of the Municipal Board?
12. How does the Municipal Board communicate with the public to create awareness about the services it offers?
13. How does the Municipal Board collect and utilize feedback from the community regarding service delivery?
14. How does the Municipal Board ensure the efficiency of its service delivery processes?
15. In your perspective, how does the Municipal Board's service delivery contribute to the overall well-being and quality of life for community members?
16. Looking ahead, what strategies or initiatives is the Municipal Board planning to implement to further enhance its impact on service delivery to the community?

APPENDIX III: RESEARCH AUTHORISATION LETTER



UNIVERSITY OF NAIROBI
Faculty of Built Environment and Design
DEPARTMENT OF ARCHITECTURE
E- mail: architecture@uonbi.ac.ke

P.O. BOX 30197,
Nairobi, Kenya
Telephone: 020-4913519
Telegrams: Varsity.

Our Ref: UON/FBED/Arch/35932/19

Date: 8th February, 2024

TO WHOM IT MAY CONCERN

RE: TALAI JELAGAT RISPER - REG NO. W50/35932/2019

This is to confirm that the above named is a bona fide student pursuing Master of Urban Management degree in the Department of Architecture, University of Nairobi. She is undertaking a project titled "*Analyzing the Impact of Municipal Board in Delivery of Services in Eldoret.*"

Ms. Talai wishes to collect data for her project. We are thus requesting you to give her some of your valuable time and respond positively to her enquiries, provision of drawings, maps, etc as may be required. This is for academic purposes only.

Any assistance accorded to her will be highly appreciated.

Yours sincerely,

CHAIRMAN
DEPARTMENT OF ARCHITECTURE
UNIVERSITY OF NAIROBI



Arch. Musau Kimeu
CHAIRMAN,
DEPARTMENT OF ARCHITECTURE

/pmm