

DECLARATION

I, Dan Kibuuka Kiguli, hereby declare that this dissertation is my original work, and where other peoples' work was used, it has been duly acknowledged. I further declare that this work has not been produced by any previous researcher for any award.

Signed:

Date:

APPROVAL

This dissertation entitled, “**Organizational Factors and Performance of the Municipal Solid Waste Composting Project in Jinja Municipality**” has been submitted for examination with our approval as Institute supervisors.

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Date

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Signed

Date

DEDICATION

This dissertation is dedicated to my parents Mr. Kiguli Simon and Mrs. Alice Kiguli, and my dear wife Mrs. Ritah Kiguli, for they have sacrificed a lot to enable me undertake my studies. May the almighty God reward you!

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LIST OF ABBREVIATIONS

CVI	-	Content Validity Index
DV	-	Dependent Variable
IV	-	Independent Variables
JM	-	Jinja Municipality
JMC	-	Jinja Municipal Council
KG	-	Kilogram
MC	-	Municipal Council
MSW	-	Municipal Solid Waste
MSWCP	-	Municipal Solid Waste Composting Project
MSWM	-	Municipal Solid Waste Management
NEMA	-	National Environment Management Authority
PoA MR	-	Program of Activities Monitoring Report
UBOS	-	Uganda Bureau of Standards
UMI	-	Uganda Management Institute
UN	-	United Nations
USEPA	-	United States Environment Protection Agency

ABSTRACT

This dissertation examined the relationship between Organizational Factors and Performance of the Municipal Solid Waste Composting Project in Jinja Municipality. National Environment Management Authority (NEMA) in collaboration with the World Bank which is supporting better management of Municipal Solid Waste (MSW) in Jinja Municipality (JM). Despite the support there has been low delivery range of MSW of 50-56 metric tonnes against the design capacity of 70 metric tonnes per day to the project composting facility. In addition, market for compost manure is low, contrary to forecast of increased utilisation of compost manure by the organic farming communities to improve their agricultural crop productivity. This study therefore assessed the relationship between leadership styles and performance of MSWCP in JM, examined the relationship between resource mobilization and performance of MSWCP in JM, and evaluated the relationship between capacity development and performance of MSWCP in JM. A case study research design was deployed in which self-administered questionnaires; interview guides, documentary review checklist and observation check lists were used to aid data collection. A response rate of 95.5% was obtained. Findings indicated that there is positive relationship between leadership styles, resource mobilization and capacity development with performance of MSWCP in JM. The study recommended reviewing leadership policies of JM, avoiding political indifferences, reviewing of stakeholders' selection guidelines, increase collaboration with selected participating Municipal Councils, introduce solid waste management fees at village level, and enforce waste management strategies, review staff capacity development policies and creation of an autonomous training committee to independently handle trainings. It is concluded that for Municipal Solid waste composting project in Jinja Municipality to improve in performance, government should adequately fund waste management. The researcher recommends a comparative study to be undertaken on performance of the MSWCP between two or more project municipal councils.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The study investigated the relationship between Organizational Factors and Performance of the Municipal Solid Waste Composting Project (MSWCP) in Jinja Municipality (JM). Organizational factors formed the independent variable and Project Performance the dependent variable. This chapter presents the background to the study, statement of the problem, general objective and specific objectives of the study, research questions, and hypotheses of the study, Justification, scope of the study and operational definitions of the study.

1.2 Background to the study

1.2.1 Historical Background

In ancient cities, wastes were thrown onto unpaved streets and roadways, where they were left to accumulate. It was not until 320 Before the Common Era (BCE) in Athens that the first known law forbidding this practice was established. At that time a system for waste removal began to evolve in Greece and in the Greek dominated cities of the eastern Mediterranean. In ancient Rome, property owners were responsible for cleaning the streets fronting their property. But organized waste collection was associated only with state-sponsored events such as parades. Disposal methods were very crude, involving open pits located just outside the city walls. As populations increased, efforts were made to transport waste farther out from the cities. After the fall of Rome, waste collection and municipal sanitation began a decline that lasted throughout the middle Ages. Near the end of the 14th century, scavengers were given the task of carting waste to dumps outside city walls. But this was not the case in smaller towns, where most people still threw waste into the streets. It was not until 1714 that every city in England was required to have an official scavenger. Toward the end of the 18th century in America, municipal collection of garbage was begun in Boston, New York City, and

Philadelphia. Waste disposal methods were still very crude, however. Garbage collected in Philadelphia, for example, was simply dumped into the Delaware River downstream from the city.

A technological approach to Solid Waste Management (SWM) began to develop in the latter part of the 19th century. Watertight garbage cans were first introduced in the United States, and sturdier vehicles were used to collect and transport wastes. A significant development in solid-waste treatment and disposal practices was marked by the construction of the first refuse incinerator in England in 1874. By the beginning of the 20th century, 15 percent of major American cities were incinerating solid waste. Even then, however, most of the largest cities were still using primitive disposal methods such as open dumping on land or in water (Salvato, 1977). Technological advances continued during the first half of the 20th century, including the development of garbage grinders, compaction trucks, and pneumatic collection systems. By mid-century, however, it had become evident that open dumping and improper incineration of solid waste were causing problems of pollution and jeopardizing public health. As a result, sanitary landfills were developed to replace the practice of open dumping and to reduce the reliance on waste incineration.

In many countries waste was divided into two categories, hazardous and non-hazardous, and separate regulations were developed for their disposal (Tchobanoglous & Kreith, 2002). Landfills were designed and operated in a manner that minimized risks to public health and the environment. New refuse incinerators were designed to recover heat energy from the waste and were provided with extensive air pollution control devices to satisfy stringent standards of air quality. Modern SWM plants in most developed countries now emphasize the practice of recycling and waste reduction at the source rather than incineration and land disposal (Tchobanoglous & Kreith, 2002: USEPA, 1995). However, Management of (MSW) is still a major global challenge in all urban centers in Africa. The situation is worse in the developing countries where limited financial resources are budgeted particularly for MSW management amidst competing social services demands. The

situation is worsened by the rapid population growth in urban centers, overwhelming the capacity of urban authorities to provide even the most basic services (UN-Habitat, 2010).

1.2.2 Theoretical Background

This study was based on the Theory of Constraints (TOC) developed and popularized by a manufacturing guru Eliyahu Goldratt in 1984 (Institute of Management Accountants, 1999). TOC is a system-management philosophy that focuses the resources of an organization on improving the performance of the constraints that directly affect the project being managed in the organization.

The Theory of Constraints has three underlying assumptions:

(1). Convergence; Inherent Simplicity, the more complex a system is to describe, the simpler it is to manage. (2). Consistency; There are no conflicts in nature; if two interpretations of a natural phenomenon are in conflict, one or possibly both must be wrong. (3). Respect; People are not stupid; even when people do things that seem stupid they have a reason for that behaviour. The fundamental thesis of the TOC is that constraints establish the limits of performance for any system. Most organizations contain only a few core constraints. TOC advocates suggest that managers should focus on effectively managing the capacity and capability of these constraints if they are to improve the performance of their organization. Theory of Constraints tools identify these constraints, and focus the entire organization on simple, effective solutions to problems that seemed complex and unsolvable. The Theory of Constraints adopts the common idiom “A chain is not stronger than its weakest link” as a new management paradigm, this means that process, organizations and other institutions are vulnerable because the weakest person or part can always damage or break them or least adversely affect the outcome.

Dettmer (1997) defines constraints as anything that prevents a system or organization from achieving its objectives. Constraints are both internal and external. The researcher based the study on this theory because the TOC takes into consideration the fact that any manageable system is limited in

achieving more of its goals by a number of constraints and this is the case for urban councils in developing countries like Uganda. Hence the TOC process seeks to identify the constraints and restructure the rest of the organization around the constraints. It is therefore upon Theory of Constraints that the study was conducted.

1.2.3 Conceptual Background

Under this study two concepts are to be considered; organisational factors and project performance. An organization is an entity, such as an institution or an association that has a collective goal and is linked to an external environment (Clerand & Ireland, 2000). In this research Jinja Municipality (JM) is the organization and as an organization, JM fulfils its mandate through projects and the MSWCP would address the collection, transportation, optimal treatment and disposal of MSW. Organisational factors are factors within an organisation that may contribute or effect project performance. These include leadership style, resource mobilisation, capacity development of the organisation staff and project beneficiaries, internal policies and procedures, top management support, stake holder participation and other organisational factors. In this study, the organisational factors affecting project performance focused on leadership style, resource mobilisation, and capacity development.

Project performance is the overall quality of a project in terms of its impact, value to the beneficiaries, implementation, effectiveness, efficiency and sustainability (Novartis Foundation for Sustainable Development, 2013; Clerand & Ireland, 2000). When organizations invest time, money and other resources in a project, their primary concern is always achieving project goals and objectives in an efficient and effective manner. Project implementation refers to the putting into practice all the planned activities (Novartis Foundation for Sustainable Development, 2013). A project is a temporary and one-time endeavour undertaken to create a unique product or service that brings about beneficial change or added value to a given setting (Project Management Institute, 2000). Project Management is the discipline of organizing and managing resources in such a way that these resources deliver all the work required to complete a project within defined time, scope,

quality and cost constraints (Slevin & Pinto, 2001). The project life cycle refers to a logical sequence of activities to accomplish the project's goal, purpose and objectives which generally includes initiation, planning, execution, control and handover.

According to Behn (2003), performance measurement helps in evaluating, controlling, budgeting, and motivate resources. Project proponents identify problems early enough to provide technical backstopping for remediation and / or identifying achievements. Clerand & Ireland, (2000) in their study asserted that it is not enough to bring the project on time, execute it within the budget with all the scope elements and meet the quality expectations, but the project should be able to meet its intended objectives and satisfy its beneficiaries for performance to be achieved. In this study, the performance was measured on achieving the project objects conceptualized as collection, transportation and composting of MSW to reduce the emission of greenhouse gasses to the atmosphere and generation of compost manure which is used as a soil conditioner to improve agricultural production.

1.2.4 Contextual Background

The study was confined to the Municipal Solid Waste Composting Project (MSWCP) in Jinja Municipality (JM). Under the project, a composting facility (composting platform, sanitary facilities and an office) were constructed in the MC in 2009 and were handed over to the municipal authorities and started operating in January, 2010. One skip loading lorry, twenty skip containers, one wheel loader, one tractor and one Computer sets were provided to JM to support the collection, transportation and composting of solid waste after training the staff in JM. The project is intend to support the collection, transportation and composting of MSW to reduce the emission of greenhouse gasses to the atmosphere and generates compost manure which is used as a soil conditioner to improve agricultural production. The authorities in JMC manage the facilities to ensure that effective solid waste composting is carried out as per the Operations and Monitoring Plan.

NEMA (2011) reported an average collection and transportation capacity range fifty to fifty six (50-56) metric tonnes per day of MSW lower than the designed capacity of seventy (70) metric tonnes per day to the project plant, and further highlighted that the compost manure did not have adequate market. The low sale of compost manure is contrary to the JMC (2007) forecast of increased utilisation of compost manure by the organic farming communities to improve their agricultural crop productivity. This situation may be attributed to a number of organization factors whose effect on performance is unknown. In this study, the organisational factors affecting project performance focused on leadership style, resource mobilisation, and capacity development which established the relationship between performance of MSWCP in JM.

SWM encompasses generation, collection, transportation and disposal of waste after optimal treatment. Urban Authorities of Uganda, have the responsibility to ensure safe, reliable and cost effective handling and disposal of solid waste (Public Health Act, Cap. 281; Local Government Act, Cap. 243). This responsibility takes up a large proportion of available resources which are not adequate to cope with the magnitude of the problem. Urban councils generate solid waste at an average rate of 0.6 kg/person/day and most of which is organic in nature, it is estimated that over 73% of that urban waste is organic (NEMA, 2006).

NEMA, with financial and technical support from the World Bank under the “Environment Management and Capacity Development Project-II” in 2005 initiated Composting of MSW in Uganda. The first phase consisted of nine (9) composting facilities (composting platform, sanitary facilities and an office) that after construction in 2009 were handed over to the municipal authorities, and are being operated by the urban authorities of Kabale, Mbarara, Kasese, Fort Portal, Mukono, Jinja, Mbale, Soroti and Lira (NEMA, 2012). The urban councils were provided with composting equipment and in particular one skip loading lorry, twenty skip containers, one wheel loader, one tractor and a Computer sets were provided to JMC. After training the staff in JMC, the project started operation in January, 2010.

1.3 Statement of the problem

In Uganda, it is the mandate of urban authorities to ensure safe, reliable and cost effective collection, transportation and disposal of solid waste (Public Health Act, Cap. 281) and (Local Government Act, Cap. 243). The National Environment Management Authority (NEMA) with funding from the World Bank, in 2005 initiated support to better management of municipal solid waste (MMSW) as project activity in Uganda and a sub project activity in Jinja Municipality (CDM-EB, 2009). The project has supported collection, transportation of MSW, and composting operations since 2010 that convert MSW into marketable manure in JMC (CDM-EB, 2013). Under the project, construction of the composting plant was completed in 2009, handed over to the municipal authorities and started operating in January, 2010 to manage 70 metric tonnes of MSW per day. One skip loading lorry, twenty skip containers, one wheel loader, one tractor and one Computer sets were provided to JMC to support the collection, transportation and composting of solid waste after training the staff in JMC. It was envisaged that at least 70 metric tonnes of municipal solid waste are collected, transported, composted and the compost manure from composting used as a soil conditioner to improve agricultural productivity.

Despite the above support to MSWM in JM (NEMA, 2011) the composting project is operating at an average collection, transportation and composting capacity range of fifty to fifty six (50-56) metric tonnes per day of MSW lower than the design capacity of seventy (70) metric tonnes per day. NEMA (2014) further highlighted that the compost manure did not have adequate market. The low sale of compost manure is contrary to the forecast of increased utilisation of compost manure by the organic farming communities to improve their agricultural crop productivity (JMC, 2007). The town is dirty, filthy and the visual aesthetics have degraded and this might result into proliferation of communicable diseases and cause a reduction in revenues from tourism in JM (NEMA, 2014). This may result into accumulation of municipal solid waste on the streets, pollution of land and water resources, leading into outbreak of communicable diseases, and loss of revenue by the Municipal

council due to poor visual aesthetics. If this situation is not attended to, it may lead to failure by JMC to delivery services to the Population and loss of life. While there could be several factors affecting the performance of Municipal solid waste composting project in JM, such as managerial practices, resource mobilisation, capacity development amongst others, organisational factors seem to be playing a major role thereby leading the researcher to go to the field to find out the effect of Organisational factors on performance of solid waste composting project in Jinja Municipality.

1.4 General objective of the study

The general objective of the study was to establish the relationship between Organizational Factors and Performance of the Municipal Solid Waste Composting Project in Jinja Municipality.

1.5 Specific objectives of the study

The study was guided by the following specific objectives:

1. To assess the relationship between leadership styles and the Performance of the Municipal Solid Waste Composting Project in Jinja Municipality.
2. To examine the relationship between resource mobilization and the Performance of the Municipal Solid Waste Composting Project in Jinja Municipality.
3. To evaluate the relationship between capacity development and the Performance of the Municipal Solid Waste Composting Project in Jinja Municipality.

1.6 Research questions

The study was guided by the following questions below:

1. What is the relationship between leadership styles and the Performance of the Municipal Solid Waste Composting Project in Jinja Municipality?

2. How does resource mobilization relate with the Performance of the Municipal Solid Waste Composting Project in Jinja Municipality?
3. To what extent does Capacity Development impact on the performance of Municipal Solid Waste Composting Project in Jinja Municipality?

1.7 Hypotheses of study

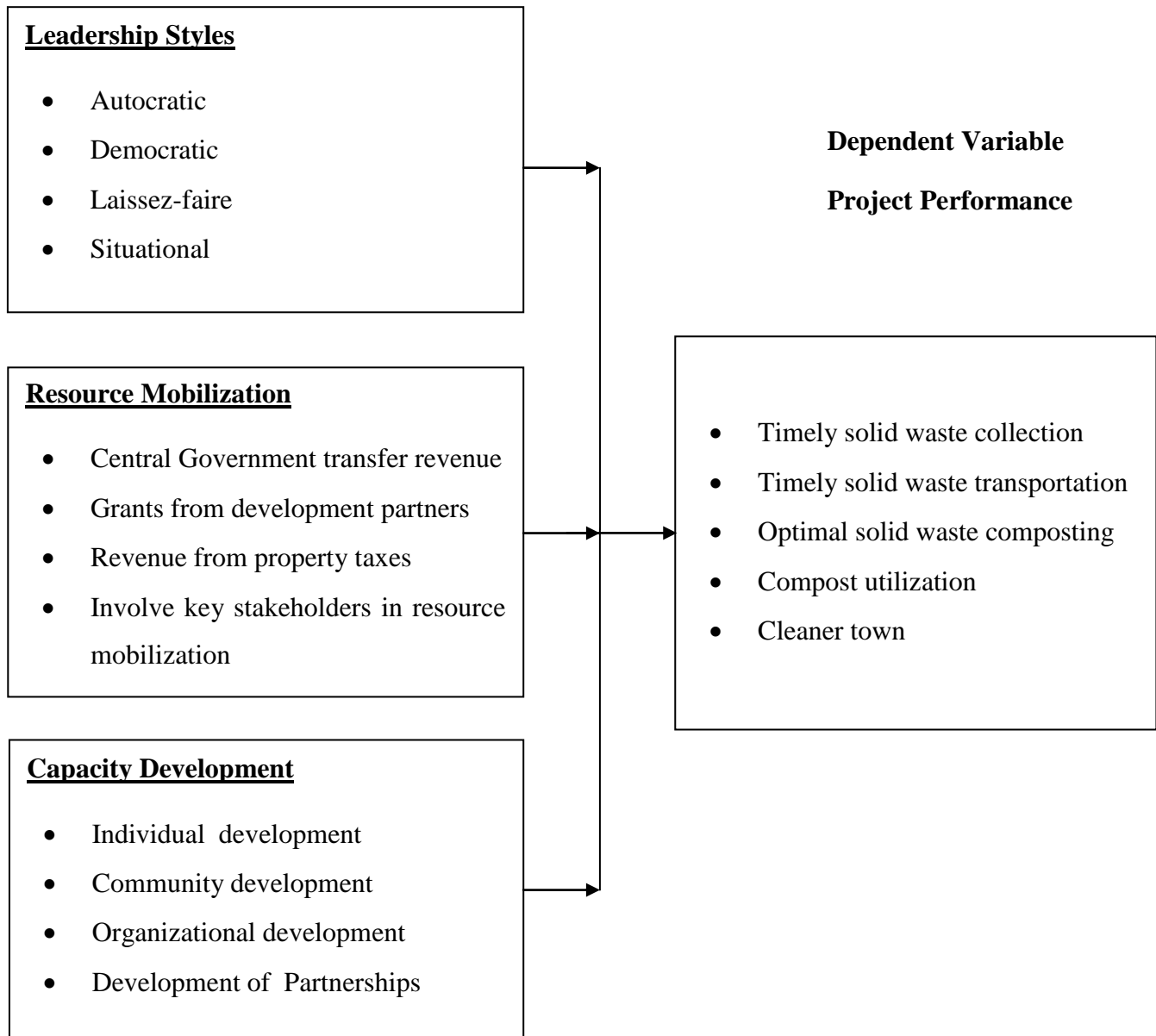
The study was guided by the following hypothesis statements:

1. There is a positive significant relationship between leadership styles and the Performance of the Municipal Solid Waste Composting Project in Jinja Municipality.
2. There is a positive significant relationship between resource mobilization and the Performance of the Municipal Solid Waste Composting Project in Jinja Municipality.
3. There is a positive relationship between capacity development and the Performance of the Municipal Solid Waste Composting Project in Jinja Municipality.

1.8 Conceptual framework

Independent Variable

Organisational Factors



Source: Adopted from the Institute of Management Accountants, 1999 and modified by the researcher.

Figure 1.1: The conceptual framework showing the relationship between Organisational Factors and Performance of the Municipal Solid Waste Composting Project in Jinja Municipality.

The conceptual framework in Fig 1.1 proposes that organizational factors conceptualized as leadership styles comprising of autocratic, democratic, Laissez-faire, situational and charismatic leadership strategies which in turn are linked to the resource mobilization options conceived as receiving grants from development partners, receiving revenue from property taxes, involving key stakeholders in resource mobilization, having resource mobilization policies in place, releases from the central government which in turn enhance capacity development of the municipal council, the community, the individuals, the capacity of the municipal council to make partnerships and the ability of the Municipal Council to develop Capacity development policies for project implementation. Leadership styles employed, the resource mobilization options available, and capacity development enhance timely solid waste collection, transportation, optimal solid waste composting, compost manure utilization and ensuring a clean and healthy town conducive for the population to live in.

1.9 Significance of the study

The study was found significant in the following ways below:

The study enables scholars understand the relationship between Organizational Factors and project performance. Results of the study build on the existing material on organizational factors and project performance, contributing knowledge and literature to other researchers and suggest new areas of research in order to overcome project management challenges in local and urban councils.

Secondly the results will be used to improve the performance of MSWCP enabling JMC to profitably make compost manure with the efficient use of the capital plant, labour and financial resources and enable the farming community to improve agricultural production. Improving the performance of the composting plant will enable timely and safe delivery and composting of MSW, and in a way that will produce a high quality compost product with the minimum effect on the environment. Once the

MSW is timely and safely collected, transported and composted, the streets will be free of the waste and the population will live in a clean and healthy environment.

Lastly, the study enables policy makers to formulate appropriate policies and programs to enhance project performance in urban councils in Uganda.

1.10 Justification of the study

The research established the relationship between organisational factors and performance of the MSWCP in JM and therefore provides solutions to the low waste collection and transportation capacity of fifty to fifty six (50-56) metric tonnes per day of MSW lower than the designed capacity of seventy (70) metric tonnes per day to the project composting facility. In addition, the study results contribute to improving the performance of the project ensuring that the town is clean and have improved visual aesthetics as this contributes to a reduction in proliferation of health related diseases and improve tourism in Jinja Municipality.

In addition, the study further provides solutions to the low sales of compost manure. Utilisation of compost manure by the organic farming communities improves their agricultural crop productivity improving food security. The practice of applying compost manure promotes soil fertility management and sustainable land management (World Bank, 2008; TerrAfrica, 2011).

This study based on the Theory of Constraints (TOC) developed and popularized by a manufacturing guru Eliyahu Goldrafft in 1984 (Institute of Management Accountants, 1999).

Previous studies led the expectation that leadership paradigms will have direct effects on customer satisfaction, staff satisfaction, and project performance. In general, however, the effects of leadership on organizational performance have not been well studied, according to House and Aditya (1997), in there review criticised leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership-performance

relationship. Another problem with existing studies on leadership is that the results depend on the level of analysis. House & Aditya (1997), distinguished between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organization and its environment. Other scholars have also suggested that leaders and their leadership style influence both their subordinates and organizational outcomes (Tarabishy et al., 2005).

Fenwick & Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesised leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

From this review of related literature, it was evident that although some scholars believe that leadership enhances organizational performance while others contradict this, different concepts of leadership have been employed in different studies, making direct comparisons virtually impossible.

While many studies have promoted resource mobilization and availability as a means of enhancing team performance, very few published empirical studies have explored the effects of methods of resource on overall project performance. In addition, none of the previous research attempts to determine whether the effect of resource mobilization on project performance may be mediated by team interaction in solid waste management in developing countries. Empirical evidence that supports the links between resource mobilization in low developing countries and project performance is lacking and inadequate.

Capacity development is a process that takes place at three different levels: the individual level, the organizational level and the systemic/societal level. These three different levels of capacity development are indeed equally important and strictly interdependent: capacity development interventions at one level are likely to have an impact on other levels as well. Likewise, if investments in capacity are made only at one of these three levels, neglecting the others, the results

might not be long-lasting and sustainable as they might be confined to a small group of individuals or organizations.

Capacity development, however, neglected the role that knowledge, as a much wider concept that extends beyond technical training and know how; leadership, as the catalyst of societal transformations; institutions, as complex systems of policies, legislative frameworks, ethics and values; and social capital play in any country's socio-economic development.

Consequently, this study examined the relationship between leadership style, capacity development, resource mobilisation and project performance and, thus, contributes meaningfully to the body of growing literature and knowledge in this area of study.

1.11 Scope of the study

1.11.1 Geographical scope

The study was conducted in JM located at a distance of about 80 km east of the Ugandan Capital City of Kampala in Jinja District. JM has a population of approximately 71,213 people (UBOS, 2002). 75% of the district population comprise of Basoga who are mainly subsistence farmers. The composting facility is located in Masese III Village, Masese Parish, Walukuba Division, JM, Jinja District (PoA MR, 2013). This study will be conducted in Walukuba Division in JMC with population of 71,213 people UBOS Population Census (2002) where the composting facility is located. JMC was selected by the researcher because it was the first Municipal Council in the Country to get the project infrastructure, start composting and get registered by the United Nations Convention on climate change in, April, 2010 under the waste handling and disposal sector. JMC's strategic location at the source of the Nile and being surrounded by Lake Victoria waters makes it a high tourist attraction and therefore the need to seek for solutions to MSW management to improve the performance of the project. (The location of JM in Jinja District is showed in Fig. 1.2 in the Appendix F)

1.11.2 Time scope

The study focused on five years from 2010 to 2014. The reason for selecting this period is because the project is implemented and is being monitored in this time period and is engaging stakeholders. The study started from 2010 because it is when the project infrastructure, the composting plant for optimal treatment and disposal of SW, the solid waste transportation equipment the skip loader were handed to the municipal council in this year of 2010. These infrastructure became operational in 2010 and 2014 is selected because this make five years after start of implementation, monitoring and evaluation a this gives a relatively good range of time period to evaluate its performance.

1.11.3 Content scope

This study was limited to the dimensions of organisational factors and project performance in terms of timely solid waste collection, transportation, composting, utilisation of compost manure and keeping a clean town as being the dimensions of project performance. The study considered to assess the relationship between leadership styles and performance of the MSWCP, examined the relationship between resource mobilization and performance of the MSWCP, and evaluating the relationship between capacity development and performance of MSWCP in Jinja Municipality. In regard to the population, the study examined top managers, technical and project management unit staff of JMC, Civil society organizations and households within the Jinja Municipality.

1.12 Operational definitions

Waste is any material that is of no or marginal use to its generator but can be of use to another user, while a waste material is a solid waste if it is not an air pollutant or wastewater (Tchobanoglous & Kreith, 2002).

Composting is the controlled aerobic decay of organic waste matter in a warm, moist environment by the action of microorganisms mainly bacteria, fungi and molds into a stable humus material that is

dark brown in color or black and has an earthy smell (Niwagaba, 2009; Salvato, 1977; Tchobanoglous, 2002).

Leadership is the ability of a superior to influence the behaviour of subordinates and persuade them to follow a particular course of action (Fertman, & Van Liden, 1999).

Leadership Style, refers to the manner in which a leader interacts with his or her subordinates. More specifically, dimensions of leadership style depict the way in which a leader (a) attempts to influence the behavior of subordinates (Goal Attainment Function); (b) makes decisions regarding the direction of the group (Adaptation Function); and (c) his or her balance between the goal attainment function and the maintenance function of the group (Kouzes & Posner, 2007).

An **authoritarian leadership style** is leadership strategy in which a leader dictates policies and procedures, decides what goals are to be achieved, and directs and controls all activities without any meaningful participation by the subordinates. This leader has full control of the team leaving low autonomy within the group (Fertman, & Van Liden, 1999).

The **democratic leadership style**, is a leadership strategy in which the leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader. Participative leadership boosts employee morale because employees make contributions to the decision-making process (House & Aditya, 1997).

In a **laissez-faire leadership style**, the leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees requiring little supervision fall under the laissez-faire leadership style. The laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs (Fertman, & Van Liden, 1999).

In **situational leadership style**, the leader adjusts to whatever limitation is laid out in front of him by his subordinates and the situation itself. Three factors affect the leader's decisions: the situation, the capability of the followers and the capability of the leader, the leaders has to be very dynamic (Kouzes & Posner, 2007).

The World Bank (2007), defines **resource mobilization** as the management process by which resources are solicited by the program, institution and provided by government and development partners.

The United Nations Development Programme (UNDP, 2008) defines **capacity development** as the process through which individuals, organizations, and societies obtain, strengthen, and maintain the capabilities to set and achieve their own development objectives over time.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the theoretical review, actual literature review and summary of literature review. It's a summary of systematic readings, the critical appraisals, and syntheses of material in coherent, structured and logical manner that was used to establish the relationship between organizational factors and the performance of the Municipal Solid Waste Composting Project (MSWCP) in Jinja Municipality (JM) in Uganda.

2.1 Theoretical review

This study was based on the Theory of Constraints (TOC) developed and popularized by a manufacturing guru Eliyahu Goldrafft in 1984 (Institute of Management Accountants, 1999). TOC is a system-management philosophy that focuses the resources of an organization on improving the performance of the constraints that directly affect the project being managed in the organization. The Theory of Constraints has three underlying assumptions: Convergence, inherent simplicity, where the more complex a system is to describe, the simpler it is to manage. Consistency, there are no conflicts in nature; if two interpretations of a natural phenomenon are in conflict, one or possibly both must be wrong. Respect, people are not stupid; even when people do things that seem stupid they have a reason for that behaviour.

The fundamental thesis of the TOC is that constraints establish the limits of performance for any system. Most organizations contain only a few core constraints. TOC advocates suggest that managers should focus on effectively managing the capacity and capability of these constraints if they are to improve the performance of their organization. The Theory of Constraints adopts the common idiom "A chain is not stronger than its weakest link" as a new management paradigm, this means that process, organizations and other institutions are vulnerable because the weakest person or

part can always damage or break them or least adversely affect the outcome. Dettmer (1997) defines constraints as anything that prevents a system or organization from achieving its objectives, the constraint are both internal and external.

The study was based on this theory because the TOC takes into consideration the fact that any manageable system is limited in achieving more of its goals by a number of constraints and it is the case for Jinja urban council in Uganda (Corbett, 1998). Hence the TOC process seeks to identify the constraints and restructure the rest of the organization around the constraints. The variables in this study are leadership styles, resource mobilization and capacity development considered as constraints yet they are focused on investigating their relationship on project performance.

2.2 Review of related Literature on Organisational Factors and Performance of the MSWCP

This section provides scholarly writing on organisational factors and performance with specific reference on leadership styles, resource mobilization and capacity development as indicated below.

2.2.1 Leadership Styles and Performance of the MSWCP in JM

In the literature, leadership has been identified as an important subject in the field of organizational behaviour. Stogdill (1957), define leadership as the individual behaviour to guide a group to achieve the common target. In other words, ability of management to execute “a collaborated effort” depends on leadership capability. Fry (2003) explains leadership as the use of leading strategy to offer inspiring motivation and to enhance staff potential for growth and development. Fry (2003)’s revelations are good, but his focus was on examining the linkages between leadership and staff motivation, growth and development, his findings do not clearly show the readers how leadership styles impact on project performance. Lee & Chuang (2009), explain that excellent leaders not only inspire subordinate’s potential to enhance efficiency but also meet their requirements in the process of achieving organizational goals. The scholar’s findings are very beneficial to researchers on

leadership, however, they do not qualify the study questions of this study. Lee & Chuang (2009)'s findings are inclined more to the leader's ability to inspire subordinates to meet their own requirements but not organisational goals, they do not examine the relationship between leadership style and performance of the municipal solid waste composting project in Jinja Municipality.

Koontz & Donnell, (1993)'s research findings described organizational performance as the ability of an enterprise to achieve such objectives as high profit, quality product, large market share and survival at a predetermined time using relevant strategies for action. Koontz & Donnell, (1993) make a good description of organisation performance; however, their work fails short of how leadership influences organisational performance. According to House & Aditya (1997), these scholars criticised leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership-performance relationship. These scholar's findings are very educative and in fact contribute to the body of knowledge but they fall short of making a mention of how leadership strategies influence project performance in local governments like Jinja Municipality. McGrath & MacMillan, (2000); Teece *et al.*, (1997)'s studies suggested that effective leadership behaviours can facilitate improvements in organisational performance when organizations face new challenges, the scholars findings were very pertinent in qualifying situational leadership style. For example, Avolio (1999); Lado et al. (1992); Rowe, (2001) revealed that Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement which sets out professional values and responsibilities. Unfortunately they do not show how actually the leadership styles influence actual project performance in local government like Jinja Municipality in a developing country.

House & Aditya (1997), in their research work distinguished between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organization and its environment. The scholar's findings seem to be good but upon close scrutiny it is evident that they apply to private institutions including non-government organisations, they cannot be generalized to apply to all institutions including local governments. These scholars have very good findings on organisation performance, however, they do not delineate the influence of leadership style on performance of Municipal Solid waste composting project. On the other hand, Tarabishy *et al* (2005)'s findings revealed that leaders and their leadership style influence both their subordinates and organizational outcomes. This is in line with the research claim that leadership styles positively influence performance. Fenwick & Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesised leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret. From this review of related literature, it is evident that although some scholars believe that leadership enhances organizational performance others contradict this, different concepts of leadership have been employed in different studies, making direct comparisons virtually impossible. Gaps and unanswered questions remain. Consequently, this study examined the relationship between leadership style and project performance and, contributed meaningfully to the body of growing literature and knowledge in this area of study.

2.2.2 Resource Mobilization and Performance of the MSWCP in JM

The World Bank (2007), defines resource mobilization as the management process by which resources are solicited by the program and provided by government and development partners. World Bank (2007), further reveals that resource mobilisation involves identifying people who share the same values as your organization, and taking steps to manage that relationship. The findings are

very pertinent to the study, however, they failed short of describing exactly how the relationship between people and institutions can be managed to ensure that resources are mobilised to achieve improved performance of Municipal solid waste composting project in Jinja Municipality. Kumar et al., (2011) revealed that MSW in Indian cities was collected by respective municipalities and transported to designated disposal sites, which were normally low lying areas on the outskirts of the city. They add that the limited revenues earmarked by the municipal councils made them ill-equipped to provide for the high costs involved in the collection, storage, transportation, treatment, and proper disposal of Municipal Solid Waste. Their study further revealed that, a substantial part of the Municipal Solid Waste generated remains uncollected and transported to final disposal sites and grows in the heaps at poorly maintained collection centres. The findings clearly bring out the challenges faced by urban councils in developing countries on the Asian continent. While Kumar et al., (2011)'s report so, they do not actually indicate the actual influence of resource mobilisation on the performance of the Municipal composting project in Jinja Municipality.

Karanja (2009), while referring to a study on Solid Waste Management, reports that inadequate internal resources or funds has resulted to ineffective solid waste management which has made Nakuru lose its erstwhile accolade of the 'cleanest town' in East Africa. He further explains that, though it is supposed to ensure the town is clean, the council is said to be a major polluter of Lake Nakuru through its waste. His findings further reveal that hundreds of tonnes of solid waste at the council's Gioto municipal solid waste dumping site on the foot of Menengai Hills are washed by flood during rains, ending up in the lake. However, Karanja (2009)'s studies do not talk and describe the situation in a Local government in Uganda and later on Municipal Solid waste composting project in Jinja Municipality. Aminuzzaman (2004) reported that rural Local Governments in Bangladesh were devolved with some revenue power and functions but practically they cannot exercise their mandated responsibilities due to shortages of funds and institutional capacities. Aminuzzaman (2004) further reported that besides insufficient central government allocation,

institutional weaknesses are also continuing for the lack of effective mechanism to coordinate and integrate the role and functions of rural local governments' functionaries, sectoral agencies, Non-government Organizations, cooperatives as well as private sectors (Haque, 2002). However, Aminuzzaman (2004)'s research do not talk about and describe the situation in the African continent, East Africa region, Local government in Uganda and later on Municipal Solid waste composting project in Jinja Municipality. Furthermore, Khatib & Al-Khateeb (2009) while referring to a study conducted on Municipal Solid waste management found out that in Palestinian Authorities and development partners have spent considerable amount of funds for rehabilitating devastated infrastructure and for providing facilities for the collection, transportation, and disposal of municipal solid waste. Their report noted that Palestinian Authorities have compromised building the needed institutional and human capacities and raising the public awareness. The report further revealed that this created a challenge in Municipal solid waste management; however, their finds did not make a mention of the how the Palestinian Authorities and the development partners ensured that an enabling environment influenced performance of the waste management project. As a matter of fact Khatib & Al-Khateeb (2009)'s research findings could be very correct, but do not bring out clearly how they relate to the performance in MSWCP in Jinja Municipality.

Similarly, IDRC (2010) highlights that resource mobilization is a team effort and involves; (1) institution's commitment; (2) acceptance for the need to raise resources; and (3) institutionalizing resource mobilization. The report further highlights that resources are the inputs that are used in the activities of a program like Solid Waste Composting Project. In addition, resource mobilization encompasses natural, physical, financial, human, and social resources, but the vast majority of the resources that make up the inputs to financial resources (World Bank, 2007). The writings above highlight the need for resources including funds that are allocated and used to better the provision of services. While many studies have promoted resource mobilization and availability as a means of enhancing team performance, very few published empirical studies have explored the effects of

methods of resource on overall project performance. In addition, none of the previous research attempts to determine whether the effect of resource mobilization on project performance may be mediated by team interaction in solid waste management in developing countries. Empirical evidence that supports the links between resource mobilization in low developing countries and project performance is lacking and inadequate.

2.2.3 Capacity Development and Performance of the MSWCP in JM

The World Bank (2009) explains capacity development as a locally driven process of learning by leaders, coalitions and other agents of change that brings about changes in socio-political, policy-related and organizational factors to enhance local ownership, effectiveness, efficiency and performance to achieve a development goal. For example UNDP (2008) describes capacity development as a process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. However, the study finds do not clearly show the readers how capacity development influences the performance of Municipal solid waste composting project in Jinja Municipality. Further UNDP (2008)'s study reveal that capacity development indicators include staff capacity, institutional and community capacity development. The finds are very important, however, they leave out key aspects like the capacity of the Jinja Municipal Council to develop partnerships in waste management and provision of an enabling environment for MSWCP to ensure performance of the project.

Ubels et al, (2010) in their study define capacity development is one of the defining ideas within contemporary international development. Their findings stems from the conviction and experiences of those addressing social, economic and environmental issues everywhere in society; in individual human capital, in communities, sectors and institutions. They further revealed that Capacity development is a process of change, and hence is about managing transformations, the capacity of people, society, and institutions change over time. These findings are very pertinent but fall short of

relating capacity development with municipal waste management in local governments. The findings cannot be replicated to municipal composting projects in Jinja Municipal council.

The OPI (2014) urged that capacity development practitioners must go further, connecting internal organizational change to improvements in the lives of beneficiaries and communities, and show evidence that new policies, systems and skills contribute towards improved organizational performance. He further urged that once the link between capacity development initiatives and organizational performance is documented, the connection to beneficiary impact becomes apparent. As a matter of fact this could be very correct, but OPI (2014) as a researcher does not bring out clearly how capacity development influences Municipal Solid waste Composting project in Jinja Municipality. UNDP (2009) further defines that performance is the effectiveness and efficiency with which inputs get converted to productive use. The research findings highlight that many capacity development processes begin with assessment to identify a gap in efficiency, or effectiveness in relation to goals of the organization and available resources. The study findings do well to point that out, but they do not answer the research question. On the other hand, OPI (2014) argues that capacity development is not simply about improved accounting systems, better strategic plans or new staff skills but rather investments in capacity to lead to improved organizational performance. The research findings are very important but do not describe and delineate how investments should be made by Jinja Municipal Council to lead to improved performance of municipal solid waste composting project.

2.4 Summary of the literature review

Tarabishy et al (2005)'s findings revealed that leaders and their leadership style influence both their subordinates and organizational outcomes. This is in line with the research claim that leadership styles positively influence performance. Lee & Chuang (2009)'s findings are inclined to the leader's ability to inspire subordinates to meet organizational goals, this is a very pertinent lesson from the

scholars work. Avolio (1999); Lado et al. (1992); Rowe, (2001) revealed that Effective leadership is a potent source of management development and sustained competitive advantage for organizational performance improvement which sets out professional values and responsibilities. Unfortunately they do not show how actually the leadership styles influences actual project performance in local government like Jinja Municipality in a developing country. World Bank (2007) findings promoted resource mobilization and availability as a means of enhancing team performance, and noted that very few published empirical studies have explored the effects of methods of resource on overall project performance. The studies further reveal that none of the previous research attempts to determine whether the effect of resource mobilization on project performance may be mediated by team interaction in SWM in developing countries like Uganda. UNDP (2008) describes capacity development as a process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. However, the study finds do not clearly show the readers how capacity development influences the performance of MSWCP in Jinja Municipality. Further UNDP (2008)'s study reveal that capacity development indicators include staff capacity, institutional and community capacity development. The finds are very important, however, they leave out key aspects like the capacity of the Jinja Municipal Council to develop partnerships in waste management and availability of adequate capacity development policies for MSWCP to ensure performance of the project.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was used in establishing the relationship between organizational factors and the performance of MSWCP in JM in Uganda. A description of the research design, study population, sample size, sampling techniques and procedures, data collection methods, data collection instruments, validity and reliability of instruments, procedures of data processing and analysis and measurement of variables explaining how each were used in the study and constituted the chapter.

3.1 Research design

This study adopted a case study research design. A case study is an in-depth investigation of an individual, institution or phenomenon (Mugenda & Mugenda, 2003). According to Kothari (1985) the case study method of analysis is in-depth rather than broad; it places more emphasis on the full analysis of a limited number of events and factors and their interrelations. Yin (2003), on the other hand, suggests that case study design is an empirical inquiry that investigates a phenomenon within its real-life context. According to Yin (2003) case study research involves both single and multiple case studies, requires quantitative evidence, relies on multiple sources of evidence and benefits from the prior development of theoretical propositions, and further notes that case studies should not be confused with qualitative research and points out that they can be based on any mix of quantitative and qualitative evidence. The case study research design therefore was selected by the researcher as it dealt with the processes that take place and their interrelations in an institution, it analyzed the relationship between organization factors; leadership styles, resource mobilization and capacity development on the performance of in MSWCP in JMC.

In addition, the study was complemented with both quantitative and qualitative approaches since the nature of the data to be collected was both numerical and descriptive. This triangulation approach was used because it covered a variety of data, reveals discrepancies that a single technique would not give, and therefore giving reliable information (Verschuren & Doorewaard, 2005).

Lastly, Amin (2005) illustrates that qualitative designs help in giving detailed information while quantitative designs involve the collection of numerical data in order to give facts on a given phenomenon and in the study, data analysis was mainly descriptive.

3.2 Study population

The study population comprises of 589 elements namely top managers, technical and project management unit staff of JMC, Civil society organizations and households within the MC. The choice for this selection is that all these respondents were key beneficiaries/stakeholders of the project the time period above or reside in JMC especially as initiators, implementers, controllers or beneficiaries.

3.3 Sample size

The sample size was made up of 94 respondents obtained from JMC, (2007) and was determined based on Krejcie & Morgan (1970) as detailed in Table 3.1 below. (See appendix, X for the Table of Krejcie & Morgan (1970)).

Table 3.1: Accessible population, Sample size and sample selection methods

Category	Accessible population	Sample	Technique of sampling
Top Managers	15	6	Purposive Sampling
Civil Society Organization	12	4	
Households	521	45	
Technical Staff	23	22	Simple Random Sampling
Project Management Unit	18	17	
Total	589	94	

Source: Jinja Municipal Council (2007) and determined using Krejcie & Morgan (1970) and modified by the researcher.

3.4 Sampling techniques and procedures

According to Mugenda & Mugenda (2003) sampling is the process of selecting a number of individuals for study in such a way that the individuals selected represent the large group from which they are selected. The purpose of sampling was securing a representative group which enabled the researcher to gain information about a population. In addition, methods that are used to obtain a sample from a population are referred to as sampling techniques (Mugenda & Mugenda, 2003). Top Managers, civil society organization staff and households were selected using purposive sampling technique. The purposive sampling technique permitted the selection of respondents who had attribute needed to provide the necessary information and data on the study variables. Technical and project management unit staff of JMC were selected using the simple random sampling. Simple random sampling is technique of sampling where every respondent has the same probability of being chosen to form a sample. The choice for this technique is that it covers many elements in the study, it is less time consuming and it is cheaper to conduct. In this study, selection of interviewees by simple random sampling of technical and project management unit of JMC was done by giving each of the

technical and project management unit staff a unique number. The unique number was written on a piece of paper, folded and mixed all the papers together. The researcher made selected one piece of paper at a time without replacement it until planned sample numbers were achieved. In this study both sampling techniques were both probabilistic and non-probabilistic as the study employed both qualitative and quantitative approaches (Hammel, Durfour & Fortin, 1993).

3.5 Data collection methods

The data for this study was collected using the following data collection methods namely the questionnaire survey method, interview method, observation method and documentary review method and these have been explained below.

3.5.1 Questionnaire survey method

The questionnaire method was used to collect data from Technical and project management unit staff of JMC. The questionnaires were self-administered because the project management unit had both educated and non-educated members. This enabled the researcher to obtain realist responses from the respondents, collection of information from a large number of people in a short period of time and in a relatively cost effective way.

3.5.2 Interview method

The interview guide was used to collect data from Top Managers of JMC, civil society organization staff and households in JM. This method allowed the study to use verbal conversant between the researcher and interview. The method involved designing a number of open ended and closed questions which were used to get in-depth information about organization factors and project performance and this was done to obtain a high response rate (Amin, 2005). The interview method was found to be flexible as it allowed both written and oral responses (Mugenda & Mugenda, 2003). These were appropriate even when respondents opted for an oral interview.

3.5.3 Observation method

Observation was used as a method to obtain primary data on the state and use of project infrastructure including equipment that was used in the collection, transportation and composting of municipal solid waste, the cleanliness of the environment and utilization of compost manure. This was one of the most important methods in ascertaining the state of functionality of infrastructure which is a measure of project performance (Davis & Brikke, 1995).

3.5.4 Documentary review method

The method above involved reviewing a number of secondary documents for information. Content analysis review was done by analyzing a number of documents on organizational factors and the performance of the MSWCP through extracting secondary data including MSWCP progress reports, MSWCP policies, and strategic plans.

3.6 Data collection instruments

The instruments used in the collection of data included self-administered questionnaire, interview guide, observation check list and documentary review check list. These instruments were designed to guide the researcher while collecting data as explained below.

3.6.1 Self-administered questionnaire

The self-administered questionnaire is a popular instrument used in collection of data (Kothari, 2003). The design of this instrument involved coming up with a number of structured (closed ended) questions in order to address the specific objective (Sekaran, 2000). The closed questions were designed based on a five item likert scale itemized rating of 1-5; Strongly disagree (1), Disagree (2), Undecided (3), Agree (4) and Strongly Agree (5) were used to collect data from respondents. The questionnaire was administered on technical and project management unit staff of JMC (see appendix, I).

3.6.2 Interview guide

Interview guides (structured and unstructured) reflected in form of a checklist was used to guide interviewers during the interview process. This was done to ensure uniformity and consistency of the data. Interview guides were designed based on organizational factors and performance of MSWCP and linked to the objectives of the study. The instrument allowed the researcher to read a question while the interviewees provided their responses to the question. The exercise took between 15-20 minutes and attracted more probes. The held conversation was recorded for use during analysis. In addition, Mugenda & Mugenda (1999) asserts that interviews compliment quantitative data in generating more data that is relevant to the study. Lastly, the choice for this instrument is that interview guides are very flexible and allow both written and oral responses to be obtained (Mugenda & Mugenda, 1999). This instrument was administered on Top Managers of JMC, civil society organization staff and households in JM., the interview guide used by the researcher is appended (see appendix, II).

3.6.3 Observation checklist

An observation checklist was used as an instrument to obtain primary information on the Management of Solid Waste equipment and infrastructure state and nature, and utilization of compost manure. The observation checklist used by the researcher is appended (see appendix, III).

3.6.4 Documentary review checklist

This instrument guided the researcher in deriving information by carefully studying written secondary sources of information. The guide was of vital use and appropriate as it saved the researcher time and expenses in mainly transcribing the data. The document analysis involved reviewing existing published and unpublished information relating to organizational factors and project performance. Among the documents reviewed included public service standing orders, JMC

5 (five) year development plan amongst others. The documentary review checklist used by the researcher is appended (see appendix, IV).

3.7 Data Quality and Control

Data quality and control involved using validity and reliability of the instruments as indicated in the sub sections below

3.7.1 Validity of the instruments

Validity is the extent to which a research instrument measures what is intended to be measured (Sekeran, 2003). The researcher measured the variables of the study using the face and content validity in pretesting the instrument. Face validity of the instrument established the appropriateness of the instrument by way of finding out what was being measured with the help of literature review that provides ideas from which study instruments were to be developed. The content validity was used to measure the degree to which data collected using a particular instrument represent a specific domain of indicators / content of a particular concept (Mugenda & Mugenda, 2003).

The research ensured face validity by use of expert judgment from experts from NEMA and consulting the UMI assigned supervisors. The researcher computed content validity of the instrument by pretesting it on the respondents outside the study population in Mukono Municipal Council (MMC). Mugenda & Mugenda (2003) recommend a sample of 1-10% of the total population and therefore 5 experts were selected for pre-testing.

$$\text{CVI} = \frac{\text{Number of relevant questions}}{\text{Total number of both irrelevant and relevant questions}} \times 100\%$$

$$\text{CVI} = 20/28$$

$$\text{CVI} = 0.714 (71 \%)$$

Based on the 0.7 score, it's in line with Sekaran (2003) who reports that for an instrument to be valid, its CVI should be equal to or above 0.7.

3.7.2 Reliability of the instruments

Reliability refers to whether an instrument is consistent, stable and free from error irrespective of the administrator or condition under which the test is administered (Amin, 2005). In this study, the internal consistency, the Alpha Cronbach method was used to determine reliability of the instruments. The Cronbach's alpha coefficient computed using SPSS. The exercise involved 12 respondents from MMC, Mugenda & Mugenda (2003) recommends a sample of 1-10% of the total population to be selected for pre-testing. The questionnaires were administered, collected and checked for completeness with the results obtained presented in Table 3.1 below.

Table 3.1: Reliability results for organizational factors and Project Performance

Variable names	number of items (questions)	Cronbach's Alpha ranking (0-+1)
Leadership style	5	0.731
Resource mobilization	5	0.689
Capacity Development	5	0.691
MSWCP performance	5	0.699
Average		0.703

Source: Primary data

Table 3.2 above shows the reliability results for organizational factors and the performance of the project. The average alpha ratings totaled to a reliability result of 0.703. Based on the result, it can be

said that the study instrument was reliable as supported by Amin (2005) who recommends that a score above 0.7 and above reflects a reliable instrument.

3.8 Procedure for data collection

After obtaining approval of the research proposal by the institute, the researcher obtains an introductory letter from the UMI-School of Management Sciences. The researcher then mobilized resources, prepared data collection instruments including the self-administered questionnaires, interview guides and with the help of two research assistant data was collected within two months.

3.9 Data analysis

The study employed two data analysis approaches including qualitative and quantitative data analysis approaches as indicated below.

3.9.1 Qualitative data analysis

Qualitative data obtained from interviews was transcribed and organized in words based on the study objectives. The non-numerical data was organized in a systematic way by establishing patterns, trends and developing themes on organizational factors and performance of MSWCP in JM. The qualitative data was used to come up with useful interpretations and conclusions. The researcher coded qualitative data using paragraphs and non-numeric data was cross checked and interpreted to identify contradictions.

3.9.2 Quantitative data analysis

After field work, quantitative data from the questionnaires was cleaned, edited and coded to ensure consistence, accuracy and completeness of the questionnaire. The numeric data was computed using a software statistical package for social sciences (SPSS) to facilitate quick analysis of the questionnaire given that data was collected from correspondents based on five point likert scale of 1

(Floyd, 2002). Quantitative data was summarized and analyzed using descriptive statistics such as frequency, percentage and mean scores for each objective of the study. The results are presented in tabular and graphical forms in form of tables and pie charts (Ranjit, 2005).

In addition, inferential statistics including correlations and regression were obtained. The correlation was used to measure relationships (positive or negative) and its strength amongst organizational factors and performance of MSWCP in JM as project variables under the study and to explain proof of the stated hypothesis. Regression was used to determine the variance that organizational factors had on MSWCP performance in JM.

3.10 Measurement of variables

The study used the nominal scale to measure respondents' background for instance age, marital status and gender (Floyd, 2002). Ordinal scale given its links with ranks or Likert scale was used to measure data collected on the dimensions of organizational factors and project performance (Ranjit, 2005). The ordinal scale was preferred because it eases coding and analysis of the results besides it is the most frequently used summated scale in the study of social attitudes (Ranjit, 2005). Lastly, all study variables representing the independent and dependent variables was based on a five Likert scale itemized rating of 1-5 of; 1. Strongly disagree, 2. Disagree, 3. Undecided, 4. Agree and 5. Strongly Agree will be used to collect data from respondents (Floyd, 2002).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

The study investigated the relationship between Organizational Factors and Performance of the Municipal Solid Waste Composting Project in Jinja Municipality. Organizational factors formed the independent variable and Project Performance the dependent variable. This chapter presents, analyses and interprets the study findings based on the specific objectives of the study. This chapter therefore presents the facts, which the research discovered. The chapter starts with the response rate, demographic characteristics of the respondents, descriptive and inferential findings. Finally, it is at this point that the hypothesis and research question statements are answered.

4.2 Response Rate

The study adopted both the interview and self-administered questionnaires as instruments used to obtain data from the respondents from which the response rate was realized. Out of 55 planned interviews, 50 were conducted constituting 90.91% and all the 39 administered questionnaires were returned fully completed constituting 100%, See details in Table 4.1 below.

Table 4.1: Response rate

Instrument issued	Number issued	Response rate	Percentage of response %
Interview Guide	55	50	90.91
Questionnaire	39	39	100.00
Total	94	89	95.5

Source: Primary Data

N=89

Table 4.1 above reveals an overall response rate of 95.5% $((100+90.91)/2 \times 100\%)$, supported by Amin (2005) who urges that a response rate ≥ 0.5 (50%) is good enough to represent a survey population. The lowest response rate of 90.91 % was registered with the interview guide issued, specifically to households heads, most household heads leave home very early in the morning and returning very late in the evening and instructed the house caretakers not to open gates to any person not on appointment for fear of being robbed. 100 % response rate was achieved for other categories of planned respondents.

4.3 Demographic characteristics of the respondents

Respondents background information comprising of age, gender , marital status of the respondents, their level of education and length of service on the project and / or being served by the project with the results that emerged presented in the sub sections laid below in order to understand certain aspects of the study.

4.3.1 Age of the respondents

The respondents in study fell between specific age categories, used to establish whether they had a bearing on MSWCP in JM performance, the results are presented in Table 4.2 below.

Table 4.2: Age Category of the Respondents

Age of the Respondents	Frequency (n)	Percentage (%)	Cumulative Percentage (%)
18 - 29 years	33	37.0%	37.0%
30 - 39 years	23	26.0%	63.0%
40 - 49 years	20	22.0%	85.0%
> 50 years	13	15.0%	100.0%
Total	89	100.0%	

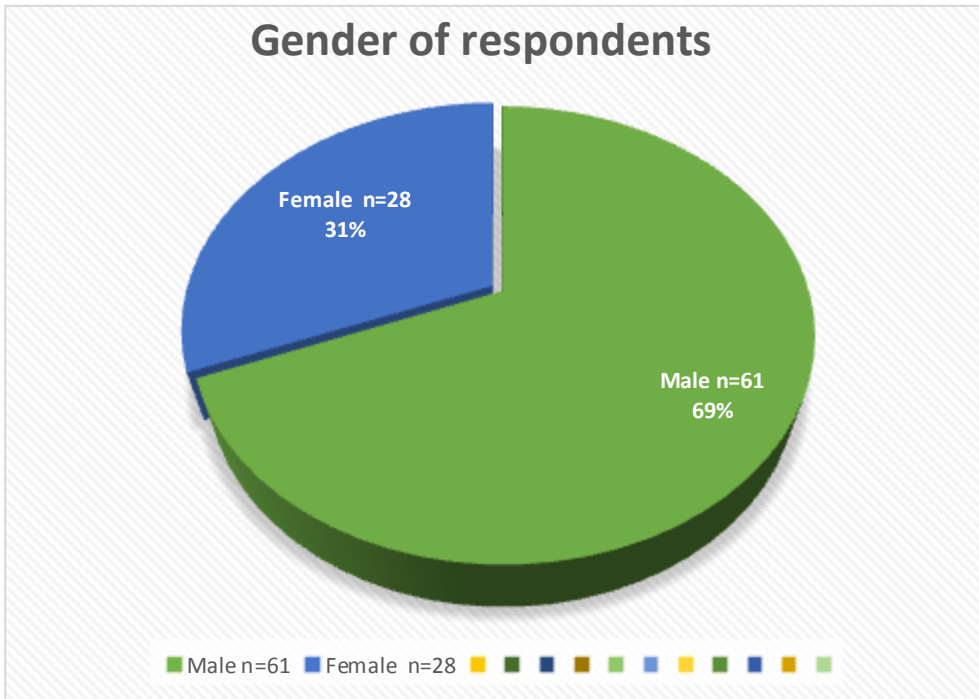
Source: Primary Data

N=89

Table 4.2 above shows the age category of the respondents with findings revealing that respondents below 29 years formed a majority with 37.0%, 26% of the respondents fell between 30 – 39 years while 22.0% represents respondents who fell between 40 – 49 years and respondents above 50 years forming 15%. The results in table 4.2 illustrate that the study dealt with adults as ethically required by research as these included the youth, middle and advanced aged staff. Secondly, it can be argued that in order for the MSWCP in JMC to perform better, it required a team of an equally distributed age bracket that execute assigned duties for instance engage in MSW delivery, composting and compost utilization. In addition the activities under MSW delivery, composting and compost utilization are quite involving, requiring a lot of energy and active participation and this explains to why a big number of staff on the project are youth in the age below 29 year though above 18 years old.

4.3.2 Gender of the respondents

Respondents in this study were both male and female with the details of the facts obtained presented in the illustration below.



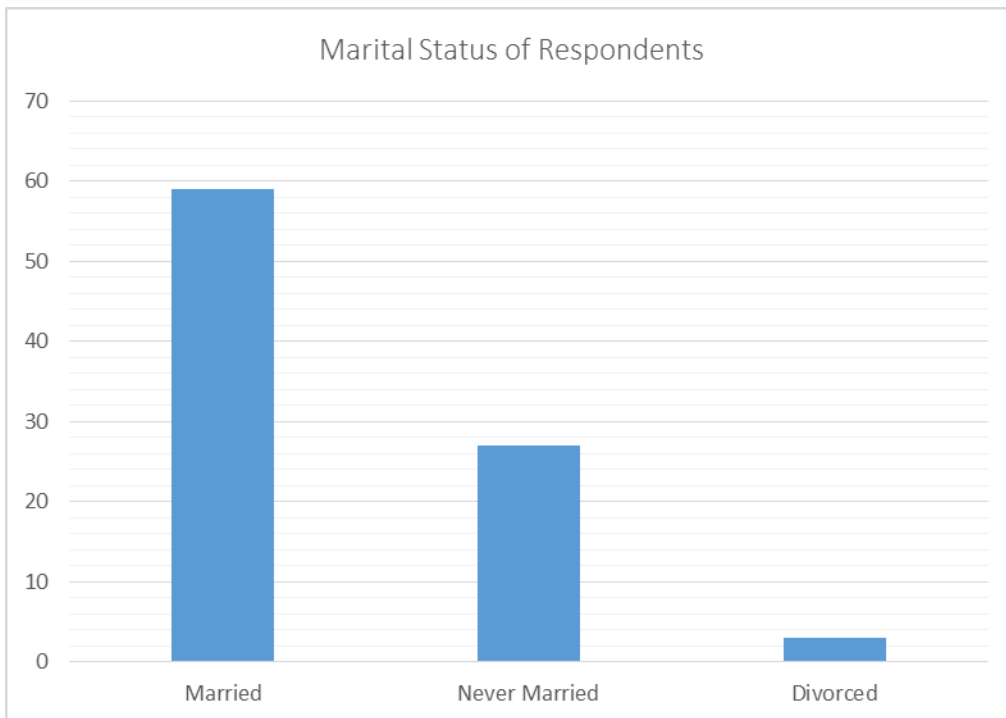
Source: Primary Data

Figure 4.1: Gender of the respondents

Figure 4.1 shows that respondents in the study were both male and female with actual statistics revealing that 69% were male and 31% female respondents. The results reveal a fair gender representation in the study. Secondly, it can be argued that both the male and females have roles to play in SWM in ensuring timely execution of assigned duties including engaging in solid waste collection, solid waste transportation, solid waste composting and composite utilization resulted into better performance by the project. The males dominate in number because most of the activities require a lot of lifting, towing and pushing, and therefore requiring a lot of energy and very tiring. This explain why more male are involved than female.

4.3.3 Marital status of the respondents

This section provides results obtain on how long the respondents had worked for the project. The results that were obtained are presented in the figure below.



Source: primary data

Figure 4.2: Marital status of the respondents

Figure 4.2 represents the marital status of the respondents who engaged in the study. Results obtained reveal that many of the respondents were married with $n=59$, 67%, while $n= 27$, 31% of the respondents had never been married and only $n=3$, 3% were divorced. The marital status of the household head is expected to influence the value the individual places on waste management. This is due to the fact that married people are likely to be more responsible to keep the environment clean for their children and dependents to prevent hygiene-related diseases, thus ensuring timely MSW delivery, composting and compost utilization intended to continuously support their families.

4.3.4 Highest Education level of the respondents

Respondents in this study were of varying education categorizes with the results presented in Table 4.3 below.

Table 4.3: Education level of respondents

Education of the Respondents	Frequency (n)	Percentage (%)
Masters' degree	3	3.0%
Postgraduate Diploma	9	10.0%
Bachelors' degree	36	41.0%
Ordinary diploma	12	13.0%
Certificate	29	33.0%
Total	89	100.0%

Source: primary data

N=89

Table 4.3 shows the education level of respondents with results obtained revealing that bachelors holders constituted a majority with 41.0%, n=36, certificate holders were 33.0%, n=29, diploma holders then followed with 13.0%, n=12 while 10.0%, n=9 were PGD holders and finally the minority 3.0%, n=3 were master's degree holders. The results reveal that all the respondents in the study were literate with all being able to read and write hence an advantage to the researcher as they fully engaged in answering questions posed on organisational factors and performance of MSWCP in JM. Secondly, it can be argued that these respondents were able to engage in strategic planning and ensuring that project objectives achieved. The study findings were consistent with the Uganda Bureau of Statistics analysis in which the central and eastern region of Uganda (excluding Kampala) has the highest literacy rate in the country (80%). The results therefore suggest that the respondents were able to comprehend the questions raised in the study and provided informed responses.

4.3.5 Duration of service on the project by the respondents

The study requested respondents to avail information on the duration that the workers had taken while working for the project with Table 4.4 below reflecting the findings.

Table 4.4: Duration of service on the project by the respondents

How long have you Worked	Frequency (n)	Percentage (%)	Cumulative Percentage (%)
Less than 2 years	16	18.0%	18.0%
Between 2 - 5 years	48	54.0%	72.0%
Between 5 – 7 years	13	15.0%	87.0%
Between 7 – 10 years	3	3.0%	97.0%
Above 10 years	9	10.0%	100.0%
Total	89	100.0%	

Source: primary data

N=89

Table 4.4 above reveals that fewer project staff, 18 % had worked for a period of less than 2 years, 54.0% had worked for a period between 2 – 5 years and 15% had worked for a period between 5 – 7 years. Furthermore 3.0% respondents had worked for a period between 7 -10 years and 10% of the respondents had stayed at the project for a period of over 11 years meaning these staff had an attachment to the project, were proud of their efforts made in terms of roles executed to ensure that its specific objectives were achieved. Lastly, it can be said that, respondents had attained a sounding working experience in the collection, transportation, composting and composite utilization of solid waste which enabled them to fully understand how the project operated and hence provided reliable information about the study.

4.4 Descriptive and Inferential findings on Organisational factors and Performance of MSWCP in JM

This section provides the descriptive and inferential study findings on organizational factors and project performance based on the specific objectives of the study. Each objective was analyzed using descriptive statistics in order to develop the indices from raw data (Kothari, 2007) by organizing, summarizing and describing measures of the sample (Louise and Michael, 1980). The quantitative and qualitative results were presented and analyzed based on frequencies, percentage and mean score.

4.4.1 Leadership Styles and the Performance of MSWCP in JM

The study intended to answer a research question “What is the relationship between Leadership Styles and the performance of Municipal Solid Waste Composting Project in Jinja Municipality?” in the next subsection the researcher presents descriptive and inferential analysis of the findings.

4.4.1.1 Descriptive statistics on Leadership Styles and the Performance of MSWCP in JM

There appropriate leadership policies in place, management disseminates leadership policies to staff, Top management supports MSWCP in JM, Key stake holders are involved in decision-making and management revises policies in place were investigated by the study. The descriptive findings are presented below in Table 4.5

Table 4.5: Responses on Leadership Styles

Questions on Leadership Styles	Percentage of responses					Mean	N
	%						
	SA	A	NS	D	SD		
Are there appropriate leadership policies in place	8% (3)	61% (24)	8% (3)	18% (7)	5% (2)	3.49	39
Does management disseminate leadership policies to staff	8% (3)	46% (18)	15% (6)	28% (11)	3% (1)	3.28	39
Is there top management support for the project	20% (8)	62% (24)	0% (0)	13% (5)	5% (2)	3.79	39
Are key stake holders involved in decision making	18% (7)	56% (22)	5% (2)	21% (8)	0% (0)	3.72	39
Does management revise leadership policies	5% (2)	41% (16)	23% (9)	23% (9)	8% (3)	3.1.3	39

Source: primary data

N=39

Table 4.5 shows that 69.0% of the respondents representing a majority agreed that a number of leadership policies were in place however, 8.0% neither agreed nor disagreed and 23.0% of the respondents disagreed respectively. Mean score above three (>3.00) of 3.49 reveal agreement in opinions of the respondents. The above findings were supplemented by qualitative results where respondents were asked, “*Are there appropriate leadership policies in place?*” and in response, one of the respondents interviewed observed that,

“The leadership policies are in place to ensure performance of the council in the delivery of services including solid waste collection, its transportation and composting. This has been done to ensure a clean environment and health environment for our population” (Official interviewed, 2015).

In support of the above, the Public Service Standing Order (2010) indicated that, all leaders should adhere to the rules and regulations governing public office. In equally another scenario one respondent said,

“The public service order calls for civil servants to timely deliver services to the people based on a predefined schedule. Here public servant report on duty at 08:00am and depart at 05:00pm where they are expected to engage in the delivery of services including solid waste management” (Official interviewed, 2015).

The findings are attributed to the fact that for any organization to realize better performance, internal leadership policies for instance public service standing orders, code of conduct, respect, integrity amongst others should be observed or adhered to. When leadership policies are in place and adhered to its results timely execution of duties and assignments, and therefore leads into timely MSW delivery (collection and transportation), composting and compost utilization hence a sign of improving performance.

Furthermore, a mean score of 3.28 coupled with 54.0% reveals that a majority of the respondents agreed that management disseminated leadership policies to operational employees, 15.0% were not sure and 31.0% disagreed. The above findings were supplemented by qualitative results where respondents were asked, *“Does management disseminate leadership policies to staff?”* and in response, one of the respondents interviewed observed that,

“Staff of Jinja Municipal council regularly convene in the National leadership college, Jinja to have capacity enhancement in policies of leadership and service delivery of the government”” (Official interviewed, 2015).

The findings can be attributed to the fact that for any formulated policies to be implemented they have to be disseminated, internalized and comprehended. This is supported by JMC (2010) which describes a number of channels of communications including sensitization workshops, conferences and social trainings used to disseminate information on policies of the Council including leadership policies formally through (human resource manual, memos and reports amongst others). Informal means were also used to disseminate internal leadership policies to persons within the project responsible for day to day operations and overall performance.

Similarly, 82.0% of the respondents agreed that there was top management support and 18.0% of the respondents disagreed. The above findings were supplemented by qualitative results where respondents were asked, *“Is there top management support for the project?”* and in response, one of the respondents interviewed observed that,

“Amidst the meagre resources allocated to Jinja Municipal Council by the central Government, Jinja Municipal Council allocates funds to project activities every financial year in every budget conference” was a comment made by one of the interviewees.” (Official interviewed, 2015).

The findings reflected that top management of JMC supports the project even with limited resources allocated to it by the central government. Top management was responsible for strategic planning for the project and it's the management that sanctioned use of resources (financial) for any smooth operations, all was intended to ensure that better performance was MSWCP in JM.

Referring to Table 4.5, the Majority 74.0% respondents agreed that key stake holders were involved in decision making while 5.0% respondents were not sure and 21.0% disagreed respectively. The above findings were supplemented by qualitative results where respondents were asked, “*Are key stake holders involved in decision making?*” and in response, one of the respondents interviewed observed that,

“All project activities, work plans and budgets are discussed in the technical planning committees of the council by the committee chairperson before being tabled to Council for consideration. Therefore decisions are made after involving key stakeholders” (Official interviewed, 2015).

In equally another scenario one respondent said,

“Community Baraza’s are not regularly convened for the communities in Jinja Municipal Council to get timely feedback from the managers of the Municipal Solid waste composting project” (household member interviewed, 2015).

The above revelations from the study indicated that the project entertained active participation of its employee where key information was shared and exchanged amongst staff while their contribution was recorded for consideration. However, it reveals a big disconnect between the project managers and the community members who are the targeted market for the compost manure and the people delivering waste to the collection centers.

Lastly, 46.0% agreed that JMC management revised policies while 31.0% of the respondents disagreed and 23.0% respondents neither agreed nor disagreed meaning that the project top management ensured that it reviewed its existing policies and updated them respectively. The above findings were supplemented by qualitative results where respondents were asked, “*Does management revise leadership policies?*” and in response, one of the respondents interviewed observed that,

“JMC staff have been participating in the review of the human resource manual and five year strategic plans of the Council and all the departments have participated in the review” (Official interviewed, 2015).

The findings can be attributed to the fact that for any formulated policies to be implemented they have to be disseminated, internalized and revised. This is supported by JMC (2007) which describes a number of channels of communications including sensitization workshops, conferences and social trainings used to disseminate information and revise policies of the Council including leadership policies like the human resource manual amongst others).

4.4.1.2 Correlation results for Leadership Styles and Performance of JMSWCP

The correlation technique (bivariate) was used to establish whether relationship either negative or positive existed between Leadership Styles and the performance of Municipal Solid Waste Composting Project in Jinja Municipality with the results obtained presented in the Table 4.6 below.

Table 4.6: Correlation results for Leadership Styles and Performance of JMSWCP

	Leadership Styles	Performance of MSWCP in JM
Leadership Styles	Pearson Correlation	1
	Sig. (2-tailed)	.327**
	N	.042
		39
Performance of MSWCP	Pearson Correlation	.327**
	Sig. (2-tailed)	.042
	N	39

** . Correlation is significant at the 0.05 level (2-tailed).

N=39

Source: primary data

Table 4.6 above shows a positive relationship 32.7% ($100 \times .327^{**}$) between leadership styles and the performance of Municipal Solid Waste Composting Project in Jinja Municipality meaning by the project adopting including transformational leadership style where its stakeholders feel trust, admiration, loyalty and respect towards or transactional leadership style where a leader focuses on having internal actors perform the tasks required would result into the project realizing its desired goals including solid waste collection, transportation, composting and eventually composite utilization.

4.4.1.3 Regression results for Leadership Styles

A regression technique was used to establish the variance that Leadership Styles had on the performance of Municipal Solid Waste Composting Project in Jinja Municipality with results obtained presented in Table 4.7 below.

Table 4.7: Linear regression results for Leadership Styles

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.327 ^a	.107	.083	.75433

Predictors: (Constant), Leadership Styles

Source: primary data

Table 4.7 above, comprises of the correlation coefficient R as .327 using the predictor; leadership styles, R² as .107, adjusted R² as .083, based on the results obtained, it can be said that leadership styles explained a 8.3% (.083 x 100%) variance on the performance of MSWCP in JM, while the remaining percentage of 91.7% could be attributed to other factors not part of this study.

4.4.1.4 Hypothesis One

The hypothesis statement one that, “*There is a positive significant relationship between leadership styles and the performance of Municipal Solid Waste Composting Project in Jinja Municipality*” was accepted (h1) and the null rejected (h0).

4.4.2 Resource Mobilization and the Performance of MSWCP in JM

The study intended to answer the research question “How does Resource Mobilization relate with the performance of the Municipal Solid Waste Composting Project in Jinja Municipality?” in the next subsection the researcher presents descriptive and inferential analysis of the findings.

4.4.2.1 Descriptive statistics on Resource Mobilization and the Performance of MSWCP in JM

There are appropriate resource mobilization policies in place, JMC receives adequate funding from GoU, JMC receives resources from development partners and management involves all the key

stakeholders in the preparation of the resource mobilization policies being in place were investigated by the study. Findings are presented in Table 4.8 below.

Table 4.8: Responses on Resource Mobilization

Resource Mobilization Questions	Percentage of responses (%)					Mean	N
	SA	A	UD	D	SD		
Appropriate resource mobilization policies are in place	21% (8)	28% (11)	18% (7)	33% (13)	0% (0)	3.05	39
Jinja Municipal Council receives grants from development partners	15% (6)	15% (6)	13% (5)	44% (17)	13% (5)	2.77	39
Jinja Municipal Council receives adequate funding from Government of Uganda releases	0% (0)	28% (11)	18% (7)	33% (13)	21% (8)	3.05	39
Jinja Municipal Council collects adequate property taxes	0% (0)	13% (5)	0% (0)	64% (25)	23% (9)	3.97	39
Management involves all the key stakeholders in the preparation of the resource mobilization strategies	8% (3)	20% (8)	18% (7)	44% (17)	10% (4)	2.72	39

Source: primary data

N=39

For purposes of interpretation, scores obtained from the study are grouped accordingly for example scores representing disagree and strongly disagree scores are grouped to represent respondents who disagreed while strongly agree and agree scores are grouped to represent respondents who agreed. The not sure responses are not grouped. Furthermore, mean scores above three (>3.00) reveal agreement and scores below three (<3.00) reveal disagreement in opinions of the respondents. A number of respondents 49%, n=19 agreed to the fact that there were appropriate resource mobilization policies in place for the project while 33%, n=13 of the respondents disagreed and 18%, n=7 neither agreed nor disagreed respectively. The above findings were supplemented by qualitative results where respondents were asked, “*Are there appropriate resource mobilization policies in place?*” and in response, one of the respondents interviewed observed that,

“The resource mobilization polices are in place to ensure that council activities are funded to deliver services to the population including solid waste collection, its transportation and compositing. This has been done to ensure a clean environment and health environment for our population” (Official interviewed, 2015).

Resources mobilization policies detail the various methods of acquisition of resources seen as inputs used in the activities of a program. Some of these resources include financial, human, machinery, and social resources, but the majority of the resources that make up the inputs to MSWCP are financial resources.

A number of respondents 30%, n=12 agreed to the fact that Jinja Municipal Council receives adequate funding from development partners 57%, n=22 of the respondents disagreed and 13%, n=5 neither agreed nor disagreed respectively meaning that Jinja Municipal Council does not receive adequate funding from development partners. The above findings were supplemented by qualitative results where respondents were asked, “*Does Jinja Municipal Council receive grants from*

development partners for waste management?” and in response, one of the respondents interviewed observed that,

“JMC received support from the World Bank through the National Environment Management Authority. Waste collection and transportation equipment were handled over to the project, the composting plant was also constructed in 2009. The respondent, however, reported that no financial grants are extended to JMC for waste management” (Official interviewed, 2015).

The findings reveal that JMC had collaborations with multinational agencies including the World Bank that contributed to the better performance of the project. These included financial support (funds), expatriate support and technology support supply of project machinery, however this was not good enough.

A number of respondents, 28%, n=11 agreed to the fact that Jinja Municipal Council receives adequate funding from Government of Uganda, majority 54%, n=21 of the respondents disagreed and 18%, n=7 that neither agreed nor disagreed respectively meaning that Jinja Municipal Council does not receive adequate funding from Government of Uganda. The above findings were supplemented by qualitative results where respondents were asked, *“Does Jinja Municipal Council receives adequate funding from Government of Uganda releases?”* and in response, one of the respondents interviewed observed that,

“In some quarters of a financial year waste management is not funded by the central government at all. This implies that funds to run the project are sourced from locally generated revenues” (Official interviewed, 2015).

In an equally related scenario, it was observed that,

“The project boost of equipment like skip loaders, skip containers, wheel loader and tractors as support to the municipal solid waste management from NEMA and the World Bank” (Observation made, 2015).

The findings mean that waste management in local government is usually a non-funded priority by development partners. Some of these resources include financial, human, machinery, and social resources, but the vast majority of the resources required for waste management is financial resources.

In addition, 13%, n=5 of the respondents’ agreed that Jinja Municipal Council collects adequate property taxes, none of the respondents were undecided and 87%, n=34 disagreed meaning that Jinja Municipal Council collects adequate property taxes. Lastly, a mean score of 2.72 coupled with 54% reveal more disagreed scores by the respondents that management involved key stakeholders in the preparation of the resource mobilization strategies meaning that a fewer stakeholders were involved in the strategic planning of resources including identifying the sources and coming up with the mechanism of how best these resources could be utilized. In addition, it can be argued that fewer persons had vested interests in the project and these were inactively involved with the works of the project.

4.4.2.2 Correlation results for Resource Mobilization and Performance of MSWCP in JM

The correlation technique (bivariate) was used to establish whether the relationship that existed was either negative or positive between Resource Mobilization and the performance of Municipal Solid Waste Composting Project in Jinja Municipality with the results obtained presented in the Table 4.9 below.

Table 4.9: Correlation results for Resource Mobilization and Performance of MSWCP in JM

		Resource Mobilization	Performance of MSWCP
Resource Mobilization	Pearson Correlation	1	.515**
	Sig. (2-tailed)		.001
	N	39	39
Performance of MSWCP	Pearson Correlation	.515**	1
	Sig. (2-tailed)	.001	39
	N	39	

** . Correlation is significant at the 0.05 level (2-tailed).

N=39

Source: primary data

Table 4.9 above shows a positive relationship (.515**) between resource mobilization and the performance of Municipal Solid Waste Composting Project in Jinja Municipality. The result meant that by the project management ensuring that both internal and external mobilization of resources including funds from development partners and property tax would result into better solid waste collection, transportation and composite utilization reflections of better project performance.

4.4.2.3 Regression results for Resource Mobilization

A regression technique was used to establish the variance that Resource Mobilization had on the performance of Municipal Solid Waste Composting Project in Jinja Municipality with results obtained presented in Table 4.10 below.

Table 4.10: Linear regression results for Resource Mobilization

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.515 ^a	.265	.245	.56484

Predictors: (Constant), Resource Mobilization

N=39

Source: primary data

Table 4.10 above, comprises of the correlation coefficient R as .515 using the predictor; resource mobilization, R^2 as .265, adjusted R^2 as .245, based on the results obtained, it can be said that Resource Mobilization explained a 24.5% (.245 x 100%) variance on the performance of Municipal Solid Waste Composting Project in Jinja Municipality, while the remaining percentage of 75.5% could be attributed to other factors not part of this study.

4.4.2.4 Hypothesis Two

The hypothesis statement two that, “*There is a positive significant relationship between resource mobilization and the performance of Municipal Solid Waste Composting Project in Jinja Municipality*” was accepted (h1) and the null rejected (h0).

4.4.3 Capacity Development and the Performance of MSWCP in JM

The study intended to answer the research question “To what extent does Capacity Development impact on the performance of Municipal Solid Waste Composting Project in Jinja Municipality?” In the next subsection the researcher presents descriptive and inferential analysis of the findings.

4.4.3.1 Descriptive statistics on Capacity Development and the Performance of MSWCP in JM

Appropriate capacity development policies being in place for staff capacity development, Management allocating adequate resources for capacity development, the capacity of the community in MSW management being developed and community capacity development initiatives being in place were investigated by the study. Findings are presented in Table 4.11 below

Table 4.11: Responses on Capacity Development

Capacity Development Questions	Percentage Responses					Mean	N
	%						
	SA	A	NS	D	SD		
The capacity of Jinja Municipal Council to manage municipal solid waste has been developed	8% (3)	51% (20)	0% (0)	33% (13)	8% (3)	3.18	39
The capacity of Jinja Municipal Council to make partnerships in management of municipal solid waste has been developed	5% (2)	33% (13)	5% (2)	44% (17)	13% (5)	2.74	39
The competence of individuals in management of municipal solid waste has been developed	5% (2)	41% (16)	5% (2)	26% (10)	23% (9)	2.79	39
Their community capacity development initiatives in management of municipal solid waste	8% (3)	39% (15)	15% (6)	35% (14)	3% (1)	3.13	39
There appropriate capacity development policies in place for staff capacity development	8% (3)	51% (20)	0% (0)	33% (13)	8% (3)	3.18	39

Source: primary data

N=39

The findings in the Table 4.11 above reveal that a majority of respondent's 59.0% with a mean score of 3.18 agreed that the capacity of Jinja Municipal Council to manage municipal solid waste has been developed, 41.0% disagreed and none were undecided. The above findings were supplemented by qualitative results where respondents were asked, *"Has the capacity of Jinja Municipal Council to manage municipal solid waste been developed?"* and in response, one of the respondents interviewed observed that,

"JMC is able to finance operations of the project in waste collection, transportation, optimal composting even without funds from the World Bank" (Official interviewed, 2015).

In equally another scenario one respondent said,

"The capacity of JMC to timely manage he manage Municipal Solid waste has not improved, heaps of waste remain uncollected on the collection centers" (Household member interviewed, 2015).

The findings above reveal that the capacity of the council to manage waste through acquiring waste collection, transportation and optimal composting improved, increased backed by Capacity Development funds were in place.

In addition, 57.0% disagreed that the capacity of Jinja Municipal Council to make partnerships in management of municipal solid waste has been developed while 38.0% agreed and 5.0% were not sure. The above findings were supplemented by qualitative results where respondents were asked, *"Has the capacity of JMC to make partnerships in management of municipal solid waste been developed?"* and in response, one of the respondents interviewed observed that,

"JMC is partnering with Bugembe Town Council to manage waste through supporting waste collection, transportation, optimal composting of waste from Bugembe TC at the composting plant in JMC" (Official interviewed, 2015).

In equally another scenario one respondent said,

“JMC is partnering with several private companies to collect and transport Municipal Solid waste to the composting plant for composting. Mention was made of Bisons private waste management company” (Household member interviewed, 2015).

The findings reveal that the capacity of Jinja Municipal Council to make partnerships in management of municipal solid waste has not been built to the expectation of all the key stakeholders.

Furthermore, 49.0% with a means score of 2.79 of the respondents disagreed that capacity of the community in MSW management had been developed while 46% of the respondents agreed respectively and 5.0% neither agreed nor disagreed. The above findings were supplemented by qualitative results where respondents were asked, *“The competence of individuals in management of municipal solid waste has been developed?”* and in response, one of the respondents interviewed observed that,

“our population in JMC learns to a very slow pace, the population has not even embraced sorting waste at the source of generation yet, waste should be sorted into at least into two categories, organic biodegradable waste and inorganic none biodegradable waste” (Official interviewed, 2015).

In equally another scenario one respondent said,

“Given that Community Baraza’s are not regularly convened for the communities in JMC to learn about the best available techniques in waste management, the competence of the community has not also improved much in regard to management of the MSW” (Household member interviewed, 2015).

The above findings imply that fewer individuals in the community have developed their competencies in solid waste collection mechanisms to ensure solid waste project performance. Furthermore, 47.0% of the respondents agreed that there were community capacity development initiatives, however 38.0% of the respondents disagreed and 15.0% neither agreed nor disagreed respectively. The above findings

were supplemented by qualitative results where respondents were asked, *“Are their community capacity development initiatives in management of municipal solid waste?”* and in response, one of the respondents interviewed observed that,

“JMC organizes cleanup campaigns and sensitization baraza’s each on annual basis, however, he noted that the population has not been attending in expected numbers in the organized community engagements” (Official interviewed, 2015).

In equally another scenario one respondent said,

“Community sensitization baraza’s and cleanup campaigns are not regularly convened and timely communicated to the communities in JMC to learn about the best available techniques in SWM” (household member interviewed, 2015).

The findings reveal that a number of initiatives including cleanup campaigns and sensitization baraza’s are organized for the community to engage in and focus on building and developing local capacity across the project circles, especially around the places where gaps were identified. The engagement of the community is intended to ensure continued MSWM support within the neighboring communities, because a thriving community are integral to performance.

The findings in the Table 4.11 above reveal that a majority of respondent’s 59.0% agreed supported by a mean score of 3.18 that there appropriate capacity development policies in place for staff capacity development, 41.0%. The above findings were supplemented by qualitative results where respondents were asked, *“Are there appropriate capacity development policies in place for staff capacity development?”* and in response, one of the respondents interviewed observed that,

“The capacity development policies are in place to ensure performance of the council in the delivery of services including solid waste collection, its transportation and compositing. This has been done to ensure a clean environment and health environment for our population” (Official interviewed, 2015).

The findings are attributed to the fact that for any organization to realize better performance, internal Capacity Development policies for instance public service standing orders on training, the human resource manual, the public private partnership amongst others should be observed or adhered to. When capacity development policies are in place and adhered to its results timely execution of duties and assignments, and therefore leads into timely MSW delivery (collection and transportation), composting and compost utilization hence a sign of improving performance. Furthermore this meant that policies on training and development including career guidance, mentoring and coaching were common among subordinates and supervisors backed by Capacity Development funds were in place. The capacity development policies helped the staff at the project enhance their skills, competence, abilities and capabilities that were transferred into execution of staff duties and responsibilities required to better performance.

4.4.3.2 Correlation results for Capacity Development and Performance of MSWCP in JM

In order to answer the research question “To what extent do Capacity Development impact on the performance of Municipal Solid Waste Composting Project in Jinja Municipality?” A correlation technique (bivariate) was used to establish whether relationship either negative or positive relationship existed between Capacity Development and the performance of Municipal Solid Waste Composting Project in Jinja Municipality with the results obtained presented in the Table 4.12 below.

Table 4.12: Correlation results for Capacity Development and Performance of MSWCP in JM

		Capacity Development	Performance of MSWCP
Capacity Development	Pearson Correlation	1	.224**
	Sig. (2-tailed)		.170
	N	39	39
Performance of MSWCP	Pearson Correlation	.224**	1
	Sig. (2-tailed)	.170	
	N	39	39

** Correlation is significant at the 0.05 level (2-tailed).

N=39

Source: primary data

Table 4.12 above shows a positive relationship of 22.4% (100*.224**) between Capacity Development and the performance of MSWCP. The result meant that by the project leadership ensuring staff capacity development, institutional capacity development, community capacity development, Development of Partnerships and having policies on capacity development in place it would result into the project realizing its desired goals including MSW delivery, composting and compost utilization.

4.4.3.3 Regression results for Capacity Development

A regression technique was used to establish the variance that Capacity Development had on the performance of Municipal Solid Waste Composting Project in Jinja Municipality with results obtained presented in Table 4.13 below.

Table 4.13: Linear regression results for Capacity Development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.244 ^a	.050	.025	.64082

Predictors: (Constant), Capacity Development

N=39

Source: primary data

Table 4.13 above, comprises of the correlation coefficient R as .244 using the predictor; Capacity Development, R² as .050, adjusted R² as .025, based on the results obtained, it can be said that Capacity Development explained a 2.5% (.025 x 100%) variation on the performance of JMSWCP project, while the remaining percentage of 97.5% could be attributed to other factors not part of this study.

4.4.3.4 Hypothesis Three

The hypothesis statement that, “*There is a positive relationship between capacity development and the performance of Municipal Solid Waste Composting Project in Jinja Municipality.*” was accepted (h1) and the null rejected (h0).

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was to establish the relationship between Organizational Factors and Performance of Municipal Solid Waste Composting Project in Jinja Municipality. This chapter presents the summary of the study undertaken, discussion of the results (exploiting cross-referencing and giving personal opinions), and conclusions are drawn and recommendations made based on the findings.

5.2 Summary of the study

The objectives of the study were to assess the relationship between Leadership Styles and the performance of Municipal Solid Waste Composting Project in Jinja Municipality, to examine the relationship between Resource Mobilization and the performance of Municipal Solid Waste Composting Project in Jinja Municipality, and to evaluate the relationship between Capacity Development and the performance of Municipal Solid Waste Composting Project in Jinja Municipality. The discussions, conclusions and recommendations of the study are highlighted objective by objective in the paragraphs below.

5.3 Discussion of the study findings

The discussions of the study findings are presented objective by objective as below;

5.3.1 Leadership Styles and Performance of the MSWCP in JMC

Leadership and the performance of the MSWCP were positively (0.327**) related with one another with findings revealing that any existing leadership style especially one where stakeholders feel trust, admiration, loyalty and respect their subordinates would result into improved project performance

leading to improved solid waste collection, transportation, composting, compost utilization and eventually having a clean town. These findings can be supported by a number of agreed scores that were obtained when questions about leadership styles were asked to the respondents for instance 69% of the respondents agree that there were appropriate leadership policies in place. The findings can be attributed to the fact that for any organization to realize better performance, internal leadership policies for instance public service standing orders, code of conduct, respect, integrity amongst others should be observed or adhered to. When the leadership policies are in place and adhered to its results into timely execution of duties and assignments, and therefore leads into timely collection, transportation, compositing of municipal solid waste hence a sign of improving performance. In support of the above the Public Service Standing Order (2010) indicated that, all leaders should adhere to the rules and regulations governing public office. The hypothesis statement that, *“There is a positive significant relationship between leadership styles and the performance of Municipal Solid Waste Composting Project in Jinja Municipality”* was accepted (h1) and the null rejected (h0). The findings concur with Bass & Avolio (1994)’s research findings which revealed that leadership policies should be characterized by communicating of the high expectations, using symbols to focus efforts, and expressing important purpose in simple ways. They further add that leader are always optimistic about the future, articulating a compelling vision for the future and providing an exciting image of organizational change. The researcher agrees to the fact that well stipulated leadership policies formally embedded in human resource manual clearly highlights how an organisation leadership should drive forward an organisation. In addition, these policies are seen to give direction to the employee towards meeting organisation objectives and set targets. On the other hand, the 31% score as reflected by respondents who disagreed cannot be ignored as it highlights gaps in the leadership policies. Some of the leadership policy gaps would be attributed to the fact that policies are obsolete or outdated in the dynamic working environment where some leaders are seen to frequently exploit the gaps in leadership policies thus a gap.

In addition, 82% of the respondents agreed to fact that the presence of top management supported the better performance of the MSWCP in MC. The findings are in line with Guzzo & Dickson (1996)'s research work, who stressed that team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centred perspective provided valuable insights into the relationship between leadership and team performance. Management support ranges from planning, organizing, staffing, leading, controlling, and motivating that are required to drive any organisation including projects. On the other hand, 18% respondents disagreed to the statement meaning that a number of weaknesses had been seen with management support towards the project. Some of the weakness would have been due to the fact the management support was divided on a number of project related activities or issues and failing to approve the use of resources to support them hence a gap that seemed to have halted the progress of the MSWCP. Lastly, 74% respondents agreed that key stake holders were involved in decision making. These statistical findings concur with scholars Boehnke et al, (2003)'s work that revealed that leadership needed to involve themselves in an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to task objective. The scholar's findings further added that leaders need to focus on having internal actors perform the tasks required for the organization to reach its desired goals.

On the other hand, the 26% respondents who disagreed might have seen discrimination in who should participate in decision making where decisions seemed to have been imposed on stakeholders hence fewer views used over a majority.

5.3.2 Resource Mobilization and Performance of the MSWCP in JMC

Inferential findings for objective two revealed a positive relationship (0.515**) between resource mobilization and performance of MSWCP. In addition, it can be argued that both internal and external mobilized resources would result into better collection, transportation and compost utilization of solid waste. In this study, findings revealed that resource mobilization was instrumental in ensuring MSWCP success meaning that resource mobilization was based on policies which staff were aware of. In addition, Government and development partners' support would be key stakeholders in realizing project success. The hypothesis statement two that, *“There is a positive significant relationship between resource mobilization and the performance of Municipal Solid Waste Composting Project in Jinja Municipality”* was accepted (h1) and the null rejected (h0).

The statement above can be supported by a number of positive opinions that were obtained during the course of the study for instance a fraction of respondents indicated that JMC received adequate funding from government of Uganda. Some of these resources include financial, human, machinery, and social resources, but the vast majority of the resources that make up the inputs to MCSWP are financial resources. The findings can be supported by Kumar, Subbaiah & Prasade (2011) who argued that MSW collected by respective municipalities and transported to designated disposal sites was dependent on the availability of funds and limited revenues made it ill-equipped to provide for high costs involved in the collection, storage, treatment, and proper disposal of MSW. In addition, Karanja (2009), while referring to a study on Solid Waste Management reports that inadequate internal resources or funds has resulted to in effective solid waste management which has made Nakuru lose its erstwhile accolade of the ‘cleanest town’ in East Africa. The timely release of fund to cater for budget activities for instance solid waste makes its collection, transportation and recycling among other much easier as every activity is executed as per the planned schedule. However, the respondents who disagreed still thought that the funding available to cater for solid waste collection, transportation and recycling was insufficient and in the process only contributing to its accumulation

hence a gap that needed to close. In addition, 44%, of the respondents' agreed that management disseminates resource mobilization policies to staff meaning that the project boasts of written statements, developed in light of the project's missions and objectives, which communicate and document its plans, instructions, intents, and processes. In addition, it can be said that policies guide management and staff among others, clarify the organization's values and influence the project's culture.

A fraction of staff agreed to the statement that management involved key stakeholders in the preparation of the resource mobilization policies and strategies. This revelation concurs with Aminuzzaman (2004) who reported that rural Local Governments in Bangladesh were devolved with some revenue power and functions but practically they cannot exercise their mandated responsibilities due to shortages of funds and institutional capacities. Besides insufficient central government allocation, institutional weaknesses are also continuing for the lack of effective mechanism to coordinate, integrate the role and functions of rural Local Governments. To the researcher, involvement of key stakeholders helps to elicit rich information that would be required in efforts to create a clean environment. However, much as many respondents agreed to the fact that the management involved key stakeholders in the preparation of the resource mobilization policies, some of the respondents disagreed respectively meaning that fewer of stakeholders were allowed to engage in preparation of resource mobilization attributed to the selection criterion used to identify who should engage in the strategically preparing policies thus a participation widening gap.

Lastly, many of the respondents agreed that JMC received resources from development partners. The findings are in line with Khatib & Al-Khateeb (2009) who argued that development partners needed to spend more considerable amount of funds for rehabilitating devastated infrastructure and for providing facilities for the collection, transportation, and disposal of solid waste. They further added that also needed was human capacities and raising the public awareness. Similarly, IDRC (2010) highlight that resource mobilization is a team effort and involves the institution's commitment to

resource mobilization; acceptance for the need to raise resources; and institutionalizing resource mobilization. The availability of funds allows a number of project activities to be closed at the earliest and hence successfully contributing to the success of the project. However, it can be noted that even with resources from development partners, a number of strings seemed evident with the resources that had been released including Human resource (expertise) and financial thus a worrying situation for the MSWC project.

5.3.3 Capacity Development and Performance of MSWCP

The study findings revealed a positive relationship (0.224**) between Capacity Development and performance of the MSWCP in JM. The findings are supported by key responses obtained in the study. For instance many respondents agreed that they had appropriate capacity development policies in place for staff capacity development. The findings relate well with Ubels et al (2010) who argue that capacity development stems from the conviction and experiences those addressing social, economic and environmental issues calls for greater capabilities everywhere in society; in individual human capital, in communities, groups, organizations, sectors and institutions while the World Bank (2009) explains that capacity development as a locally driven process of learning by leaders, coalitions and other agents of change that brings about changes in sociopolitical, policy-related and organizational factors to enhance local ownership for and the effectiveness and efficiency of efforts to achieve a development goal. The presence of capacity development policies helps define the scope through which project resources can be used to better staff training opportunities. On the other hand, the disagreed score respondents seemed to have identified gaps in the capacity development policies. The gaps might have been the obsolete policies where fewer than many project staff would undergo training. This discriminative act could see middle and strategic placed staff benefit from the Capacity Development fund thus widening the skills, competence and knowledge base between staff.

In addition, respondents agreed that the project management allocated adequate resources for capacity development. The findings as obtained from chapter four are supported by UNDP (2008) which reports capacity development as a process of change, and hence is about managing transformations. It further explains that people's capacities and institutional capacity and a society's capacity change over time. A focus on what development policies and investments work best to strengthen the abilities, networks, skills and knowledge base cannot be a one-off intervention but an iterative process of design-application-learning adjustment. The researcher agrees to the provision of adequate resources for Capacity Development. The continued provision of funds means that staff can acquire skills, competence and knowledge when they undergo training, however, some of the respondents disagreed to the allocation of resources for Capacity Development citing the discriminative acts that affect the smooth selection of who should train under Capacity Development thus a gap is created. The hypothesis statement that, "*There is a positive relationship between capacity development and the performance of Municipal Solid Waste Composting Project in Jinja Municipality.*" was accepted (h1) and the null rejected (h0).

Lastly, many of the respondent agreed that there were community capacity development initiatives at the project. The findings can be complemented by the OPI (2014) which highlights that capacity development practitioners must go further, connecting internal organizational change to improvements in the lives of beneficiaries and communities, and show evidence that new policies, systems and skills contribute towards improved organizational performance. Once the link between capacity development initiatives and organizational performance is documented, the connection to beneficiary impact becomes apparent. A community here any project exists is seen as the key beneficiary to such a project. Secondly, any efforts made by such projects to support its beneficiaries is seen as an important attempt to reduce on the challenges that such a community faces. Nonetheless, the respondents who disagreed might have cited indifferences in the community

capacity development initiatives. Some of which was to do with which community members qualified for the initiative thus a gap.

5.4 Conclusions of the study

In this section, conclusions on the study findings are drawn based on the specific objectives as below:

Conclusions on the study findings of leadership Styles and performance of MSWCP in MC are drawn with reference to the research question “What is the relationship between Leadership Styles and the performance of the Municipal Solid Waste Composting Project in Jinja Municipality?” and the hypothesis statement which guided the study “There is a positive significant relationship between Leadership Styles and the performance of the Municipal Solid Waste Composting Project in Jinja Municipality”. The study revealed a positive relationship of 32.7% between leadership styles and the performance of the Municipal Solid Waste Composting Project in Jinja Municipal Council. The hypothesis statement one that, “*There is a positive significant relationship between leadership styles and the performance of Municipal Solid Waste Composting Project in Jinja Municipality*” was accepted (h1) and the null rejected (h0).

It can be concluded that municipal solid waste composting project leadership needs to adhere to the existing leadership policies in order to successfully drive the organization forward. For management to realize flow of leadership policy information throughout the entire organization, it needed to formally communicate. Lastly, for any project success, there was need for management support and participative decision making.

Conclusions on the study findings of resource mobilization and performance of MSWCP are drawn with reference to the research question “How does Resource Mobilization relate with the performance of Municipal Solid Waste Composting Project in Jinja Municipality?” and the hypothesis statement which guided the study “There is a positive significant relationship between

Resource Mobilization and the performance of Municipal Solid Waste Composting Project in Jinja Municipal Council". The study revealed a positive relationship 51.5% between resource mobilization and performance of the MSWCP in JM. The hypothesis statement one that, *“There is a positive significant relationship between resource mobilization and the performance of Municipal Solid Waste Composting Project in Jinja Municipality”* was accepted (h1) and the null rejected (h0).

It is concluded that resource mobilization for the Municipal Solid Waste Composting Project in JM was based on existing policies that staff were aware of, Government of Uganda release and development partners would be key stakeholders in realizing project success.

Conclusions on the study findings of capacity development and performance of MSWCP in JM are drawn with reference to the research question *“To what extent do Capacity Development impact on the performance of the Municipal Solid Waste Composting Project in Jinja Municipality?”* and the hypothesis statement which guided the study *“There is a positive relationship between Capacity Development and the performance of Municipal Solid Waste Composting Project in Jinja Municipality ”*. The study revealed a positive relationship 22.4% between Capacity Development and performance of the MSWCP. The hypothesis statement one that, *“The hypothesis statement that, “There is a positive relationship between capacity development and the performance of Municipal Solid Waste Composting Project in Jinja Municipality.”* was accepted (h1) and the null rejected (h0). It is concluded that for successful staff capacity development, appropriate capacity development policies have to be in place and adequate funds have to be allocated for capacity development by the central government. Secondly, for a successful project in waste management, capacity of the community and its development initiatives in MSW needed to be developed.

5.5 Recommendations of the study

In order to foster the relationship between Organizational Factors and Performance of Municipal Solid Waste Composting Project in Jinja Municipality the recommendations below are made basing on the specific objectives of the study namely:

Leadership styles and performance of MSWCP in JM were studied and the following recommendations below are made that the researcher came up with namely:

- The researcher recommends that MSWCP management liaises with JMC management so that some of the leadership policies at the project can be reviewed, to ensure that the project leadership does not take advantage of the loopholes in policies. This will be done to ensure that leaders adhere to the policies and see out the successful implementation of the SW project
- The researcher recommends that JMC leadership formally communicates to MSWCP leadership clearly highlighting the need for them to avoid their political indifferences and serve the project as required including contributing to its performance.
- The researcher recommends that MSWCP management considers reviewing the stakeholders' selection guidelines. This will help up the number of representatives on decision making committed and allow the representation of other stakeholders' views. This is likely to close the issue of stakeholders' participation.

The following below are resource mobilization recommendations for the study namely:

- The researcher recommends that MSWCP Leadership liaise with JMC management and ensure that ways are paved to create more collaboration with other participating municipal councils in Uganda and regional countries. This will be handled by specific project staff playing visitations to these countries and learn from experiences which will be translated into how such municipal councils were able to lobby for external support including more machinery, expertise and Funds

- Secondly, researcher recommends that the MSWCP leadership, JMC Authorities and the local community agree upon a solid waste management fees to be paid at village level. This will be done to ensure that a local fee is levied on Solid Waste collected from Households and intended to close on the widening financial gaps that the project faces. Furthermore for the MSWCP in JM to improve in performance, government should adequately fund waste management.
- Third, the researcher recommends that MSWCP management together with JMC consider reviewing and enforcing the SWM bylaws, which has penalties. The penalties will enable the maintenance of cleanliness and reduce the irresponsible littering of solid waste which makes it hard for the project to handle waste collection, transportation and composition difficult.

The study came up with recommendations for Capacity Development. These include:

- The researcher recommends that MSWCP team with support from JMC management be consider reviewing their staff capacity development policies. This will help to quickly close discrimination gap that were reported.
- The researcher recommends that MSWCP Management sanctions the creation of an autonomous (independent) training committee whose solely responsibility would be to indiscriminately select the right staff to be sponsored for training without being influenced.

5.6 Limitation of the study

The researcher encountered a number of study limitations some of which include:

- The analysis of results for questions on organizational factors and project performance was based on a five item scale likert scale ranked appropriately from strongly agree, agree, undecided, disagreed and strongly disagree. The interpretation of results on the other hand, was based on the highest percentage scores obtained which was either agreed or disagreed, based on such interpretation, it can pointed out that it would be unfair to base on such scores and generalize the findings.

- Conclusively, the study was limited to MSWCP based in Jinja Municipality one of twelve selected Municipal Councils in Uganda. As a matter of fact, the challenges faced by such a project might differ from what other project Municipal councils face for example Mukono Municipal Council hence making it difficult to generalize the study findings as what is seen as a problem elsewhere may not apply to the MSWCP in JM

5.7 Areas for further study

Given that the study undertaken in Jinja Municipality and limited to MSWCP one of twelve selected Municipal Councils in Uganda. As a matter of fact, the challenges faced by such a project might differ from what other eleven Municipal councils face hence making it difficult to generalize the study findings as what is seen as a problem elsewhere may not apply to the MSWCP in JM. The researcher recommends a comparative study to be undertaken on performance of the MSWC project between two or more project municipal councils.

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APPENDICES

Appendix I: Questionnaire

Appendix II: Interview guide

Appendix III: Observation checklist

Appendix IV: Document review guide

Appendix V: Work Program

Appendix VI: Budget

Appendix VII: Location of Jinja Municipality

Appendix VIII: UMI recommendation from to undertake field work

Appendix IX: UMI Authorization to collect data from JM

Appendix X: Krejcie & Morgan's Table

APPENDIX I: QUESTIONNAIRE

Dear respondents,

I am pleased to inform you that you are one of the selected individuals who have been randomly selected to respond to this questionnaire. The data which will be collected under this questionnaire will be used for study purposes to undertake a research titled “organizational factors and performance of the Municipal Solid Waste Composting Project in Jinja Municipal leading to an award of a Masters in Management Studies (Project Planning and Management) of Uganda Management Institute. Organizational factors are the independent variables while project performance is the dependent variable in this study. You have useful information to contribute to the completion of this study. Therefore, you are required to make your contribution by answering all the questions in this questionnaire as honestly as possible. The information you will give will be treated with utmost confidentiality.

Section A: Background Information

Instructions: where options are given, answer by ticking in the box corresponding to the options that best suits your opinion.

1) Age: 18-29 30-39 40-49 50 & above

2) Gender: Male Female

3) Marital Status: Never Married Married Divorced

4) Level of education:

Level of Education	Tick the appropriate option
Ordinary Level Certificate and below	
Ordinal Diploma	
Bachelor's Degree	
Postgraduate Diploma	
Master Degree and above	

5) Duration of service on the project:

Years	Tick appropriate option
< 2 years	
2 - 5 years	
5– 7 years	
7 – 10 years	
>10 years	

6) Category

Category	Tick appropriate option
Technical staff of Jinja Municipal Council	
Project Management Unit staff in Jinja Municipal Council	

SECTION B: INDEPENDENT VARIABLE (ORGANISATIONAL FACTORS)

Instructions: kindly where options are given, answer by ticking in the box corresponding to the options that best suits your opinion.

Scale 1: 1. Strongly disagree (SD); 2. Disagree (DA); 3. Undecided (UD); 4. Agree (A);
5. Strongly agree (SA)

		SD	DA	UD	A	SA
No	Section B1: Leadership style and performance of Municipal Solid Waste Composting Project	1.	2.	3.	4.	5.
B1.1	There appropriate leadership policies in place					
B1.2	Management disseminates leadership policies to staff					
B1.3	There is top management support					
B1.4	Key stake holders are involved in decision making					
B1.5	Management revises leadership policies					
	Section B2: Resource mobilization and performance of Municipal Solid Waste Composting Project					
B2.1	There appropriate resource mobilization in place					
B2.2	Jinja Municipal Council receives grants from development partners					
B2.3	Jinja Municipal Council receives adequate funding from Government of Uganda releases					
B2.4	Jinja Municipal Council collects adequate property taxes					
B2.5	Key stake holders are involved in preparation of resource mobilization in policies					

	Section B3: Capacity Development and performance of Municipal Solid Waste Composting Project					
B3.1	The capacity of Jinja Municipal Council to manage municipal solid waste has been development					
B3.2	The capacity of Jinja Municipal Council to make partnerships in management of municipal solid waste has been developed					
B3.3	The competence of individuals in management of municipal solid waste has been developed					
B3.4	Their community capacity development initiatives in management of municipal solid waste					
B3.5	There appropriate capacity development policies in place for staff capacity development					
	SECTION C1: Dependent Variable (Performance of Municipal Solid Waste Composting Project)					
C1.1	Timely municipal solid waste collection is undertaken					
C1.2	MSW transportation is done on time.					
C1.3	Municipal solid waste is optimally composted in the composting plant.					
C1.4	Compost manure is utilized by the community for agricultural production.					
C1.5	The town is cleaner due to project implementation					

Thank you so much for sparing your time, may God bless you!

APPENDIX II A: STRUCTURED INTERVIEW GUIDE

Dear respondents,

I am a student of Uganda Management Institute doing research on “organizational factors and performance of Municipal Solid Waste Composting Project in Jinja Municipality”. I am humbly asking you to make your contribution on the study topic by answering all the questions in this interview guide as honestly as possible. The answers given are for academic purposes and will be treated with utmost confidentiality. Thank you for your kindness.

Section A: Background Information

Instructions: where options are given, answer by ticking in the box corresponding to the options that best suits your opinion. Otherwise, fill your answer in the space provided.

1. Age : 18-29 30-39 40-49 50 & above

2. Gender: Male Female

3. Marital Status: Never Married Married Divorced

4. Level of education:

Level of Education	Tick the appropriate option
Ordinary Level Certificate	
Diploma	
Bachelor's Degree	
Postgraduate Diploma	
Master Degree and above	

5. Duration of serving on the project:

Years	Tick appropriate option
< 2 years	
2 - 5 years	
5– 7 years	
7 – 10 years	
>10 years	

6. What is your designation?

.....

Section B Leadership style and performance of Municipal Solid Waste Composting Project

7. Are there appropriate leadership policies in place?

.....

8. Does management disseminate leadership policies to staff?

.....

.....

9. a. Does Top management support the project?

YES		NO	
-----	--	----	--

b. If yes explain how.

.....

.....

c. If no, why?

.....

10. a. Are the key stake holders involved in the decision making process?

YES		NO	
-----	--	----	--

b. If yes what key stake holders are involved?

.....
.....

c. If no, why?

.....

11. Does management revise leadership policies?

.....

12. Does management delegate responsibilities?

.....
.....

Resource mobilization and performance of municipal solid waste Composting Project

13. What are the various sources of revenue for Jinja Municipal Council?

.....
.....

14. a. Does Jinja Municipal Council receive grants from development partners for waste management?

YES		NO	
-----	--	----	--

b. If yes, outline these development partners?

.....
.....

c. If no, why?

.....

15. Are the Releases from Government of Uganda to Jinja Municipal Council adequate to fund the Municipal solid waste composting project?

.....
.....

16. Does management provide adequate resources for the implementation of the project?

.....
.....

Performance of municipal solid waste Composting Project in Jinja Municipality

17. a. Does the municipal council timely collect solid waste?

YES		NO	
-----	--	----	--

a. If yes how often

b. If No, why

18. Is the MSW transported on time?

YES		NO	
-----	--	----	--

a. If NO how much is transported?.....

c. If No, why

19. At least 70 metric tons of municipal solid waste is composted per day?

YES		NO	
-----	--	----	--

a. If yes, approximately how much is composted?

b. If no, much is compost?

20. Is municipal solid waste optimally composted in the composting plant?

.....

21. Does the farming community apply compost manure for agricultural production?

YES		NO	
-----	--	----	--

a. If NO, explain why?

.....

.....

22. a. Is the town cleaner due to project implementation?

YES		NO	
-----	--	----	--

b. If yes, explain?

.....

c. If NO, explain why?

.....

Thank you so much for sparing your time, may God bless you!

APPENDIX II B: INTERVIEW GUIDE

Dear respondents,

I am a student of Uganda Management Institute doing research on “organizational factors and performance of Municipal Solid Waste Composting Project in Jinja Municipality”. I am humbly asking you to make your contribution on the study topic by answering all the questions in this interview guide as honestly as possible. The answers given are for academic purposes and will be treated with utmost confidentiality. Thank you for your kindness.

Section A: Background Information

Instructions: where options are given, answer by ticking in the box corresponding to the options that best suits your opinion. Otherwise, fill your answer in the space provided.

1. Age: 18-29 30-39 40-49 50 & above

2. Gender: Male Female

3. Marital Status: Never Married Married Divorced

4. Level of education:

Level of Education	Tick the appropriate option
Ordinary Level Certificate	
Diploma	
Bachelor's Degree	
Postgraduate Diploma	
Master Degree and above	

5. Length of service:

Years	Tick appropriate option
< 2 years	
2 - 5 years	
5– 7 years	
7 – 10 years	
>10 years	

Capacity Development and Performance of municipal solid waste Composting Project in Jinja Municipality

6. Has the capacity of Jinja Municipal Council to manage municipal solid waste been development?
7. Has the capacity of Jinja Municipal Council to make partnerships in management of municipal solid waste developed?
8. Has the competence of individuals in management of municipal solid waste been developed?
9. Are their community capacity development initiatives in management of municipal solid waste?
10. Are there appropriate capacity development policies in place for staff capacity development?

Performance of municipal solid waste Composting Project in Jinja Municipality

11. Does the municipal council timely collect solid waste?
12. Is the MSW transported on time?
13. Over 70 metric tons of municipal solid waste transported to the composting plant per day?
14. Is municipal solid waste optimally composted in the composting plant?
15. Does the farming community apply compost manure for agricultural production?
16. Is the town cleaner due to project implementation?

Thank you so much for sparing your time, may God bless you!

APPENDIX III: OBERVATION CHECKLIST

The researcher will make a visual observation of the state of project infrastructure, usage and attributes in regard to waste management, this will be done in relation to organizational factors and project performance.

- 1) MSW collection facilities are adequate.....
- 2) MSW collection is done on time.....
- 3) MSW transportation equipment are operational.....
- 4) MSW transportation is done on time.....
- 5) MSW is receive at the composting plant
- 6) Over 70 metric tons of MSW is received to the composting plant.....
- 7) The waste composting plant is optimally operating.....
- 8) Compost manure is utilized by the community for agricultural production.....
- 9) The community uses the MSW collection facilities appropriately.....
- 10) The community is aware of the presence of compost manure at the composting plant.....
- 11) The price of compost manure is affordable.....
- 12) The compost manure is appropriately packaged.....
- 13) The town in JM is clean due to the MSWCP

APPENDIX IV: DOCUMENT REVIEW CHECKLIST

The researcher will review related literature available on organizational factors and project performance. Documents mainly related to leadership styles, resource mobilization, capacity development and performance of projects mainly solid waste management projects in developing countries. These include amongst others:

1. Jinja Municipal Solid Waste Composting Project Annual Reports.
2. Jinja Municipal Solid Waste Composting Project Strategic Plans
3. Capacity Development Policy
4. Resource Mobilization Policies
5. Uganda Public Service Standing Orders
6. Scholarly Journals
7. Publications
8. Papers Presented at Conferences and Workshops
9. Textbooks
10. Articles in the Print Media

APPENDIX V: WORK PROGRAMME

ACTIVITY	MONTH																																			
	NOV 2014				DEC 2014				JAN/FEB 2015				MAR/APR 2015				MAY/JUN 2015				JULY/ AUG 2015				SEPT /OCT 2015				NOV/ DEC 2015				JAN 2016			
	WEEK																																			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Final proposal writing and Presentation																																				
Data collection																																				

APPENDIX VI: BUDGET

ITEM	QUANTITY	RATE (Ug. Shs.)	TOTAL COST (Ug. Shs.)
Tuition and functional fees	1 Academic year	5,600,000	5,600,000
Internet services	Lump sum	-	500,000
Printing and binding	Lump sum	-	200,000
Communication services	Lump sum	-	150,000
Transport to and from Kampala to Jinja Municipal Council for the time period	Lump sum	-	500,000
Research Assistants	2 people	400,000	800,000
Subtotal			7,750,000
10% contingency			775,000
Grand Total			8,525,000

APPENDIX VII: LOCATION OF JINJA MUNICIPAL

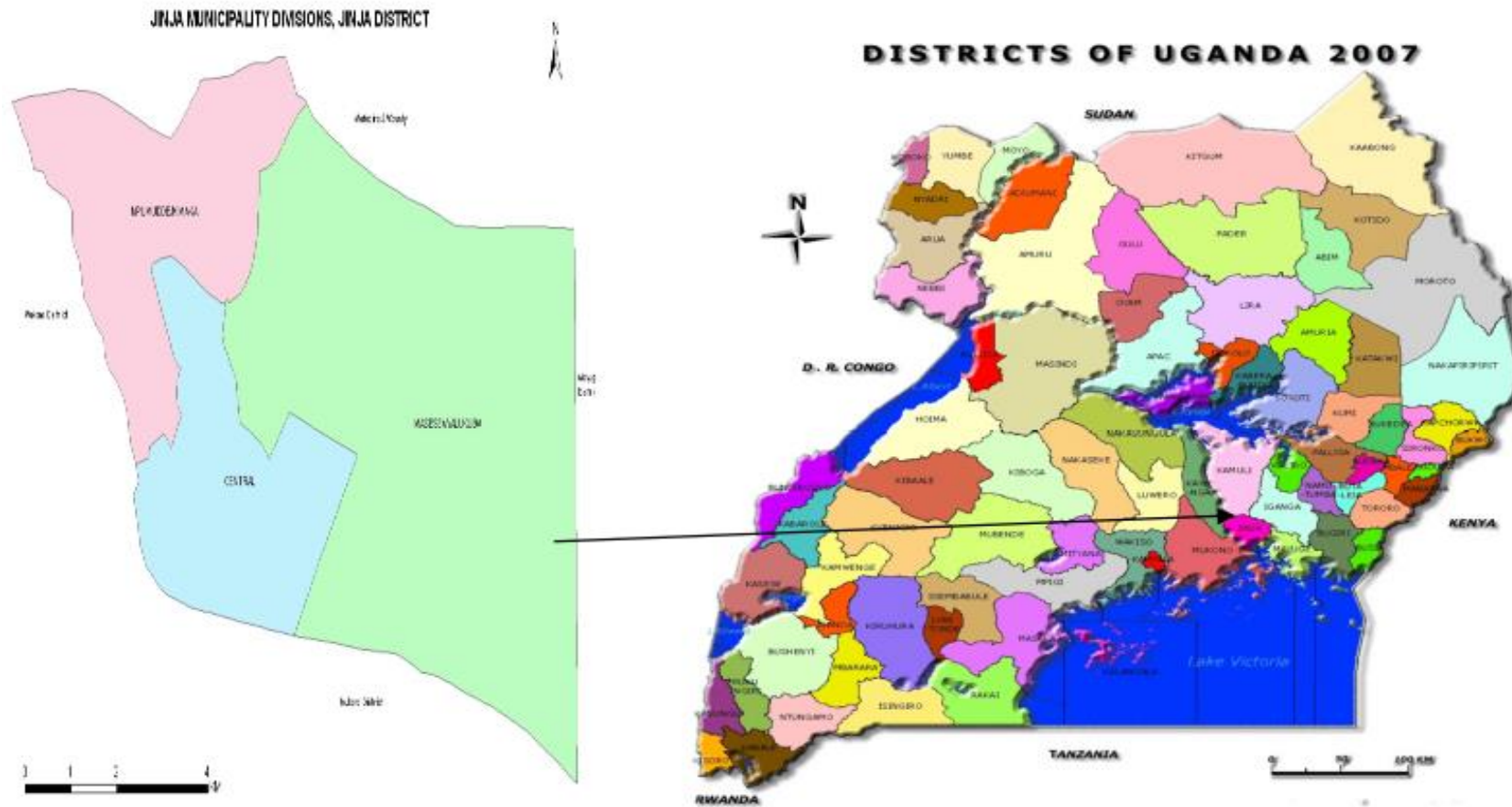


Figure 1.2: Showing the Location of Jinja Municipality in Jinja District on the Map of Uganda as illustrated by the arrow.

Source: JMC, 2009

APPENDIX VIII: UMI RECOMMENDATION FROM TO UNDERTAKE FIELD WORK



UGANDA MANAGEMENT INSTITUTE

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256-75-2259722
Telefax: 256-41-4259581 /314
E-mail: admin@umi.ac.ug

Plot 44-52, Jinja Road
P.O. Box 20131
Kampala, Uganda
Website: <http://www.umi.ac.ug>

Your Ref:

Our Ref: G/35

07 November 2014

Mr. Dan Kibuuka Kiguli
13/MMSPPM/32/003

Dear Mr. Kiguli,

FIELD RESEARCH

Following a successful defense of your proposal before a panel of Masters Defense Committee and the inclusion of suggested comments, I wish to recommend you to proceed for fieldwork.

Please note that the previous chapters 1, 2 and 3 will need to be continuously improved and updated as you progress in your research work.

Wishing you the best in the field.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Stella Kyohairwe'.

Stella Kyohairwe (PhD)
Ag. Head, Dept. of Political and Administrative Science

APPENDIX IX: UMI AUTHORISATION TO COLLECT DATA FROM JMC



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Your Ref:

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07 November 2014

TO WHOM IT MAY CONCERN

MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH

Mr. Dan Kibuuka Kiguli is a student of the Masters Degree in Management Studies of Uganda Management Institute 32nd Intake 2013/2014 specializing in Project Planning and Management, **Reg. Number 13/MMSPPM/32/003.**

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organisation, which is relevant to his research.

His Research Topic is: ***"Organisational Factors and Performance of Jinja Municipal Solid Waste Composting Project"***

A handwritten signature in black ink, appearing to read 'Stella Kyohairwe'.

Stella Kyohairwe (PhD)
Ag. Head, Dept. of Political and Administrative Science

APPENDIX X: KREJCIE & MORGAN'S TABLE

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.