CHAPTER 1

INTRODUCTION

1.1 An Overview of Public Sector

The public sector around the world is under pressure and the leaders are challenged to demonstrate ability to deal with complex problems. The challenges are as a result of many factors such as; “limited experience, poor governance, poverty, inadequate public services, the surrounding complex environment and some collaborations” (Austin, 2000,p.71). Therefore, the current developments in field of study are collaborative methodologies to solving political, social and economic problems, to improve service delivery throughout the world (Woodland & Hutton, 2012).This argument was supported by Bardhan and Mookherjee (2006) and Treisman (2007,p.216) who argued, “public service reforms took numerous functions and roles even at the local level hence desire by scholars to investigate them”.

The need for financial sustainability and improved operational efficiency of the public sector coupled with political, social and economic changes have raised an appetite to adopt the best alternative methods of service delivery of public service departments. Societal and financial deviations i.e., increased demands by the voters for greater standards and a fiscal depression at the start of the 1990s have continuously controlled the state in which, uniquely, the responsibilities of the public authorities have turned out to be more difficult to change and, on the other side, monetary capital is deteriorating at the equal level (Steiner, 2003).

A group of authors such as Frederickson, Johnson, and Wood (2004), Pagano, Bowles, Framzini, and Pagano (1999) argued that, public-public partnerships have developed as a system of choice for numerous authorities in the provision of urban services. This confronted with merged trials and partial resources, inter-organizational partnerships are gradually recommended as the tool to advance the effectiveness and efficiency of public services. Osborne (2010) terms it as, an era of complex and 'fragmented service delivery system' for public services. Different countries use various terminologies to describe collaborative inter council undertakings i.e., 'inter-jurisdictional agreements (IJAs) (Andrew, 2009) inter local agreements (Carr, LeRoux, & Shrestha, 2009) networks, mergers or alliances, partnerships, collaborations (Andrews & Entwistle, 2010a) and shared services in Australia Dollery & Akimov (2008) and in the United Kingdom Tomkinson (2007) they commonly signify established methods for dealing with common social challenges in fragmented local government structures and systems.

In unification with many internal establishments like privatization, Uganda has advanced collaborative measures, unified and harmonized activity, and different partnership arrangements (city-sub county merger) of divisions in Kampala to provide services and answer to community challenges (Osborne & Brown, 2005). Retaining and developing in-house provision was strongly supported because it could further enhance relationships, councils (divisions) established public–public partnerships among themselves to offer economies of scale and improve the capability of the in-house workers (Entwistle, Martin, & Enticott, 2002).

1.2 Background

Uganda is a third world poor developing country. The economic growth, social, cultural changes, constitutional and political development in Uganda require, more than anything else, contemporary approaches in service delivery to manage the social growing challenges in communities in the 21st century. It has become imperative that, the available approaches used for delivery of public services should be enhanced to the greatest possible extent, so that they can meet the challenge of time. Shared services in public service delivery has become increasingly a vital method for choice and success of any modern government because of the rapidly changing environment that requires public service departments to deliver quality and efficient services in order to satisfy the public as well as cope with new processes and be prepared for new and more demanding services from the local people.

The government of Uganda decided to take on the decentralization transformation in 1986 by means of transferring roles, powers and services. It also envisioned certifying good supremacy, self-governing contribution, and measure decision making through stake holders at the grass root, after the failure of central government to deliver services for the past four decades (Coulson, 1995) this glinted off the ambition for decentralization task which saw the birth and depiction of the Local Government Act, 1997 (GoU, 1997).

Uganda was operating a five tier system and its decentralized system of governance has been criticized and credited, nevertheless, it was timely and necessary because of the hostile experience of the war and economic uncertainty that befell the country in 1986. The government disseminated a new constitution in 1995 (GoU, 1995) with the provision on

decentralization Article 176 2 (b) that acted shortly before the rebirth of the local government act in 1997. Devolution as a form of decentralization transferred both political and administrative powers from the centre to lower local councils specifically to handle the responsibility of service delivery (GoU, 1997).

Important successes were itemized as an effect of applying decentralization alterations: among others but not restricted to; establishing constitutionally and representatively elected local government leaders and councils in 1986, 1989, 1992, 1998 and 2002. So far out of four elections there has been an average turn over 75 percent of councilors (Government, 2004) creating regional commissions and boards, amplified resource movements from the higher local governments to lower local governments, that augmented involvement of the public in growth formation and planning. The above accomplishments nonetheless, later limited years of execution, the greatest test of additional delegation resulted into many local governments having a backlog of undone capacity building that significantly impacts on their performance. "Lower-level local governments (sub-counties, town councils and municipal divisions) have not been as successful as higher level local governments (cities, municipalities and districts), mostly due to training breaches" (Ssali, 2003,p.7). Figure 1.1shows the map of Uganda showing different sub regions in different districts.

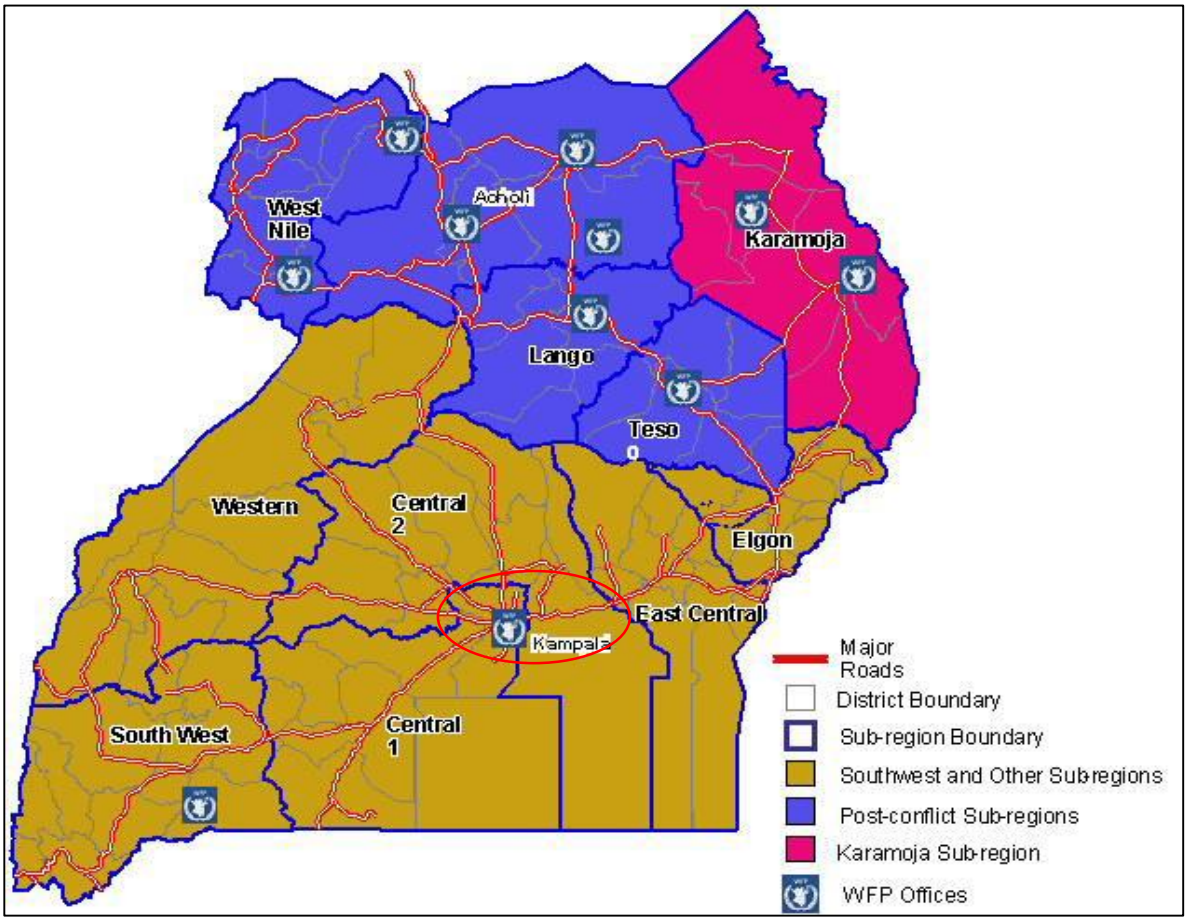

Figure 1.1: Showing Map of Uganda

Failure of local governments in Kampala to deliver services resulted into a new KCCA act that witnessed partnership arrangements (city-sub county merger) in the current administration of Kampala city council (herein after referred to as Kampala capital city authority - KCCA[1]), which was set up after the approval of the KCCA act 2010 (KCCA,

[1] KCC is the previous administrative body of Kampala city and was mandated by the local government act 1997 while as KCCA is the current administrative body of Kampala under a centralized system of government mandated by the KCCA act 2010

2010) and with the appointment of the current executive director as the chief executive of the authority, the Accounting Officer and head of the public service in the authority. The intention was to restructure, transform and reposition the authority to deliver quality services to the people of Kampala (KCCA, 2010).

It was envisioned that the authority would become an institution that would transform the City past challenges of inadequate and poor quality service, lack of operational guidelines and standards, Inadequate professionalism, poor inspection to confirm compliance to approved specifications, corruption, among many other service delivery issues into operations with clearly defined administrative and technical structures that would enable government deliver the much needed services to the residents of Kampala City. The authority was established with a strong legal framework as detailed in the Kampala Capital City Authority Act 2010 with the mandate of providing a territorial boundary for Kampala; with a view to providing developmental services, the composition and election of members of the authority as well as their removal, the election and removal of the Lord Mayor and Deputy Mayor, the appointments, powers and functions of the Executive Director and Deputy Executive Director, to provide for the lower urban councils, the devolution of functions and services, provide for a Metropolitan.

Physical planning authority for Kampala and adjacent districts among many other issues. This legal framework was intended to guide the operations, conduct of the authority, the administrative staff as well as the political arm of the authority. The map of Kampala City with its five divisions is shown in figure 1.2.

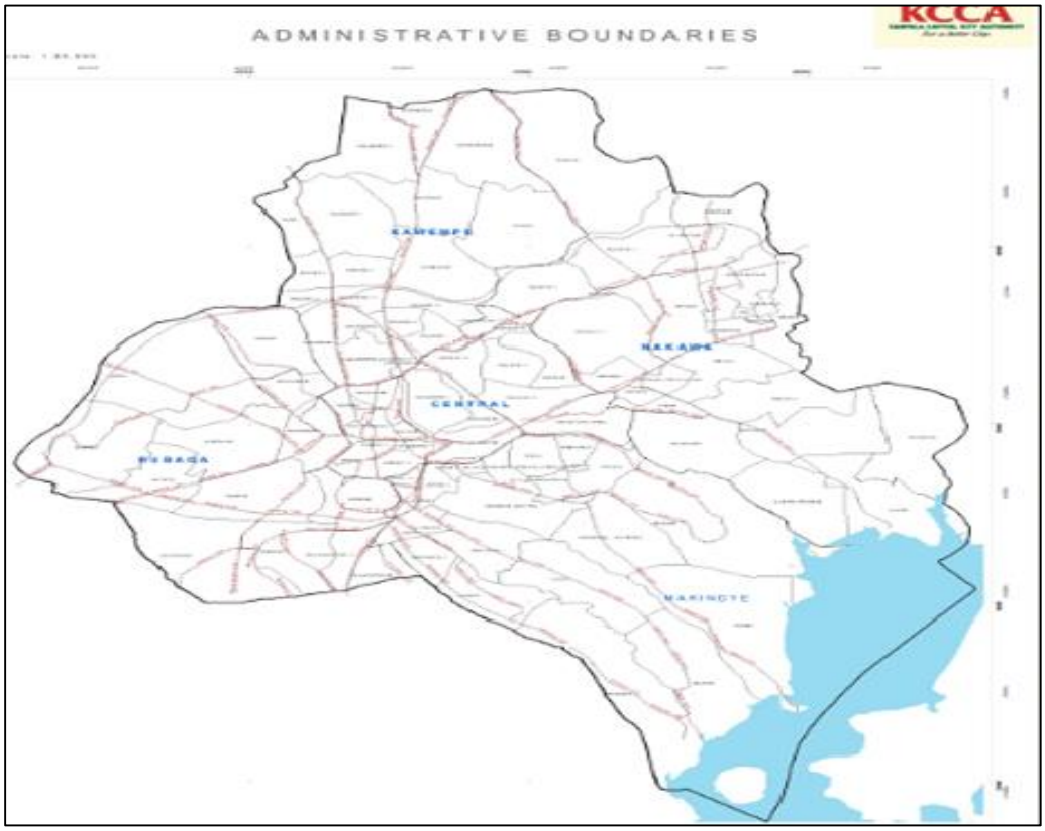

Figure 1.2: Showing Map of Kampala City Boundaries

With the onset of the said act (KCCA, 2010), it became critical to start a process of reviewing the authority's specific policies, organizational, structural and governance issues pertaining to the effective and efficient operations of this very important body in the creation and establishment of effective systems, processes and controls in the operations of the authority. It became imperative to evaluate the re-alignments and best practices in their operational authorities and wider civil service in order to ascertain whether the expected service delivery levels were achieved. The purpose of this study is to investigate the status of solid waste and how it is affected by sharing, using cost, quality and social welfare i.e., cost, quality and social welfare (CQS) framework in public service specifically in KCCA and determine whether sharing solid waste service delivery leads to improved performance in Uganda.

Sharing services is viewed to yield many advantages in service delivery i.e., reducing costs, improving quality and social welfare. However, there are also a number of potential challenges to the model, including potential limits to the benefits of scale (Downs & Corporation, 1967; Niskanen, 1971) and as public - public partnerships increase in size, they suffer diseconomies of scale since the average starts to rise. Further, there may be serious principal - agent problems, including potential for goal misalignment and breakdown of trust (Gomez-Mejia & Wiseman, 2007; Holmstrom & Milgrom, 1991). There are identifiable barriers to successful operation and performance of shared services, including conflicting partners and uncertain benefits (Dollery, Akimov, & Byrnes, 2009).

This research symbolizes the first study to contemplate the theoretical foundations of shared services at operational level in solid waste management in public sector and to methodically investigate their status using CQS framework and implication of the use of a shared service model. The theoretical framework is drawn; the foundations of the model are presented and assessed in relation to the observed performance in the divisions of KCCA. To overcome the research gap, this research sets out to understand the effective performance of shared services using CQS framework on the status of solid waste, the theoretical foundations upon which the concept of shared services is based, whether it improves service quality and service satisfaction, assess the impact of using this form of public - public partnership, how the model is implemented, which services are shared, with whom, why and which model is employed and to describe and understand the factors that explain the observed performance.

1.3 Statement of the Problem

According to World Bank indicators, urbanization rate in Uganda is growing rapidly at 5.8% annually, resulting in congestion and the expansion of shanty suburbs and unplanned neighborhoods with bad waste management habits (Environment, 2009). City inhabitants usually consume additional resources than country-side inhabitants, thereby producing big amounts of solid waste. Solid waste management in the Kampala slums is frustrated by numerous types of settlement structures with several residents lacking ownership of places they reside and consequently not being able to manage waste in their homes yet the division local authorities are overwhelmed by the total solid waste produced daily (Nyakaana, 2009).

Solid Waste[2] (SW) collection is presently deemed critical; the quality and coverage has caused serious public outcry in slum areas. KCCA acknowledges that the amount of Solid waste generated overwhelms the capacity of the Authority to collect and dispose it given the fact that cost of SW collection is enormous (GoU, 1997; Joshua Zake, 2010). It is projected that KCCA devotes $1.53 million monthly to eliminate only 30 percent of the entire waste generated (KCCA, 2012; Ngategize, 2001). As quantities of SW escalate, the budget of its elimination rises as well. Yet KCCA lacks adequate assets to entirely and competently perform this obligation.

[2] This research will be using terms like solid waste, garbage, and refuse interchangeably.

The consequence are interruptions in dumping of the garbage to the landfill and the societies are unaware of the greatest techniques to administer the garbage, there is also lack of communal creativity to assume shared responsibility and action. The city is full of slums where local poor people are reflected to live and consequently become helplessly exposed to health risks and environmentally undesirable effects resulting from the overdue elimination of garbage. Of the 1,200–1,500 tones of garbage produced daily, only 400-500 tones are gathered and dumped in the landfill, hence estimating collection efficiency at only 40 percent in 2009. This suggests that 60 percent and of garbage produced on a daily basis is not appropriately gathered and dumped in the landfill, which resulted in indiscriminate disposal by the public. Given this state of affair, there is a need to stimulate complimentary alternatives that will improve efficiency and effectiveness in solid waste management. Two decades later, the quality of public services in not desirable. According to a local newspaper in Uganda (Semujju, 2013), majority of Ugandans are decrying the poor service delivery in solid waste management.

For the last decade, solid waste management has been handled by the private sector and CBOs and NGOs through the Solid Waste Ordinance in 2000 (KCC, 2000) and strategic framework for reform (SFR) a designed policy program that was meant to bring about change in service delivery (Tukahirwa, Mol, & Oosterveer, 2010). Since many households, are mainly underprivileged and live in unplanned settlements (slums),solid waste management remains one of the biggest challenges since its effects result into sanitation problems that end up affecting people's health.

According to Kampala Capital City Authority, currently, approximately 1,000 tonnes are being collected per day and disposed at the landfill. Despite the twofold improvement in the amount of waste collected, the efficiency stands at 55 percent in relation to the waste generated in the city. This suggests that 45 percent of the refuse produced on the daily basis is not correctly gathered and dumped to the landfill hence bad habits by public in terms of disposal.

In fact, there is a lot of uncollected waste of all types that depreciates the living surroundings and affects the water movement in the waterways, quickening flooding in several neighborhoods in Kampala. Out-sourcing of services in Uganda increased stiff competition in the solid waste while overlooking the underprivileged societies they formerly served (Golooba-Mutebi, 2003; Katusiimeh, Mol, & Burger, 2012; Kulabako, Nalubega, Wozei, & Thunvik, 2010; Tukahirwa et al., 2010). This coupled with unexpected slums in urban areas, lack of roads to put up pathways for the garbage trucks, leaving a lot to be desired.

The deterioration in community service delivery by the state in many urban centers of Kampala has repeatedly been accredited to lack of transparency and accountability, corruption, inequitable resource allocation, low revenue collection, mismanagement and poor service coverage. These coupled with the ever increasing urban population growth like for Kampala city since 1990 as a result of increased security (Tukahirwa et al., 2010) garbage in Kampala has accumulated into backlogs of over two decades hence affecting efficient standards in solid waste management resulting in unsophisticated urban deterioration. This has resulted into the devastating percentage of uncollected waste involving numerous

players, such as private companies, NGOs and CBOs that hunt for making the state of affairs better by turning waste into meaningful products for reuse.

It was therefore, upon the above issues that a study which investigates these issues was a worthy one with a view to evaluate relevant information from the public service (KCCA) in order to evaluate an assumption that using shared services will lead to improved service satisfaction, service quality, social welfare and reduced costs in KCCA service delivery.

This research symbolizes the first study to contemplate the theoretical foundations of shared services at operational level in solid waste management in KCCA and to methodically evaluate their effectiveness using CQS framework and implication of use of a shared services model. The theoretical framework is drawn; the foundations of the model are presented and assessed in relation to the observed performance in the divisions. To overcome the research gap, this research sets out to understand the effective performance of shared services using CQS framework, the theoretical foundations upon which the concept of shared services is based, identify where in Uganda the model is used, get information on how they operate and assess the impact of using this form of public-public partnership and assess whether using it transforms into service improvement.

1.4 Justification of the Study

The quest for improvement in the performance of delivery of services in Kampala; has been long overdue and in fact, the concept itself is not new because it can be found in the books

of grandfathers of public administration as early as 1887 in the writings of Woodrow Wilson who, in his study of public administration wrote (as cited in Jackson, 1995).

" ….The present movement called civil service reform must, after the accomplishment of its first purpose, expand into efforts to improve, the organization and methods of our government offices…. It is the objective of administrative study to discover, first, what government can properly and successfully do, and secondly, how it can do these proper things with the utmost possible efficiency and with the least possible cost of either money or energy" as cited by Jackson (1995, p.107).

To-date, the discussion is on and academicians are debating on what is the best way to deliver public services. It's argued frequently that public service is obviously inefficient and has failed to satisfy the communities in which they reside partly because they take different forms and shapes and experience different challenges. This argument was supported by Bardhan and Mookherjee (2006, p.121) who said that, "reforms took numerous functions and roles at the local level hence desire by scholars to investigate them".

In these times of rapid changes in the economic and institutional environment, as pointed out by Peterson, Gijsbers, and Wilks (2003) an increased competition of scarce resources has become imperative for councils to share services as stated by Niehaves and Krause (2010a) as one of the ways to realize efficient government through collaborative arrangement. It is a pertinent phenomenon that requires higher methodical consideration by scholars. It is obvious that joint schemes are pleasantly turning out to be attractively significant to not only public administration philosophy but repetition as well (Gil-Garcia, Chengalur-Smith, &

Duchessi, 2007; Scholl, 2007). Since the main aim for instituting shared services is attaining more efficient service delivery, replicated in cost benefits as well as in greater quality (Triplett & Scheumann, 2000).

Literature on partnerships offers a variety of advantages. They are able to share mutual objectives and morals, ethics, that results in additional trust, lesser agency problems, and reduced transaction costs (Wood & Bohte, 2004) exploit the return from scarce resources (Andrews & Entwistle, 2010) allows improved policy making through involving various interested parties (Lowndes & Sullivan, 2004) accelerates extra resources like abilities from other sectors to advance performance (Andrews & Entwistle, 2010; Cohen, 2001) and it gives room to factor in a difficult policy challenge (Kettl, 2006; McQuaid & Scherrer, 2010). According to McQuaid & Scherrer (2010) different forms of partnership may be chosen for specific aims. Partnership between public services may be molded to address a difficult social challenge, with two or more public providers working across their structural boundaries to address the problem and increase service effectiveness. Public-Public partnership may also be used to create economies of scale and share production costs (Andrews & Entwistle, 2010) through sharing services a comparatively innovative and untested practice of public - public partnership on operational services like solid waste management.

The promising theoretical foundations that relate to shared services in public sector are found in Buchanan & Tullock, (1965), Dollery, Grant, & Akimov (2010), Fiorillo & Pola (2008); Oakerson (1999); Palestrini & Polidori (2008). Through this model, a deliberate arrangement/ contract/understanding exists between two or more public service organizations to deliver government services to the public (Dawes & Préfontaine, 2003) using a variety of models.

The major rationale for setup of shared services is attaining additional efficiency in service delivery, reflected in cost advantages and higher quality (Triplett & Scheumann, 2000). In 2007 a trend of shared services was predicted in the English local government by Tomkinson (2007) who argues that," shared service models will only apply to local functions which offer cost savings, quality service or both.

This is likely to happen in back-office like human resource, procurement (local buy), and information technology because these activities if joined can generate economies of scale". Also (Dollery et al., 2009) assert that sharing services can result into improved performance in the public sector, noting that some services are more agreeable to sharing i.e., IT, procurement, HR and others. In the domain of public policy in Uganda, shared services are proposed in the Local Government Act of 1997; two or more councils may, in agreement through article 178 of the constitution (a) Cooperate in the areas of culture and development; and (b) For the purpose of the cooperation, form and support councils, trust funds or secretariats. Council may concur with any other local government council in appointing a joint committee for any matter in which they have a common interest. GoU (1997) and the local government finance commission in Uganda (LGFC 2000) recommended, "sharing of expenditure responsibilities and revenue assignments" (SERRA) between higher and lower councils. Sharing has also manifested in the birth of the KCCA Act 2010 which recentralized the administration system by making the political wing ceremonial through the reporting structure and by so doing divisions became one and working towards achieving a common goal.

Shared service is seen as a remedy in, reducing costs and improving performance (Tomkinson, 2007), observed that, a combination of 8 councils working together to offer large scale procurement opportunities' can deliver 'economies of scale through taking a more robust relationship to larger suppliers. This research sets out to investigate status of solid waste, how the service is affected by sharing using CQS framework, understand the theories behind shared services evaluate important information from the divisions of KCCA in order to assess the assumption that using shared services will lead to improved service satisfaction and service quality in public service delivery.

To the best of my knowledge, there is no documentary evidence that a study to assess the status of solid waste management services and how it is affected by sharing has ever been carried out. Central government has also expressed dissatisfaction in the manner in which KCC was conducting its affairs in terms of service delivery. It is against this background, that the assessment of the status of shared service and its effects on service improvement assumes typical importance.

1.5 Research Questions

Literature has suggested that there is a relationship between shared services and performance improvement. Ruggini (2006b), Schulman, Harmer, Dunleavy, & Lusk (1999) shared services leads to economies of scale, through partnership working to increase on performance (Lowndes & Skelcher, 1998) due to great-trust in the partnership association hence lowered administration costs (Brown & Potoski, 2003) the effectiveness of partnership engagements under shared services is also thought to depend on the success of its implementation process

(Borins, 2001b; Osborne & Brown, 2005; Piening, 2011). This suggests that since shared services are practiced in Uganda, there is service improvement. Since there is a common assumption that public service delivery is still lacking, a complete overhauling of the system is required for the purpose. Service delivery performance can be enhanced by evaluating the status of shared services in solid waste using (CQS). These three dimensions of performance, i.e., CQS could provide a complete picture of what constitutes shared services in KCCA, with this general context, this research will address the following questions:

(i) Is KCCA effective and efficient in realizing their objectives for which they were designed?;

(ii) What is the relationship between sharing and CQS and impact of sharing solid waste on service satisfaction and service quality?;

(iii) How do operational shared services operate within KCCA, how are they initiated, which services are shared, with whom, why and which model is employed?;

(iv) What are the factors that explain the observed performance of shared services?.

1.6 Research Aim and Objectives

Three observations can be drawn from the foregoing discussion i.e., (i) performance of services delivery is very vital coupled with changes in social, economic and political environment, (ii) service delivery satisfaction has become critical since people expect high quality due to information revolution and value for money, (iii) assessing performance of services delivered in poor developing countries is very essential due to scarcity of resources and as a justification for funding and accountability.

The challenges the Ugandan government is facing today are; providing quality with its limited resources on one hand and on the other, meeting the high demands of the citizens. It thus becomes critical for government to evaluate the status of services delivered and think innovatively of different ways to deliver the services. Given the nature of the problem and the research questions above, the specific objectives of the study are set out as follows:

(i) To critically evaluate cost, quality and social wellfare of public sector in Kampala Capital City Authority i.e., Kampala Central, Lubaga, Nakawa, Makindye, and Kawempe by measuring their performance;

(ii) To analyse the relationship between sharing and CQS and the impact of shared services on service satisfaction and service quality in KCCA;

(iii) To explore shared services within public service, how it is implemented, which services are shared, with whom, why and which model is employed;

(iv) To describe and understand the factors that explains the observed performance of shared services.

The main proposition of this study is that sharing services leads to improved performance by reducing costs, improving quality and social welfare. In other words, the model will improve on the status of solid waste management services in Kampala City.

The primary concern of the study would be; (i) determining the status of solid waste management services and how it is affected by sharing, (ii) developing a framework for assessing, (iii) examining the impact of the model and, (iv) proposing some measures that could be used to improve performance of solid waste management services.

The research will aim to judge whether working alone is better than working in a partnership. The research will also aim to judge whether using a model of shared operational services does result in reduced cost, improved quality, quantity, social welfare, standardization, efficiency, effectiveness, equity and economies of scale. Further, the research project is intended to explore and explain the performance implications of using shared services.

The research project will introduce a frame work for assessing the effective performance of operational shared services, research framework, theoretical framework, and methodology to identify and access evidence regarding the introduction, growth, positioning, operations and performance of shared services in solid waste management in Uganda. Several key research questions will be addressed. Which divisions are sharing, which services are shared, with who and through which model?; How are shared services collaborations initiated and established?; Does using a shared service model improve performance and reduce cost?; How relevant and accurate are theories behind shared services? And most importantly, which factors explain the practical performance?.

These initial questions will help to establish a basis for a study into effective performance using the developed framework, the impact of adopting shared services, allowing for the development of an appropriate theory-driven research and evaluate the framework to identify the changes sought through operating and implementing shared service, impacts, and explanation of why a given situation has occurred. The aim of this research will be met by outlining the theoretical foundations of shared services, understanding the changes anticipated from the use of the model, and considering counter arguments and theories. A

mixed method research strategy will be used; quantitative method analyzing the performance and impact of operational shared services using CQS framework to enable comparison while qualitative research will be used to describe and understand how the model has operated and the results achieved.

1.7 Hypothesis

Based on the theoretical foundations of shared services and the objectives, the study will focus on the two hypothesis based on the dependent, independent and background variables.

This study focused on the following hypotheses:

Ho: Sharing services does not lead to service satisfaction.

H_1: Sharing services leads to service satisfaction.

Ho: Sharing solid waste services does not impact on service quality.

H_2: Sharing solid waste services improves service quality.

1.8 Significance / Contribution of the Study

The study addresses an issue that is of key importance from both practical and academic view point. It has been suggested in the literature (Gil-Garcia et al., 2007; Scholl, 2007) that there has been little empirical research on the shared services among scholars in general and in particular no studies to the best of my knowledge have been conducted on measuring the

performance of shared services in public sector particularly KCCA at operational service level; in solid waste management in the world and in Uganda specifically using CQS framework. In fact, since 1986, there has not been any comprehensible study to assess an alternative approach to service delivery in public service in Uganda in spite the fact that service delivery is crippling. In other words, limited effort has been made to propose alternative methods to service delivery.

Owing to that fact, there is scarcity of studies on the topic, there is no empirical study into operational shared services in Public service in the world. In Uganda specially, there is no similar subject matter as the present study; it therefore represents a pioneering effort in the context of Uganda and enters new empirical topography though this research is an addition to works done in public - public partnerships in back office shared services. As an emerging area of research, a study into shared services could provide useful insight into a particular model of provision.

The study seeks to facilitate effective public service delivery through shared service arrangements/ partnerships in local affairs; interaction between the governors and the governed, and stimulate debate between divisions-divisions, state–district, district–society and district-society-citizens in order to improve the well-being of the people.

This analysis will have both theoretical and practical significance. It will contribute to the emerging literature on shared service by examining the role of operational shared services in fragmented divisions and its role in improving service delivery and will also have important

implications for public service stake holders who are searching for ways to increase collaboration (Leroux & Carr, 2007).

To some extent, this is a multifaceted study; on one hand, it investigates the status of solid waste management in KCCA and on the other, it provides performance feedback to the organization concerned. In short, the practical implications of this study will be to develop dynamics that influence service delivery in Uganda and to reorient improvement in the model used.

1.9 Scope of the Study

This study, as well as others that were undertaken to establish the significance of shared services in terms of improving efficiency and reducing costs, is intended to address a number of questions; What impact does sharing services have on service satisfaction and service quality, what is the status of sharing on solid waste management?; What exactly is shared in solid management, under what circumstances is it shared?; With who and how and using which approach?; What factors explain the observed performance. Does the model of shared service designed and implemented have a significant improvement in performance?; How applicable and perfect are the theories behind shared services?; And expressively, which factors explain the detected performance of shared services?.

Several approaches have been used to address these questions in relation to similar topics. The study will summarise some of the descriptive information, as well as information from

databases and historical records in an attempt to describe how shared services can improve service delivery.

Some of this work has been carried out in the United Kingdom, United States, Switzerland and Australia. Much of the discussion in this study is specific to frontline services specifically on solid waste management that is in some ways unique to Uganda. Many of the observations are, however relevant to other parts of the country in one way or the other.

This research project is a case study on public-public partnerships, particularly KCCA with its five divisions under Kampala in Uganda: Makindye, Kampala central, Nakawa, Kawempe, and Lubaga division in total with an estimated population of 2,519,205.

In this thesis, we use the term ‘shared services’ to mean all the collective arrangements which are public-public joint ventures in nature. The delivery of public services integrates collaborations, market places, semi market places and the participation of a variety of diverse organizations (O’Brien-Pallas et al., 2001) and this challenged with inherited societal trials and demanding fiscal distresses, ‘governments progressively see partnerships as their delivery tool of choice’ (Entwistle, Bristow, Hines, Donaldson, & Martin, 2007). This explains why (Wood & Bohte, 2004) practices a style of service delivery provisions which includes; shared initiatives, agreements, relocation of services (purposeful amalgamation), city - county consolidation, and associations with local establishments i.e. divisions or councils.

1.10 Organization of the Study

The study will discuss the current situation prevailing in sharing operational services in Uganda and attempt to evaluate their performance. The following is an overview of the study. It will be organized into seven chapters, which are summarized in Table 1.1. This will be followed by a brief description of each chapter:

Table 1.1: Organisation of the Thesis

Chapter One Introduction	**Chapter Two** Decentralisation in Uganda: A review
Chapter Three A review of literature and theoretical framework	**Chapter Four** Research methodology
Chapter Five Description of respondents, dimensions of performance assessment, analysis and results for quantity study	**Chapter Six** Qualitative data presentation and analysis
Chapter Seven Discussion	**Chapter Eight** Recommendations and conclusion

This particular chapter contains the introduction to the issues with which the research is concerned and is organized in the following order. The first section commences by presenting the background to the study and offers an introduction of shared services. Section 1.1 discusses statement on the nature of the research problems. Section 1.2 provides justification for the research study. Section 1.3 formulates the research questions to guide the development of the research work. Section 1.4 to 1.6 describes the definition of research objectives,

contribution of the research work and scope of the study, respectively. The concluding section provides an overview of the study.

Chapter two provides the background of public service in Uganda with reference to service delivery more specifically solid waste management. Section 2.1 provides the background of public services. Section 2.2 gives the detailed overview of the background of public service and decentralization in Uganda. Section 2.3 discusses the administration in KCCA. Section 2.4 describes the rearrangement of the system. Section 2.4 explains the local government taxes and 4.6 discusses solid waste management in Kampala.

Chapter three provides the theoretical foundation upon which the research was based by reviewing the relevant literature. It also distinguishes shared services in private and public sector, and based on the literature review, proposes a conceptual framework for assessing public service delivery.

Chapter four discusses the methodology employed in this study and provides some general principles for carrying out the research. First, it operationalizes the study framework and then it discusses characteristics of the population studied, the sampling design, selection procedures, sources, collection and analysis of data.

Chapter five provides a detailed discussion and analysis of the data and highlights the profiles of respondents and also provides a description of the data. It also investigates the reliability and validity of the measures used, dimensions of performance assessment and analysis and results for quantity study.

Chapter six carries out a discussion of the qualitative data analysis and highlights the profiles of respondents and also provides explanations. It gives an analysis of qualitative research, providing data on the models of shared services used, where, why and who is using the model, and the factors that explain the observed performance in the five divisions of KCCA. The information given improve our understanding of shared solid waste services.

Chapter seven contains further analysis of the quantitative data and debates on why the state of affairs is as it is. Assessing the shared services really brings performance improvement in public sector in KCCA. The three research questions are answered in this chapter and conclusions on the investigations is drawn.

Chapter eight contains further analysis of the data and debates the pros and cons of assessing the performance of public sector shared service delivery in KCCA. The research questions are also analyzed in this chapter and conclusions on the investigations is drawn through summarizing the major findings and providing recommendations based on the findings. It explains the main limitations to the study. It also suggests further areas for research and possible extensions.

In this introductory chapter, a number of key issues are considered. Firstly, the theoretical and policy contexts in which shared services are located and described. The chapter then considers the meaning of shared services, objective of the thesis and explores how to interpret performance of shared services, background, problem statement, research questions,

objectives, significance and scope of the study. Finally, the chapter provides an overview of the structure and content of this thesis.

CHAPTER 2

BACKGROUND OF PUBLIC SERVICE AND DECENTRALISATION IN UGANDA

2.1 Introduction

This chapter presents an overview about the evolution of decentralization and service delivery in Uganda and is organized in seven sections. Section 2.1 begins with the introduction. Section 2.2 explains the location of the study area. Section 2.3 describes the overview i.e., discussing decentralization in Uganda. Section 2.4 analyses the new administration of KCCA. Section 2.5 discusses the rearrangement of the system. Section 2.6 explains the local government taxes and Section 2.7 discusses solid waste management in Kampala.

2.2 Location of the Study

Uganda is a poor developing country that is landlocked approximately 800 kilometers interior from the Indian Ocean and transversed by the equator. It lies on the shores of Lake Victoria's Northwestern part, spreading from South (1) and North (4) latitude and 30 -35 East longitude. Uganda is bordered by Kenya to the East, Tanzania and Rwanda in the South, Sudan in the North and Zaire to the West. Uganda's land surface is about 241,139 Square Kilometers. Uganda inhabits a big portion of Lake Victoria Basin and the small islands i.e., Sese islands are also found in Uganda since they lie in Lake Victoria along the borders.

Kampala is the capital and central city in Uganda. The city is divided into five divisions that manages the local administration: Kampala Central Division, Kawempe Division, Makindye Division, Nakawa Division and Lubaga Division. Kampala has an area estimated at 189 km², its weather is at 27°C, Wind S at 18 km/h, and humidity stands at 53 percent.

2.3 An Overview of Uganda Public Service and Local Government

Uganda was practicing a decentralized system of administration until recently when the central government reclaimed management of the city, hence recentralization of Kampala city. The history of Uganda's decentralisation policy can be traced back to the 1919 native authority ordinance promulgated with the interest of establishing local governments. In this ordinance, chiefs were given powers to maintain law and order, mobilise labour for colonial government and prohibit the carrying of firearms by Africans. All these powers were subject to the overall direction of the British officials. The 1919, Ordinance proved unpopular among the Acholi who worshiped elders as their chiefs. After the murder of the British appointed chief-Achria, the British commission convened a meeting in which the 1949 local government ordinance was promulgated which later came to be called the Wallis Report. This was the legal instrument, which empowered the governor to establish districts councils as basic units of administration. Districts, at this time were created basing on trial lines (Karugire, 1980). It is also important to observe that the labour party in Britain then had a mission of democratizing and empowering the local people in their colonies (Hailey, 1951).

After independence, Uganda's leaders were Africanised and the Europeans were no more. Magezi George was charged with the responsibility of ensuring that this policy

(Africanisation) is entrenched in all parts of Uganda and so local government were to be replaced by African leaders. Before the 1966 crisis, Buganda Kingdom had a special consideration. The Buganda Lukiko controlled public services and services were delivered by the kingdom until the Buganda crisis occurred, which put an end to the leadership of the kingdoms (Mamdani, 1976). The 1967 Local Government Act (GoU, 1967) regulated the foundation of chiefs but left most of their powers intact. Local Government then started providing social amenities such as hospitals, schools and communication networks. It is important to observe that this period witnessed a flurry of road construction in Uganda, but yet characterized with military coups, civil wars, and general decline in the economic development (Okumu-Wengi, 1994).

The 1971 coup, which saw Idi Amin, assume state power marked the district changes in the structures of local government. The previous local structures were abolished, and new ones under the leadership of Governors were introduced. Governors were appointed among the ranks of soldiers, acting under the strict instructions of the presidency. So decentralisation at this stage was purely delegation (Nsibambi, 1998). Mazrui refers to developments in Uganda after the 1971 coup as marking of a military ethnocracy (Mazrui, 1975). This meant that Uganda's decentralisation process was tribalised. In 1979 Amin was overthrown, and replaced by Lule, Binaisa and subsequently Obote II. During the Obote II regime, chiefs became nominees of the party in power, and were recruited among party functionaries. These chiefs functioned more as security agents than chiefs. By implication, the decentralisation exercise had assumed a partisan dimension. The executive of the Uganda people's congress determined delegated chiefs.

When President Yoweri Kagutta Museveni took state power after a protracted war (1980-1986) drastic changes in local government were witnessed. The President Museveni's guiding principle of participatory democracy through decentralisation was to devolve functions, duties and responsibilities from the centre to the local units (Okumu-Wengi, 1994; Soren, 1996). After the central government admitting its inability to provide services because of its big debts and obligations, the resistance statute was put in place. This was followed by the Local Government Act of 1997, which empowered local governments to deliver services through contracting out (GoU, 1997).

The central government adopted the decentralisation policy to empower district governments and lower government units with a view of delivering services nearer to the people at the grass root level. It was a way of involving people in their affairs so as to give the best in terms of quality and quantity.

Local government under decentralisation embraced contracting- out selected public services to private firms. Tenders were awarded to successful firms to deliver particular services to the people and in the late 1990s and late 2000s had become a fashion to all the districts in Uganda. Contracting-out had proved to be an important method of prioritizing community social services, which is in the 1997 Local Government Act. UN (1995), privatization is a national strategy of giving mandate to the local people to determine their priorities and also in line with article one of the Ugandan Constitution (GoU, 1995), which states that power belongs to the people. However, there are some misgivings about the whole concept of contracting-out the delivery of services under decentralisation program. Some of the

contracts have been taken over by “Mafias” who hijack tenders and deliver “Air” (Monitor, 200,p.152; Vision, 2002,p.19). These are accusations and counter accusations by corruption and substandard work by road construction firms (Monitor, 2002). The disappointment of private- public partnership and the accumulation of districts to 117 by 2012 coupled with scarce resources found many districts in making local public- public partnerships among themselves to ensure that services are delivered to the people. Unfortunately, the expansion has not been proportional to the growth of the resource envelope, infrastructure, human resources, and therefore services have stagnated.

Uganda was operating a five tier, currently a four tier system and its decentralized system of governance has been criticized and credited, and nevertheless, it was timely and necessary because of the hostile experience of the war and economic uncertainty that befell the country in 1986. The government disseminated a new constitution in 1995 (GoU, 1995) with the provision on decentralization article 176 2 (b) that acted shortly before the rebirth of the Local Government Act in 1997. Devolution as a form of decentralization transferred both political and administrative powers from the center to lower local councils specially to handle the responsibility of service delivery (GoU, 1997).

2.4 Dual Characteristic of Public Service and Local Government in Kampala

After the failure of local government to deliver services, i.e., education, health, solid waste, probation and social welfare, gender main streaming, youth and community development, child & protection and credit facilities to people in Kampala. The government of Uganda decided to recentralise service delivery and make Kampala a municipality rather than a

district with new management and new log in a way of rebranding from Kampala City Council to Kampala City Capital Authority. There are two systems in place, decentralisation and recentralisation operating simultaneously. The old Local Government Act 1997, is still operational in KCCA and the divisions are still operating within their catchment areas but the budget was centralized in order to enforce coordination and common objective among all divisions. It was the KCCA Act 2011 that saw the birth of shared services in Kampala work together to achieve a common goal for KCCA, they deliver services beyond their catchment areas, coordinate among themselves to ensure that services are delivered smoothly.

The current administration of Kampala City Council (here after referred to as Kampala Capital City Authority - KCCA), was set up after the approval of the KCCA Act 2010 and with the appointment of the current Executive Director – the chief executive of the Authority - to preside over all operations of KCCA as Accounting Officer and head of the public service in the Authority. The intention was to restructure, transform and reposition the Authority to deliver quality services to the people of Kampala.

It was envisioned that the Authority would become an institution that would transform the past challenges of inadequate and poor quality service, lack of operational guidelines and standards, Inadequate professionalism, poor inspection to confirm compliance to approved specifications, corruption, among many other service delivery issues into operations with clearly defined administrative and technical structures that would enable government to deliver the much needed services to the residents of Kampala City. The authority was established with a strong legal framework as detailed in the Kampala Capital City Authority Act 2010 with the mandate of providing a territorial boundary for Kampala; with a view to

providing developmental services, the composition and election of members of the authority as well as their removal, the election and removal of the lord mayor and deputy mayor, the appointment, powers and functions of the Executive Director and Deputy Executive Director, to provide for the lower urban councils, the devolution of functions and services, provide for a Metropolitan physical planning authority for Kampala and adjacent districts among many other issues. This legal framework was intended to guide the operations, conduct of the authority, the administrative staff as well as the political arm of the authority.

With the onset of the said Act, it became critical that the appointed Executive Director starts a process of reviewing the Authority specific policies, organizational, structural and governance issues pertaining to the effective and efficient operations of this very important body in the creation and establishment of effective systems, processes and controls in the operations of the Authority. It became imperative to evaluate and re-align relevant structures to generally accept best practices in the other operational Authorities in the country and wider civil service in order to operate at expected service delivery levels.

In terms of organization structure, KCC was organized under eight divisions and two units to include the Mayor's office as indicated in the following functions;

(i) Administration

(ii) Internal audit

(iii) Education and sports

(iv) Engineering and urban planning

(v) Finance/Treasury

(vi) Health

(vii) Legal Services

(viii) Welfare and Community services

(ix) Projects Unit

(x) Mayor's Office

In terms of human resource deployment and development, as at 31st March 2011, the Authority was operating with 1055 staff, excluding casual workers. The major considerations in revamping the former Kampala City Council to turn it into an Authority revolve around the following;

(i) To provide quality services to the capital city.

(ii) Promote the culture of effective customer service and responsiveness to change.

(iii) Develop institutional infrastructure for better governance in terms of systems and controls.

(iv) Promote democratic principles and good governance in the operations of KCCA.

(v) Empower people through a system of governance that is characterized by transparency, accountability, equitable resource allocation and usage, among others.

It is against this background that the Executive Director appointed a committee to define the concrete structures required in the provision and management of services in the new KCCA. The Executive Director thus requested for support from the Ministry of Finance to facilitate the structuring and reorganization of the Authority with the committee so identified.

2.4.1 The Structure for Kampala Capital City Authority (KCCA)

The Authority will be constituted by the technical arm and the Political wing. The technical arm will constitute the Executive Director' Office and 10 Directorates as provided for by the KCCA Act 2010. The political arm will constitute the Lord Mayor and the Divisional Mayors. Below is the proposed organogram/overall management structure for KCCA:

2.4.2 The Executive Director

The mandate of this office is to provide strategic guidance and monitor effective administration of the authority in accordance with the Kampala City Council Authority Act 2010.

2.4.3 Strategic Direction

The primary objective of the office of the Executive Director will be to build an Authority that delivers quality services to the people of Kampala with an accountable and admirable corporate image. The Executive Director's office to be able to deliver on its mandate and fulfil its strategic direction, will supervise directly the following functions:

(i) Public and Corporate affairs;

(ii) Metropolitan Police;

(iii) Division Town Clerks;

(iv) Procurement and Disposal Unit.

2.4.4 Directorates

The ten directorates under which the authority will be managed include:

2.4.5 Administration and Human Resources Management

The directorate will be responsible for providing effective and efficient Human Resource and administration interventions to Authority Directorates. The Directorate shall guide the Authority on the proper management and optimum utilization of the resources available. The main focus of the Directorate is to deliver quality services through transformation of Human Resource & Administration processes, institutionalization of service, operational standards; and cultivating a motivated, engaged and Professional work force for continuous performance improvement.

2.4.6 Treasury Services

The Directorate will be responsible for preparing institutional budget, manage and account for both expenditure and revenue for the authority. Its strategic direction is re-engineering its processes and rollouts an efficient financial Management system which will support the business of the authority**.**

2.4.7 Engineering and Technical Services

The directorate is responsible for designing, implementation and maintenance of infrastructure, giving technical support and controlling infrastructural developments in the city, in terms of defining structural designs, carrying out road works and maintenance of city infrastructure. The directorate shall guide the authority on the urban structural design, infrastructural improvement and road network development in the city. The directorate's major objective is to review the functional designs and contract professional firms to revamp the city infrastructure, road network, and manage transport for a modern and easily accessible city.

2.4.8 Public Health and Environment

The directorate is responsible for facilitating and providing support to ensuring health and productivity of citizens; a clean, habitable and sustainable community for the city. The directorate shall guide the authority on the efficient management of public health and the environment. The strategic direction of the directorate is to institute frameworks to proactively research and stem the occurrence and spread of communicable, acute and chronic diseases; foster health equity and nurture a healthy, conducive and stainable community and environment.

2.4.9 Education and Social Services

The directorate is responsible for providing, supporting, guiding coordinating, regulating and promoting quality education, sports, recreation and tourism activities to the community in Kampala City that are geared towards individual and national development. The directorate's major aim is fostering a learning and productive community. It will also focus on the development of tourism information in the city.

2.4.10 Legal Services

The directorate is responsible for providing legal counsel to all the Authority Directorates, and represents the authority in all litigation matters. It guides the authority on policy research, formulation and implementation. The directorate will aim at building systems that are proactive in conducting policy research and analysis and institutionalizing legal risk management practices in the authority through identifying legal risks, developing a legal risk management strategy and following through the reduction of such legal risk.

2.4.11 Revenue Collection

The directorate is responsible for administering and collecting all taxes and fees for the authority. The strategic direction of the directorate is to modernize all its operations, refine and enhance compliance of its stakeholders to reduce the administrative costs. It is further expected that eventually, the revenue from KCCA will fully finance service delivery in Kampala.

2.4.12 Gender, Community Services and Production

The directorate is responsible for developing systems aimed at empowering and facilitating communities, particularly the vulnerable groups, to realize and harness their potential for purposeful and sustainable development. The directorate shall guide the authority on the proper management of Gender, Provision of Community Services and Production and Marketing Management. The strategic direction of the directorate is to deliver quality services through the institutionalization of cutting-edge and developmental programs that will foster sustainable development of communities in the city.

2.4.13 Internal Audit

The directorate is responsible for fostering organizational compliance with the set systems, procedures and investigating staff that fail to comply with stipulated regulations. The strategic direction of the directorate is proactively monitoring and adopting a risk management approach to the Authority audits and build institutional appreciation of the strategic importance and impact of risk management, controls and compliance.

2.4.14 Physical Planning

The directorate is responsible for planning, designing and managing city physical infrastructure including the zoning, land sub division and demarcating areas for development. The Directorate shall guide the Authority on the urban design, infrastructural improvement and land development in the city. The strategic direction of the directorate is

to design a system for guiding, monitoring, and enforcing developments in the city in line with the applicable laws.

2.4.15 The Division of Preventive Health

The Public Health and Environment Directorate (PH&ED) both curative and preventive has the mandate to facilitate and provide support to ensuring health and productivity of citizens; and a clean, habitable and sustainable community for the city. The directorate shall guide the authority on the efficient management of public health and the environment.

2.5 Rearrangement of the System

The desire to improve service delivery in the city resulted into KCCA Act 2011 with objectives like; higher standards of service delivery, achieving corporate goals into manageable programmes and projects with timelines, budgets and measurable outputs, in all the directorates/functions of the authority, effective performance level, the changes will involve planning, researching, documentation and analysis of trends to adopt best practices which define performance standards and outputs to make operations more efficient and effective. This was also made possible by Government support to make the political wing ceremonial rather than active, their roles of supervision and implementation were crippled by the KCCA Act 2011.

2.6 Local Government Taxes

Uganda's economy is typical in this regard, with a predominantly peasant or smallholder farm economy and mostly informal trade, transport, construction and service sectors populated by small enterprises which frequently do not maintain accounts which can be usefully checked by tax authorities. In this context, it is particularly difficult to apply direct taxation of income, especially in the districts, where formal sector employment is likely to be quite limited. The revenue-raising problems associated with decentralization of government where the economy is predominantly rural are described by Parker (1995).

Specific economic conditions in rural areas also result in fewer development opportunities being available than in non-rural locations. Agriculture is generally the most important economic sector, making rural areas highly dependent on the performance of a single sector, where investments are risky. In addition, the tax base is limited, resulting in rural areas often being unable to mobilise sufficient resources to finance their own rural development RD programmes.

The lack of adequate funding for lower-level governments institutions was cited as `the single most important factor' that undermined many decentralization programmes in the 1970s (Cheema & Rondinelli, 1983). Notwithstanding, Uganda, unusually, has a long history of attempting to raise local tax revenues through a form of direct taxation, what is now called graduated personal tax (GPT). This is a personal tax levied on all males aged 18 and over, together with females engaged in business. A number of modifications of the tax have been made over the last two decades in particular, in an effort to make it more progressive and

relate this local tax contribution more directly to the level of incomes secured by individuals in rural and urban areas across Uganda, while also developing it as the foundation for local authority revenues. Given the programme of financial decentralization which has been pursued by the Uganda government since the programme's inauguration in October 1992, this role is of particular significance.

GPT tax was suspended in 2001 and has had serious implications on the districts performance. The situation has been made worse by government's failure to remit the graduated tax refunds.

KCCA, like other districts is allocated a vote and every financial year government allocates money for management of the authority businesses. With the increased efficiency, revenue generation has increased by 84% per financial year and this trend of revenue collection should been encouraged. The Government promised to give each district a compensation grant for scrapping the GPT in 2005. GPT was scrapped without prior planning and should be re-introduced since local governments operations are stagnant and service delivery deteriorated.

Using the Uganda local government Association in Uganda, GPT was replaced by Local service tax, a tax that is paid by Ugandans who are in formal employment like government servants, anyone without formal employment is not eligible to pay. It is upon this tax that local people continuously base their demands for service delivery. This followed Government’s failure to give each district a minimum compensation grant of 45 billion shillings annually. It is upon this background and endless corruption in local government in

Uganda that forced policy makers to recentralize using their will through the Act to show commitment to service delivery.

The designers of the decentralisation policy in Uganda hoped that when implemented properly, it would reduce the workload at the center, create political and administrative accountability, promote responsiveness, and in the long run develop organisational structures tailored to local circumstances in which the payment of taxes could be linked to the provision of services. In this way, it was intended that decentralisation would contribute to democratization, more effective development, and good governance.

2.7 Solid Waste Management in Kampala

Solid waste collection in Kampala is a free service to the poor people living in the slums of Kawempe, Kampala central, Lubaga, Makindye and Nakawa divisions, however commercial businesses pay for their garbage disposal using registered garbage collectors with National Environmental Management Authority (NEMA) and KCCA. KCCA is an implementation agency for NEMA and they act for and on their behalf to use the garbage Ordinance of 2000 to implicate culprits who are found illegally dumping waste. There are 60 registered garbage collectors in the city but KCCA does not levy any fee on them for collecting garbage. The underlying reason behind free garbage collection in Kampala was to stem reckless disposal of garbage on the main roads and water channels which later resulted into serious problems like city floods that displaced and killed many people. Since there is lack of planned settlements in Uganda, this resulted into careless settlement justified by the poverty songs hence failure to manage domestic waste thereby resulting into careless dumping.

Management of solid waste requires big investment which Government cannot afford therefore administrators in KCCA were required to be innovative and think of ways of increasing efficiency in solid waste at the same time reduce costs hence the birth of sharing services which has resulted in improved solid waste management.

It can be concluded that, the centralized structure of KCCA is appropriate for the performance of the task since it separates politics and administration. There is a fair degree of autonomy in the delivery of services and the changes are implemented without fear or favor to benefit all Ugandans.

2.7.1 Privatization of Solid Waste Management in Kampala

Waste management in Uganda was privatized just like in many cities in the world (Ahmed & Ali, 2006; Cointreau-Levine, 1994; Fauziah & Agamuthu, 2012; Tukahirwa et al., 2010). The main argument was derived from Hood (1991, 1995) who emphasized efficiency in public service delivery by enhancing competitiveness which results into improved performance. The argument was later supported by the public choice theories which states that lack of competition yields inefficiency (Batley, 2001; West, 1976). It was assumed that there are many gains that can be accrued in terms of effectiveness and efficiency if market pressure is exposed in public services. Such arguments were put across in favor of privatization of solid waste management and its contribution cannot be underestimated in many developing cities around the world (Kassim & Ali, 2006).

There are four common known types of privatizing solid waste management (Baud, Post, & Furedy, 2004; Post, 2004) i.e., (i) Contracting out, where a district allocates a contract to one or more firms to offer the service through collecting, transporting and disposal; (ii) Concession; where the district allocates a contract to build and operate a waste management facility to assign stations, develop landfill facility, recycle and generate power; (iii) Franchising; district gives exclusive license to a private company to provide services to specific village, zone or ward and charges the residents fees and in return pays a license fee to the government. The particular district of operation in return monitors, supervises and regulates user charges to avoid over charging and to ensure that the private company contracted is operating within the established standards of license (Cointreau-Levine, 1994) and (iv) open competition; in this type of arrangement the divisions register many private service providers and allows them to compete freely within given jurisdiction of operation. Privatization in Uganda was tangled from within the four different types and open competition is currently being used by KCCA.

Contracting out of solid waste management had its intended objectives especially with KCCA;

(i) Contribution in achieving nationwide growth in policy goals;

(ii) Reducing inefficiency in service delivery through reducing public sector involvement in the economy;

(iii) Enhancing solid waste management through boosting collection hence increase efficiency in collection rate;

(iv) Reducing government expenditure through savings in administrative costs.

The privatization of solid waste management in Kampala increased the number of private players to only 150 registered companies (http://www.kcca.go.ug/) of which many are invisible on ground in terms of operations because they were wrongly awarded the contracts during the KCC regime which was identified as corrupt (KCCA, 2013). Current administration of KCCA is re-registering private garbage collectors in Kampala with support from NEMA so as to eliminate companies that were wrongly registered and streamline garbage collection in the city through zoning to enhance efficiency in solid waste collection.

2.7.2 Informal Sector in Solid Waste in Kampala

The informal solid waste management sector co-occurs with formal sector, they move from one home to another collecting waste from the poor section of the populace using bicycles, motorcycles and wheel barrows and they charge half a dollar for one sack of waste collected. The system has been made possible due to indiscriminate disposal by evasion controls on where to deposit the garbage. This system resulted into huge garbage backlogs for the past three decades within the city center since modest technology was used to dump garbage a little farther to the closest unsanctioned KCCA “collection point” rather than dumping the garbage to the landfill. This explains why the charges are very low compared to those levied by official formal garbage collectors. This combination and chain of garbage collection and dumping has proved cost effective for residents but has affected the percentage of collection efficiency in KCCA due to re-litter, re-collect and re-dump rather than reduce and recycle.

Although the informal solid waste collection is illegal, it is a source of income. Informal collectors are persons or small scale companies unregistered but actively involved in collecting waste, are recyclers and waste pickers (Lardinois, van de Klundert, Ontwikkelingslanden, & Consultants, 1995). The failures in the main structure of garbage management among the government and private sector has given room to the growth of informal solid waste collectors.

2.7.3 Policy and Legal Frameworks

The Urban Authority Act of 1964, the Public Health Act 1964, the Constitution of Uganda,1995 that calls for promotion of sustainable development, Local Government Act 1997 all define the role of urban local authorities in solid waste management. The National Environment Act 1998, Environmental Impact Assessment Regulation 1998, the National Environment Act 2000, The Land Act 1998, Public Health Act 1964, Local Urban Authorities Act 1967, Town and Country Planning 1964 and KCCA Ordinance, 2000. All these acts assigned the responsibility of waste management to local councils and assigned responsibilities and roles at every level, they were also supposed to be empowered to take lawful measures to safeguard the environment, uphold public health through keeping the city clean throughout the year and avoid occurrences of nuisance.

In 2000 KCC enacted the law on solid waste management commonly known as the KCC Solid Waste Management Ordinance 2000. The Ordinance has all guidelines concerned with solid waste management in Kampala, it was amended in 2002 and 2006 respectively to cater for KCCA‘s responsibility to transport and dispose of waste. Section 5 (1) of the ordinance,

states that, it is criminal to litter waste, on public or private property, street, in a trench, channel, park, pond, stream, lake, river and that the business owners in commercial buildings are accountable for their waste until a private agent or KCC would come to collect the garbage. In 1999 the National environmental (waste management) regulations were enacted and strictly recommended separation of hazardous from non-hazardous waste in accordance to methods prescribed under sub-regulation Section 5.

The World Bank and NEMA initiated a project under Environmental Management and Capacity Building Project to provide Municipal Solid Waste Compositing Plants (MSWCP) in 2005 and nine districts benefed i.e., Mukono, Jinja, Mbale, Soroti, Lira, Mbarara, Kasese, Kabale, and FortPortal. Using lessons learnt from the first project, in 2012, other composting plants were constructed in Hoima, Masindi, and Arua and these were commissioned with skip lifters, (garbage trucks) skips (garbage containers), wheel loaders after training of municipal staff (http://www.nemaug.org/, 2014). The aim was to enhance high quality solid waste management in all municipalities in Uganda through best practices as well as sustainability of environment.

2.7.4 Major Events in Solid Waste Management

For long, Kampala experienced many problems of solid waste management (KCC, 2006). For example, Kampala failed to have regular city-wide collection of waste, resulting in accumulation of solid waste in drainage channels and along roads in especially poor neighborhoods. Irregular collection was also caused by irregular payment for the collection of solid waste by citizens. The lack of capacity of the Kampala City Council (KCC) and

private contractors increased the amount of small scale informal solid waste service providers. Unfortunately, many small players were not registered, supervised or regulated by authorities, resulting in confusion, animosity and differentiated charges.

Disorganized, unregulated and not sufficiently supervised solid waste collection and transportation by (private) solid waste collectors also lead to illegal dumping (Tukahirwa et al., 2010). Solid waste transportation trucks were not covered as they ferried solid waste through the city. Light solid waste was often blown by winds and spread along the way while inconveniencing other road users or, in extreme cases, causing road accidents. Mesh nets when used, were often burnt by fire in the solid waste. KCC and private contractors used old vehicles, and a lot of money was spent on repair and maintenance of this fleet. Though Kampala City Council (KCC) has contracted solid waste collection and treatment to private firms since the late 1990s, KCC still is in business of collecting and transporting part of the city garbage to the disposal site.

As a result, private contractors are de-motivated as there is hidden – and sometimes unequal – competition between the private contractors and the public sector. KCC's main formal tasks are to supervise, contract out, enforce the law and sensitize the population on solid waste. But there were no instituted monitoring and evaluation mechanisms for the performance of the new privatized solid waste management system. It is against this background of relatively poor solid waste management that Commonwealth Heads of Government Meeting (CHOGM) was held in Kampala city in 2007, and improvements were made to upgrade the solid waste management infrastructure.

Uganda government hosted the Commonwealth Heads of Government Meeting in 2007 and therefore it was the responsibility of government to put in place conveniences to the common wealth standards and secretariat guidelines according to the Commonwealth Heads of Government Meeting budget. The Ministry Finance, Planning and Economic Development generated Ugx USD 100 million (Ugx300 billion) (AG, 2008). The role of beautification of the city was assigned to KCC under Ministry of Local Government to take care of the Entebbe –Kampala corridor. The objective was to improve cleanliness, beautification and maintain the reserve along the corridor during Commonwealth Heads of Government Meeting. Main works commenced in June 2007 when government intervened and allotted $ 3million (Ugx 6,327,568,145) for Entebbe municipality and Kampala City beautification.

The beautification of Kampala-Entebbe corridor involved additional resources for upgrading and repairing street lights, beautification of parks and relaxing open places, greening of road reserves, road maintenance and repairs, pavements, removal of small un planned small shops i.e., kiosks, drainage, walk ways for pedestrians, elimination of signage and unappealing structures and above all solid waste management previously emphasized as the main element on the beautification of Kampala. KCC with support from Ministry of Local Government and the National Commonwealth Heads of Government Meeting Preparatory received $ 100.000 (Ugx 193,964,521) for solid waste management. This fund was used to repair the garbage trucks in order to enhance garbage collection and disposal ahead of the Commonwealth Heads of Government Meeting (AG, 2008).

About $ 200.000 (Ugx 400,000,000) was spent on solid waste management related services for Commonwealth Heads of Government Meeting arrangements in the different five divisions of KCC. The five (5) divisions i.e., Kampala central, Nakawa, Makindye, Lubaga and Kawempe each received $ 3000 (Ugx 6,000,000) per month from June 2007 to December 2007 (AG, 2008).

The total amount received by the five divisions was not limited to solid waste management perse but it involved things related to garbage collection, transportation and disposal of acceptable standards by taking care of the upkeep of personnel, vehicles, containers and other equipment for solid waste management service; design and application of a billing and revenue collection system; safeguarding satisfactory cost recovery and sustainability of the service; advertising, sensitization and promotion of the service; and support in implementation and compliance with the solid waste ordinance.

KCC annual budget for solid waste management of around Ugx 1.4 billion (KCC, 2006). Commonwealth Heads of Government Meeting preparation marked the first time in the history that divisions of Kampala received money from the central government for solid waste management and since waste management was outsourced to contractors, and for purposes of Commonwealth Heads of Government Meeting preparations bid document were prepared, basing on the government of Uganda's Public Procurement and Disposal of Public Assets Act, 2003 (KCC, 2007).

A number of companies were contracted to manage solid waste collection and transportation of solid waste these included: Nabugabo, TERP Group and ESCOM joint venture in Kampala

Central division, and Hilltop Enterprises and NOREMA in Kawempe 135 division. The responsibility of payment for contractors was directly by Ministry of Local Government since the responsibility of ensuring the corridor's beautification was entrusted with them.

There was a lot of efforts involving many public and private stakeholders to ensure standards are maintained for Commonwealth Heads of Government Meeting. Additionally community-based organizations (CBOs), non-governmental organizations (NGOs) were other private sector organizations that were actively involved.

It can be concluded that with government's commitment service delivery can improve, the resources availability during 2007 while the country was hosting Commonwealth Heads of Government Meeting was enough evidence to show that success of different programs needs both level of government buy in. With lessons learnt from CHOGM, government decided to recentralize the city's administration in order to commit resources to beautification, improve sanitation and enhance service delivery to people of Kampala to an acceptable standard and the structure in place seems to suit government hence the modest improvement in solid waste management in the city.

CHAPTER 3

LITERATURE REVIEW

3.1 Introduction

In order to understand the context, in which shared services are supported and implemented in public service, literature was provided in an overview in the thesis. This chapter will be dedicated to reviewing the existing literature on shared services, a rigorous and critical review of literature associated with the phenomenon of shared services, evidence of its performance will be discussed and a research design for measuring the performance of shared services will be discussed. The chapter covers some relevant key concepts, a critique of existing theories, research and models relevant to the field of shared services.

The discussion in this chapter unfolds in six stages. Section 3.1 seeks to explore the evolution of concept of shared services and discusses the concepts and the main paradigm of shared services. Section 3.2 summaries the features of shared services, which distinguish the public sector from the private sector organizations. Section 3.3 provides an analysis of some definitions of shared services. The purpose of Section 3.4 is a review of the literature on the subject by analyzing different researchers, approaches for measuring share services and also suggests how shared services research in the operational sector like solid waste management in terms of its operation and performance can make an original contribution to the field of study. Section 3.5 based on the literature reviewed, propose a conceptual frame work for assessing performance of shared services in the public-public partnership in government

departments and local governments and Section 3.6 explains the concept of performance indicators.

3.2 Traditional Government Service

Government of Uganda, like many governments in the world, finds itself under considerable strain brought about by rising costs, shrinking budgets, unprecedented rate of technological change, rapidly increasing population and rising citizens' expectations. The only unquestionable way to deal with the ground-breaking reality is to transform the public sector. Incremental changes are not enough to overcome the modern challenges.

The greatest problem faced in the Uganda's traditional public service is complacency. The service delivery tools are largely outdated and government tends to do nothing about it. The government is always caught off guard rather than be proactive. There is an attempt to cling to the ancient traditions and resist new conducts which can bridge efficiency yet alterations cannot be achieved minus disruptive alteration.

The extended and awkward procedures which still exist in Uganda public service establishments are a serious threat to responsive governance. The World Economic Forum's Global Competitiveness Report 2012-2013 ranks Uganda 123rd out of 144 countries, with corruption that is linked to red tape as the most problematic element. In a way, people pay bribes when trying to avoid long processes. It is also worrying to find that long queues at service delivery points are still a common practice in Uganda i.e., Ministry of Internal Affairs.

The present government service advocates that future reform in this area involves striking a balance between three broad models or schools in public administration: traditional public administration; public management, including new public management (NPM); and an emerging model of responsive governance. By embracing contemporary methods, Uganda can curb inefficiency and save billions of shillings that are spent each year on unnecessary processes and changing the way business transacted in government, is inevitable to improve government efficiency.

3.3 Concept of Shared Services in Public-Public Partnership

The literature specifically on shared services within the public sector is limited in size, depth and the evidence available. As shared services represent a specific collaborative arrangement, a public-public partnership relationship[3] or collaboration between two government departments or local authorities, the wider collaboration literature is explored to give insight into shared service arrangement. By drawing on theory and evidence from the collaboration literation it should be possible to identify areas of work that will have value for studying shared services. Within this study, the terms collaboration and partnership are taken to be synonymous, reflecting the wider interpretations and diversity of models for inter-organizational relationships.

[3] Shared services represent a specific collaborative arrangement, a public-public partnership relationship i.e. government departments, local councils and government corporate bodies and authorities

Shared Services are increasingly turning into a more common service delivery instrument of choice in states (Grant, McKnight, Uruthirapathy, & Brown, 2007; Janssen & Joha, 2007) appropriately describing and establishing authority structures continuously remains one of the very important priorities for every government globally. Partnerships and their performance or assessment are among the most recent issues in Public Administration Structural Reforms (PASR) in theory and practice due to an increased interest in performance of the public sector, awareness among tax payers, as explained in Sections 1.1 and 1.2, chapter one. Historically, academicians have had considerable difficulty in trying to agree on what the term shared services means. Yet almost every discipline in the public sector contributes in some way in helping public service managers to make government departments and local governments more effective. Local government occupies a strategic place in most poor less-developed countries because they are the main source of service delivery but they don't seem to deliver to people expectations and therefore, alternative sources of service delivery and structural reforms are under scrutiny and put to frequent debate.

3.3.1 Origin of Shared Services

The literature review indicates that shared services started in the United States of America in the early 1900s when corporations like Ford, Johnson and Johnson, General electric, and American express all non-operational did not see the need to decentralize. Some companies that like digital equipment corporation saw the need to decentralize so that they survive the test time (Miller, McNeely, Salim, & Miranda, 1997). The genesis of shared services was as a result of big decentralization campaign by large companies who thought to join operational functions and processes like bulk purchasing, accounts, human resources and payroll. The

basis of their argument was that it became increasingly un economical to maintain the decentralized centers yet the bitter fact was that they were duplicating functions within the operating system.

In the mid-1990s shared services came to Europe as a result of economic stress, desire to offer quality services to the people, concentration on essential activities, reduction on expenditure, the need to equate revenues to expenditure, eliminating obstacles and make a well-off economy and with the availability of better and more cost effective communication examples of such companies include Shell and AT & T (Miller et al., 1997). To date, shared services continue to gain acceptance and the new trend is public-public partnership arrangements, with the argument that it yields economies of scale, reduces costs, brings standardization and equity as well improved information flow that will support informed decision making (Osborne & Brown, 2005).

The birth of shared services has great roots in the 'back office' functions with large corporations in the private sector as well. A number of empirical research has recommended that some shared services are more amendable to share than other such as Dollery et al. (2009), Dollery & Crase (2004), Dollery & Johnson (2005a), Gershon (2004), Honadle (1984), and Ruggini (2006b).

Dollery et al., (2009) recommended informational technology, procurement and human resource, Honadle (1984) identified services like procurement, information technology ,fire and police services and the bus transportation services Gershon (2004) cited most common shared services include, joint procurement, back office functions, information technology,

and compliance activities: Ruggini (2006b), that provided the most successful shared services which include, joint procurement, emergency services and records management (Dollery & Crase, 2004) in the Riverina Eastern regional organizational councils (REROC) he identified areas in which shared services proved to be more effective and these include, joint tendering, purchase ,information technology, compliance initiatives and lobbying activities and (Dollery & Johnson, 2005a) in the Walkersville listed nine regional cooperative agreements that were involved in shared services like, home care, crime detection, library facilities, environmental protection and inspection services and estimated that agreements generated cost savings.

In the private sector, many departments are turning to shared services after reaching the conclusion that customer satisfaction and not reduction in costs, should be among the goals to be achieved (Frost, 2005). Government sectors should appreciate that there are other factors which are equally very important like cost reduction that makes partnership arrangements as the best instrument of choice in terms of alternative service delivery. The responsibility of state is to ensure that essential activities continue to deliver services to people either directly or indirectly. World over every sector ranging from not–for-profit to profit making organizations are encountering related challenges.

The increasing demands for quality services, reduction in cost, resilience, aggressiveness and willingness to compete are faced by all states, organizations and business groups. Before the increasing demands are addressed, the world is facing unparalleled technological developments, varying sizes of populace and labor force, novel technique required and improved competences for partnerships and innovative methods for information flow.

As a result, state departments are subjected to a radical transformation. Selected subdivisions have already initiated applying novel methodologies of implementing business. Significant lessons can be drawn from their understandings. Shared service delivery is one methodology through which the government can attain its objectives of business rebirth. Shared services is reviving the way government operates, it unlocks a massive collection of novel solutions to delivering services.

Shared service is not a fully developed concept and there is yet no adequate, integrated, tested, comprehensive and operationalized model for assessing shared services despite the wide use. While efforts aimed at constructing formal theoretical shared service models are yet to prove fruitful; some scholars have not clarified and updated their shared service models and they include limited shared service options like procurement and other back office services (Tomkinson, 2007). A very great degree of prior 'joining-up' has no privilege as far as removing middlemen is concerned since it continues to be 'back-office' in manner and methodology. It is important to the office-bearers and not important to the people, business groups and not-for profit organizations, grapple to administer their associations in a difficult network of government departments (Dunleavy & Margetts, 2010). Hence the need to explore the performance of share services at operational level in services like waste management.

Despite the fact that most local government systems in the developed world employ shared service arrangements in some form or another, surprisingly little scholarly effort has been directed at the empirical analysis of the characteristics shared of service models in practice. This deficiency of literature encourages researchers to look for related fields like

collaboration literature and explore theories which suggest why corroboration is proposed to achieve positive results. Theories related to scale and scope, quality, quantity, effectiveness, efficiency, cost, standardization, equality, social welfare and supervision and how this offers the rationale that could explain why shared services are theorized to improve performance. In addition, theories related to the procedure of partnerships working in; trust, partner relationship, accountability, leadership and communication (Pike, 2012).

Nevertheless for the past two decades, governments in poor developing countries have under taken different steps to improve service delivery under the new public management and good governance, which according to Armstrong (1998), Atreya and Armstrong (2002) is an essential aspect of new philosophy of state intervention in which interplay between the state, market, and society is ordered. In the literature of good governance, there is a growing call for more accountability and better performance not just in business but also in the public sector departments (Armstrong, Francis, & Totikidis, 2004; Blair, 2000; Weiss, 2000). Intended to increase performance of local governments, governments according to Flynn and Talbot (1996) have begun to engage themselves in transforming the ways that services are managed. For example, in the 1980s, the world witnessed the emergence of new waves of delivering services in poor developing countries among others; privatization through the structural adjustment programme, devolution of powers and reduction in the size of the civil service and armed forces and the elimination of the state monopolies particularly Uganda.

Kaul (1997) states that public service delivery is a prominent theme with in the core of ideas comprising the concept of a new Public Management and governance, which according to Batley (1997), Chen (2002), Flynn and Talbot (1996), Mok and Lee (2001), Mok (1999) and

Pollitt (1986, 1990) stressed the role of government as a regulator of public service delivery rather than a provider. Through new public management, the governance has emphasized improved service delivery from private to public to increase and enable them become more efficient, effective and relevant to the needs of the stakeholders (Lusthaus, 2002; Lusthaus, Anderson, & Murphy, 1995 & Osborne 1993) any government should be dedicated to providing public access to regular and reliable information concerning its performance so as to increase transparency and at the same time to improve accountability. The 1990s are seen as a time for major public service reforms.

In April 1993, the National performance review in the United States of America was formed to change the culture of public organizations and departments (Gore, 1993). The major goal was to foster customer independence and make governments accountable to tax payers' money. Following the norm Osborne (1993,p.351) emphasized the relevance of government to make a case for improvement in service delivery through measuring customer satisfaction as a key success factor. In Uganda, there has been pressure to improve service delivery over time, and the auditor general and office of prime minister's secretariat spearheaded the efforts. Consequently, there have been a number of government circulars instructing government departments to improve their performance by introducing the concepts like performance indicators (PI), and management by objective (MBO) which becomes instrumental when measuring their performance annually.

The concept of improving service delivery has swept through many developed, developing and under developed countries in the past two decades or so, promoting what can be labeled as 'shared service revolution' (SSR). Nowadays shared services have become an important

issue in improving services through public- public partnerships and governments have to spend resources as well as consider the 'information revolution (Shah, 2003) which has permitted people and escalated recognition of their constitutional rights and strengthened their demands for greater accountability of the local governments. According to Schulman et al. (1999) shared services have received a lot of attention because of the business perspective, customer focus, globalization, reducing in the transaction cost, efficiency, effectiveness in the processes and consolidation of activities hence improving service delivery. It also, argues that shared service attention is important because it helps improve the bottom line performance of the business while increasing competitiveness.

3.4 Benefits of Shared Services

Theories believe that shared services can deliver a lot of advantages such as;

(i) Economies of Scale – lower costs since sharing increases the quantity of equipment rather than to procure new ones

(ii) Improve efficiency and effectiveness in service delivery

(iii) Agreed-upon service levels – value decisions on what and how much to provide

(iv) Standardization of processes – best practices

(v) Quality improvement as a result of standardization of services offered

(vi) Enables coordinated transformation of front, middle, and back-offices

(vii) It's a quick fix to ensure services are delivered and this helps government to cope with increasing demands from citizens

(viii) Culture – people with the skill and mindset to optimize the model beyond the back-office

(ix) Operating units free to focus on their operations and external customers–rely on shared services for support

3.5 Shared Services in Public and Private Sectors

Literature on shared services[4] in public sector is in its primary phases of growth. Though taking into account the private sector contribution on the literature, it is possible to identify the inter-connected foundation that recommends on the performance and operation of shared services. Within the public sector, the main reasons meant for starting shared services is attaining additional cost-effective service delivery, returned in competitive edge and in greater quality (Triplett & Scheumann, 2000). Further, managers should be released from the procedural day to day jobs to enable them strategically plan for resources and focus on achieving the major goal, this means exploiting management resources in order to improve service delivery. However this could also mean reduced supervision which eventually results in poor quality service delivery. As Gaster (1995) comments, providing services in public sector is more multiplex: it is beyond solving evidenced needs, but also discovering un evidenced ones, prioritize, distributing resources evenly and openly rationalizing your actions, and giving a financial statement for what has been done.

Within the business sector and operation, shared services has a possibility to lead to outstanding value to the firm especially, shared services can further down firms' operating

[4] Shared services, interlocal arrangements, collaborations, partnerships, alliances in this thesis are used interchangably

expenses in terms lowering service personnel in number and achieving cost effectiveness or efficiency (Ulrich, 1995). According to Schulman et al. (1999) shared service in business sector promotes business, customer orientation; transactional efficiency is lowered, improves effectiveness and most importantly, consolidates activities hence improved service delivery. Shared services can improve bottom line performance, increase firm competitiveness, enhance firm's architectural liveliness by easing change towards new structural business reforms like 'Shared service organizations' and 'service oriented enterprises' (Bergeron, 2003b; Janssen & Joha, 2008) shared service in private sector may advance structural knowledge and revolution by centralizing technical and managerial expertise and enabling information sharing (Cooke, 2006).

In private sector, shared services are seen to improve quality of service delivery by establishing a client- leaning approach with in the service business organisation and occupationalising service delivery (Forst, 2001; Janssen & Joha, 2006; Tambo & Bækgaard). According to Shah (1998), shared services in private sector are seen as a 'mix and match' in their operations and the following attributes are necessary; technology, skill mix, limited external customer dependency, regulator convenience, common objectives and goals, low risk services and transaction cost based. When you analyze the Shah's 'mix and match', it is evidence that the characteristics mentioned above are not so common with public sector. The objectives in public sector are not specific and not well laid out, the goal is ambiguous, it works to satisfy many people and there are many stake holders involved each with a different motive, therefore commonality of the goal and objectives is still one big challenge.

Shared services in private sector may also lead to political edge such as increase trustworthiness and resolve disagreements (Forst, 2001; Janssen & Joha, 2006). While Quinn, Cooke, and Kris (2000a) in their view, shared services in private sector must be able to provide cost effective and efficient services to survive the test of time, in some instances, establish shared service centers (SSC) compete with other private external providers to provide same services at competitive prices. In this competitive global economic crisis, private and public sectors need to look at what makes shared service unique like focusing on meeting customers' needs and expectations and charging back the client for services rendered in order to recover the cost. This is becoming increasingly important giving rise to recent emergence of big companies like AT& T International, Electrolux, Polaroid, Shell and Whirlpool (Miller et al., 1997; Porter & Kramer, 2011).

From the literature analyzed for shared services in private sector it is evident with clear understanding that shared services are used to reduce the transaction cost and get additional scale especially when organizations concentrate in one place, this in the long run improves quality of service. Bergeron (2003b) appreciates shared services far and beyond in terms of knowledge management perspective to rethink, re-brand and re-bundle the intellectual wealth of the business; re-defining the essential capabilities of an organization through management of 'human capital', 'structural capital' and 'customer capital'. Schulman et al. (1999) realized that the goals of shared services are to minimize administrative costs, create economies of scale, free up managers and give them time to concentrate on other functions of the business and (Bergeron, 2002) assessed shared services as a hybrid approach that is characterized with centralization, decentralization and outsourcing. Although the business concept on shared service is typically linked with 'back office' services i.e., payroll, human

resource, customer billing, purchasing, account payables, accounts receivables and information technology, the same centers can be used to incorporate the frontline services like, customer communication, support market intelligence and marketing and sales services (Bergeron, 2003b).

After evaluation of private sector perception, it is important to note that shared services in private sector is not a form of the centralization system for one reason; (i) the business units involved retain the power and decision making. It is emphasized by Walsh, McGregor-Lowndes, and Newton (2008) that while decision making powers are retained by the respective business units, economies of scale are as a result of common business systems and consistent standards.

The English government (Tomkinson, 2007) in a joint effort to shared services, explained that a "mixture of councils operating together to provide great scale procurement chances" can bring a proportionate saving in costs gained by an increased level of production, 'economies of scale by attracting an additional strong association to greater suppliers'. He further commented that, 'peoples' expectations are rising, yet some councils are too small and lack resources to match the growing level of requirements and pressure from government concerning increased efficiency'.

Dollery et al. (2010) draws the 'tripartite for Australia' local governments to clarify on the joint agreements between local authorities ranging from adhoc to official resource sharing; 'Horizontal, Vertical, and inter- governmental contracting. Ruggini (2006b) worked on a theory and practice of shared services in America; and believes that the 'rationale of shared

services and their results are clear'. She provided the examples of successful shared services arrangements; like; 'joint procurement', 'emergency services' and 'record management'. He argues that the model is aimed at 'achieving economies of scale, generate cost saving and service improvement' but he emphasized that only when there is, 'uniformity of service levels' will lead to improved flexibility. Since economies of scale are used as an instrument that leads to improved performance (Dollery, Grant, et al., 2010) argues that the model may not be appropriate to all departments in the public sector since its roots are strongly based in private sector.

3.5.1 The Performance of Shared Service in Public and Private Sectors

The concept of shared services is treated differently both in the public and private this can be confirmed by the theorists of sectoral advantage by Cohen (2001) who states that public, nonprofit and private have different characteristics and advantages, which can be categorized in terms of difference in their (i) objective; (ii) internal operations; and (iii) performance indicators. Different arguments have been advanced to indicate the uniqueness of shared services as follows:

(i) In the private sector, objectives are business oriented and explicit as well (Lane, 1997; Lawton & Rose, 1994; Osborne & Plastrik, 2000).Therefore it becomes easy to determine and measure service improvement of private sector. On the other side, hand however, the values of public services seek to achieve are occasionally nonstop in real terms and their objectives are usually rarely defined, ambiguous and involve a lot of stake holders. For example imagine the objectives for health

ministry are, to improve people health, reduce diseases through poverty eradication, reducing the inequality in the health sector, reduce the maternal death rate, increase drug supply in all hospitals in the country, realign the health sector, improve on the training of medical personnel, improve the welfare of people through disease control, build more hospitals and ensure health decentralization, the order is hardly stated in real terms and a tangible manner including the terms of service, and therefore, this becomes difficult to deliver or measure due to its ambiguity in nature and perspective because it becomes multi- sectoral.

Furthermore the objectives in the public sector leans more on the broad institutions as compared to personal objectives with in the private sector. Infact public to public partnerships should respond to complex social issues through sharing resources (Milbourne, Otto, & Voss, 2003).

(ii) Private sector organisations differentiate customers on the grounds of their capability to pay (Gwartney, Lawson, & Block, 1996) for example, faster treatment is given to those pay an extra amount. Hence the poor will be neglected. The government's role is to standardize and give equal treatment to all. The perspective here is the same service and equal cost, hence local governments may compromise customer focus in the same way the private sector has, because of the need to treat people equally. Consequently, if there is need for government to show equal treatment, fairness and equality, all this goes with an equal cost for all. Therefore public organizations may not have customer focus in the same way private sector does because this would undermine the very principles it stands for.

(iii) Marketing in private sector is done with an objective to attract new customers, for example market segmentation categories customers in different types to enable organizations target them differently with different locations, time and prices. In contrast, public services delivery and improvement is a responsibility of government because citizens pay taxes, they demand for quality and equity hence no room for price discrimination and the motive of government is entirely not to maximize profits.

3.5.2 Differences in Their Internal Operations

(i) Shared services in private sector involves Shared Service Centers (SSCs) where different organisations get a common point of service delivery (Bergeron, 2003b) and it involves either private- private partnerships or private- public partnership (Bovaird, 2004) whereas in public – public partnership shared services establish a method of state or council partnership in the form of a voluntary agreement between two or more public agencies to deliver public services to the citizens (Dawes & Préfontaine, 2003). According to Dollery et al. (2010) in his vertical shared service model, the partnership in public- public may involve cooperation between local authorities and state/national, local government relationship typically delivering a defined service to councils for a fee.

(ii) According to Grant et al. (2007,p.523) the key difference between the private sector and public sector shared services implementations, involving a broker to achieve cost effectiveness. In several private sector models, the leading board of the SSO is the brokerage function that guarantees greatest money worth in service delivery,

whatever the conditions of the provider are. Blake (2005b) the option to be taken initially by authority board is whether to start small and grow big or take a dive and take in all services that are within the mandate of the shared service organizations (SSO).

(iii) Private sector organizations form partnerships or collaborations for their survival and profits, which forces them to become efficient and effective hence improving the quality of services. On the same note, government or public-public partnerships form partnerships to reduce costs and improve service delivery.

(iv) There is consistent change of leadership at the local government level due to council elections every after five years. This makes accountability in service delivery a very difficult process hence everyone is shifting blame and pointing figures thus no one is responsible for poor service delivery.

(v) In the private sector, employees are hired to deliver a particular task according to Posner and Rothstein (1994) if they fail, they are fired, on the contrary, in public sector the procedure and bureaucracy involved in firing an employee, is more stressful and painful than letting him remain a non-performer who earners a free salary.

(vi) Political functionaries are part of the main difference between private and public sector performance in shared services. According to Kooiman and Eliassen (1987), Lane (1997), and Ranson and Stewart (1994) in the Public sector, managers share their authority with politics and this influences the organization direction in terms of service delivery. For example, the responsiveness in public sector will be poor due to the vague objectives. The local government managers will have to satisfy the political functions before they focus on efficiency and quality hence compromising

service delivery. Similarly, in private sector, businesses have to get their politics right by supporting the ruling governments, if they do not, they risk closure since the arm of state is very powerful.

(vii) In private sector, they free up management resources and create critical mass support activities, this gives managers time to give attention to constructive activities other than managing front line activities and serving customers (Van den Berg & Braun, 1999). This reduces supervision hence administrative cost reduction thus creating scale. On contrary, in public sector, a lot of resources are wasted administering and supervising there by increasing administrative costs which lead to increased cost of service delivery.

(viii) Private partnership response, harnesses the strength and expertise of a variety of welfare perspectives. When services are concentrated in service point, the theory argues that, scale leads to provision of experts, technical equipment hence efficiency (Andrews & Boyne, 2009; Boyne, 1996a) argues that, due to the concentration, the equipment can be procured at lower costs hence group buys and then the equipment can be shared by all the organizations in the partnership or the large organization.

(ix) Public partnership is careless about competition since the importance is on benefits of scale (Warner & Bel, 2008) yet private partnerships put competition into consideration because they believe according to theory that it yields high quality, provides a choice to customers hence service improvement.

(x) Service monitoring varies between service providers, there is less monitoring in non-government partnerships than government partnerships (Marvel, 2008) as cited by Pike (2012), this may be due to high trust relationships and better arrangements

in monitoring. However (Warner & Bel, 2008) believes both public to public and public to private partnership should allow less costly monitoring hence reducing transaction costs since control remains in the hands of local authorities.

It is well intended in the literature of shared services under private sector that, it has concentrated on the process of shared services model among big organizations (Hogg, 2003; Ulrich, 1995). The model is essential on improving capital, people, time and other corporate resources (Bergeron, 2002). Previous research in the literature of shared services focused on creating a unit to specially provide services to all organizations see examples in Bergeron (2002) and Schulman et al. (1999) in Section 3.3.3.

3.5.3 Difference in Performance Indicators

(i) According to Dollery et al. (2010) all the representation pointers of local authorities focus on a range of 'joint arrangements that is to say ad hoc or formal resource sharing' and sometimes if the service provided is at a fee, this means that the poor will be neglected yet the objective is to provide services to all without discrimination. Similarly (Buchanan & Tullock, 1965) emphasized on the 'member municipality benefit with no spill overs. In the same way (Oates, 1998, 1999; Olson, 1969) that argued that provision of performance can be judged if the district better matches preferences of citizens in their own area of jurisdiction hence total social welfare.

(ii) In the literature review, there are few empirical cases that prompted the measure of effectiveness of shared services like Dollery and Johnson (2005a) analysed shared

services activities of the Riverina Eastern Regional Organisation of Councils (REROC) Dollery, Moppett, and Crase (2006,p.397) studied the South Australian Walkerville Council and its experience with shared services activities (Gershon, 2004) he submitted bi-annual Local Authorities efficiency statements to United Kingdom government under Blair's regime. Hawkins (2009) celebrated three major common reasons for starting joint ventures: (i) increase a municipality's comparative advantage; (ii) secure, available economic resources and (iii) economies of scale Hawkins (2010,p.381) discovered that collaboration on joint ventures among US local government governments is influenced by (i) presence of high levels of networks of relationships among people and (ii) frequent communication among important shareholders (Chen & Thurmaier, 2009) in Iowa partnerships bring reasonable of benefits (Leroux & Carr, 2007) factors affecting collaboration i.e., (i) financial factors, (ii) increase in number of people, and (iii) features of the group of people living in same place and their surroundings, Leroux and Carr (2007,p.346) investigated the arrangement of interlocal networks among 44 local governments in Michigan.

(iii) Dollery et al. (2009) considered 'previous studies from Australia, large surveys and accounting estimations, you can only conclude that, shared services can 'improve service delivery' only with some services amendable to share like information technology, human resource and procurement. However the degree of success varies, it is a case by case basis and therefore there are barriers in implementation like conflicting objectives, complex process and uncertainty of returns (Dollery et al., 2009). This explains why the previous studies suffered a methodological challenge and therefore the results cannot be generalized as mentioned by Dollery.

This makes it even harder to assess shared services since the previous research in the literature review indicates only accounting estimations and only two surveys in their effort to measure effectiveness of shared services.

(iv) Secondly (Dollery & Akimov, 2008) indicate that the results are suggestive not persuaded and very limited in scope hence lack generalization of results on the effectiveness of shared services. Also, the scope is limited to countries like US, UK, Australia, Germany, Sweden, and New Zealand.

(v) Dollery et al. (2009) insisted on back office services that they are the ones which are more amendable to share like information technology, human resource and procurement. This means that the accounting estimations and surveys used were only tested with back office services not operational services like Health and Waste management.

(vi) Conferring to Bergeron (2002) the performance indicators is a ‘mix and match matrix’ where he suggested a ‘hybrid’ of ‘centralization’, ‘decentralization’ and ‘out sourcing’ elements all blended together. Since private sector is profit oriented in perspective, they are market controlled and their customers determine their effectiveness (please refer to Section 3.2 for more details).

(vii) According to Metcalfe (1987) public sector involves many stakeholders like government departments and also linked with policies and politics (please refer to Section 3.2.1 for more details). The dependency has dispersed the responsibility and has made it very hard to measure performance of government institutions. In contrast, however, private case is person to holder; you are hired to do a task which is linked directly to the organizations specific objectives and failure to deliver means firing.

To sum up, improving service delivery is not an easy task in both public and private sector organisations. Nevertheless, when the sectors are differentiated in a comparative standpoint, it simplifies the measure of performance of shared services due to the clear distinction. This research focuses on public-public partnerships which are inter-organizational in nature, in operational services like waste management and health. In spite of that, it is still difficult to measure the effectiveness of shared services in local governments as explained in Sections (3.2.1, 3.2.2 and 3.2.3). It goes without saying that there are complexities and difficulties that exist in public–public while sharing services to improve service delivery but that doesn't mean no attempt should be made to assess the shared service performance in a broader scope. Local government performance has become an issue because they consume quite a considerable amount of tax payers' money without prioritising the needs of the people. Thus a strong need to explain the performance implications of using shared services.

While reviewing the literature on shared services, there are key issues one might find out, i.e. a group on concept and definition of shared services and another on measuring performance concept.

3.6 Definition of Shared Services

Many researchers are not devoted to this topic; there is no agreement in the literature of what constitutes shared services. So, shared services means different things to different people. Very little effort has been made to explain the concept both empirically and theoretically. Hence, there are many difficulties encountered in the defining the shared services concept.

Therefore, the definition of shared services can be made depending on where it's going to be applied because private and public define it differently. That is why; the definition of shared services will take into consideration five aspects of organizations; (i) shared service centers (ii) shared service organisations, (iii) back office aspect, (iv) joint arrangements adhoc or formal and, (v) inter local agreements.

In the 1960s Buchanan &Tullock (1965,p.3) defined shared services as "no spatial clubs" 'involving two people or agents providing public services'. He goes ahead to call them "clubs" because their 'size is too small and size determines the benefits and cost of the club members'. He emphasized the payment of membership fees to confirm member commitment to the club, he believed that only members within the club should be the only persons enjoying the services provided and that, there must not be no spill overs to other local authorities. Buchanan assumes that, all agents are the same and will approve the best form of delivery of public services after the authority is formed. The optimal size of the district or club balances off the overcrowding costs against benefits that accrue out of sharing the costs. The theorists like Brueckner and Lee, 1989, Epple and Romano, 1996, Fernandez and Rogerson (1995) seem to share a similar notion of Buchanan on the theory of the clubs. They looked at private supplementary education in the clubs and argued that public schools with rigidity in pricing, will result in little capacity and revenue pupils whereas pupils with high revenue, high capacity will opt for private schools. Similarly, this implies that the agent might choose to leave the public system and concentrates on the private alternative service delivery.

The level of involvement of shared services is in such a way that agents share service delivery of public goods. Asking for a price to join the club to provide the goods may also lead to

increased costs of production for that particular good and the cost will be met by the end users.

In this research, we are applying the mechanist approach to economics by Buchanan and Tullock (1965) where one that looks at efficiency contractarian solution in which individuals determine the arrangement of public good provision rather than the mathematical conditions. Buchanan and Tullock (1962), Mueller (1989), Ostrom and Ostrom (1971, 1999) accepted two basic assumptions of designing optimal government, (i) "individuals are the sole possible unit of analysis so the government gets their legitimacy directly from them and must enforce law", (ii) government is necessary because individuals are self-interested, greedy and fallible. A peaceful and just society will only exist when individual passion is controlled. In his definition, he actually considers collaborations although providing choice and he used criteria of reduced costs, efficiency and economies of scale.

In mid 1990s Ulrich (1995) referred shared services to mean a structural representation where the firm mergers, familiar commerce activities are accomplished by several functioning organizations into a well-defined entity that provides services to other organizations as its commercial customers. In his explanation, he refers to "combining of services with in a company" and suggests that shared services are a solo structural fact which happens after single commercial entities inside a business are jointly functional. This means that Ulrich's definition concentrated on intra- organizational partnerships among departments in the same organization not inter- organizational partnerships. He further argued that 'shared services' is practically the opposite of centralization and that the user is the chooser so the control and authority is with the client's choice.

In late 1990s i.e., 1998 and 1999 Shah and Schulman also discovered common working definitions for shared services Shah (1998) defines shared services as "the inner combining of services that were previously managed by single commercial entities, and that this combining enables the sharing of both workforce and using technology resources and the delivery of great quality services. Schulman et al. (1999) arranged for a public operational description of shared services as: The concentration of business capital carrying out similar activities, normally spread across through the organization, with the intention to serve several internal partners at reduced costs, greater service level agreements and with a shared goal of exciting outside clientele by bringing value to the business. In the definition it is evident that shared service partnerships are not aiming at managing the people and their activities but focus is directed on the partnership relationship between shared service centers and shared service organizations in similar approach of managing service providing partner excluding the fact that service provider is in the same organization.

In contrast Oakerson (1999) took a different stance and suggested that shared services is an agreement involving two or more public organizations cooperating to render services for the common good of the people. The key message of attraction from Oakerson's findings is that there must a distinction among the 'provision and 'production' of council services. In other words the "perception for council to perform both reforms is wrong". Separation of 'production' from 'provision' function signals that he left some allowance for private partners in service delivery in public sector and also allows for choice between the different modes of service production. He linked provision with production in seven ways; (i) 'in-house production', (ii) 'coordinated production', (iii) 'join production',

(iv),'intergovernmental contracting', (v), 'private contracting', (vi), 'franchising', and (vii), 'Vouchering'. Oakerson's in his different models of linking production to provision, only 'coordinated production', 'intergovernmental contracting' and 'joint production' could define shared services in local or public- public partnership.

Contracting out, vouchering and franchising do not qualify as definitions of shared services because they are outside the domain of this study which is looking at shared operational service i.e., health and waste management in public-public partnerships. Oakerson followed the criteria of efficiency, quality, quantity and reduced cost when delivering public services. Although Oakerson was not very successful at resolving disagreements in the concept especially its limitation too few services, his ideology of separation provision to production added to the new assessment of shared services.

On the contrary, in the late 1990s and early 2000s (Oates, 1998; Quinn, Cooke, & Kris, 2000b; Quinn et al., 2000b) reflected on shared services as an action of sharing services outside the borders of a solitary structural entity. Hence the definition gives a reflection on inter- organizational partnership which is the basis of this study. Therefore in simple terms, It is an action where different business entities make a choice to join up a service rather than insisting on duplicating workforce for the same function.

Bergeron (2003b) defines shared services as a collective plan where a subsection of current business tasks are put together into a new, semi- independent corporate entity with its own operating arrangements intended to increase productivity (efficiency), money worth, savings costs and better-quality service for in-house clientele of the parent corporation, similar to a

corporate organization engaging in the open market. Bergeron (2003b), Oates (1998), Quinn et al. (2000b), and Schulman et al. (1999) their definitions have something in common; concentrating services in one central point to promote efficiency, reduce costs, exciting external customers and improve service delivery.

In 2006 Ruggini (2006b) consented with Oakerson, Dollery and Grant. They referred to shared services as an agreement involving two or more public organizations cooperating to offer services to the people. The criteria used, economies of scale, generating cost savings, uniformity to ensure high standards, there is a need to emphasize optimal use of facilities and services thus achieving operational improvements owing to increased flexibility.

In 2006 the English government, DCLG (2006a) defined shared services as "joint working between local authorities or other public sector bodies to organize the commissioning, provision or delivery of service jointly." This definition gives a clear understanding of the sharing which is intra- organizational in nature and in perspective.

In 2007 Tomkinson (2007) defined shared services as a practice of two local councils sharing a specified service with a shared goal where the community are the end user." There is emphasis on intra service model among local councils, he also demands for formal structures, emphasizes a joint governing body and insists on a special purpose vehicle and a joint ventures company.

In 2008 Dollery & Akimov (2008) defined shared services as general organizational instruments to deal with usual challenges in disjointed local government systems. He

acknowledges that shared services involve two or more organizations cooperating to deliver services. Dollery's joint local agreements range from adhoc to formal and his criteria was mainly economies of scale, efficiency, reduced costs and increase in production time to achieve the shared goal. While the definitions outlined above are very important and are a key success factor for shared services in general and particularly to this research project, navigation in this range is limited to inter- organizational but not intra- organizational approaches of coordination.

There seems to be some disagreement among shared service theorists mentioned earlier on what constitutes shared services. Shared services in terms of achieving economies of scale, and scope (Brueckner & Lee, 1989; Buchanan & Tullock, 1965; Buchanan & Tullock, 1962; Epple & Romano, 1996; Fernandez & Rogerson, 1995; Glomm & Ravikumar, 1998; Ireland, 1990; Ostrom & Ostrom, 1971) for quality, quantity and reduced cost (Oakerson, 1999) effectiveness, efficiency and reduced cost (Ulrich, 1995) economies of scale, generating cost saving and uniformity (Ruggini, 2006b) formal structure, reduced cost, economies of scale and efficiency (Tomkinson, 2007) and economies of scale ,efficiency and reduced cost and increase in production (Dollery et al., 2010). This reveals that there is little consensus on how to conceptualize, define, and assess shared services, which suggests that there is no appropriate conceptual framework for understanding what constitutes as well as influences shared services.

From the definitions, it is observed that Buchanan and Tullock (1965), Dawes and Préfontaine (2003), Dollery et al. (2010), Oakerson (1999), and Ruggini (2006b) seem to consent that shared services is a joint working between local authorities and other public

sector bodies to organize the commissioning, provision or delivery of services jointly. However, with Buchanan and Tullock (1965) and Oakerson (1999) there is contradiction where they give a choice to service provision and this choice could lead to the alternative service providers outside local government or state level giving room to private partnership hence public-private partnership which is not the focus of this study. While Bergeron (2002); Schulman et al. (1999) explored shared services to mean, the concentration of business capital carrying out similar activities, normally spread across through the organization, with the intention to serve several internal partners at a reduced costs, greater service level agreements and with a shared goal of exciting outside clientele by bringing value to the business. Long wood was also in support Longwood and Harris (2007) asserted that, it's the core concepts of concentration of business but staying away from authoritarian supplies to attain precise aims. He further argued that; shared services contain the combined delivery of a corporate procedures and process.

Even the broad definitions are not truly inclusive. On the other hand, by distinguishing between the profit sector and public sector, they appear to exclude the growing delivery of social services for profit in the context of the private sector for example hospitals, nursing homes, day- care- centers, private practices for professionals, like lawyers and teachers and concentrate on back office services. The private sector is helping them deliver services which are originally supposed to be delivered by government in a social welfare system and manner yet they are not divorced from private sector.

The broad definitions tend to focus on the formal as opposed to informal shared services, but policy makers are becoming increasingly aware of social services and social welfare around

the world and more connected with the informal, natural helping systems that people use to deliver services. On the other hand, broad definitions of shared services are too encompassing when they claim to cover all collective interventions to meet the needs of private and public service delivery through sharing. Such broad definitions intend to intrude on the territory that has come to be defined as institutionally belonging somewhere else. The market portion of shared services also covers operational services like health, solid waste, education not only back office services, and like we do not subsume all of these are under our definitions of shared services.

From the definitions, little options are given hence creating ambiguities in these definitions that surely create space for research on the subject and use of the concept. What is missing in these definitions are the outcomes. i.e., effect, impact, quality of service, reduced cost, effectiveness and equity. To sum up, researchers are grappling with the (i) definition and meaning of shared services, (ii) criteria and performance indicators for assessing shared service, (iii) level of analysis for assessing shared services; (iv) methodologies for assessing shared services.

3.7 The Role of Local Government

Local councils achieve their goals and fulfil their functions in many ways:

(i) Planning & monitoring: Local governments set the overall direction for their municipalities through long-term planning. Examples include council plans, financial plans, municipal strategic statements and other strategic plans.

(ii) Service delivery: Local government is responsible for managing and delivering a range of quality services to their communities, such as public health and education, social welfare, solid waste management and local road maintenance.

(iii) Legislative & enforcement: Local governments make laws and decisions in areas over which they have legislative authority. Local bye-laws are not allowed to replicate or be inconsistent with state laws.

(iv) Local governments are also accountable for enforcing local laws and other legislation over which they have authority.

(v) Policy improvement: The actions of local governments are guided by policies. Developing and implementing these policies are key functions.

(vi) Representation: Local councils often represent their local community on challenges of concern to those constituents.

(vii) Advocacy: Local governments have a role in supporting on behalf of their electorates to central government, statutory authorities and other sectors.

3.8 Measurement of Shared Services

Scholars like Allan (2003,p.76) and Allan (2006,p.66) argued that "measuring shared services is complex task and hard to supervise, tough to measure inputs and requires unique experts to monitor so that they can advise which service is suitable for sharing". Despite that, he discovered that some functions are more amendable to be shared. There is little consensus on what criteria is in place, that is agreeable to measure performance of shared services. Dollery, Grant, and Kortt (2012) complains of no empirical research on the effectiveness of shared service arrangements.

There is one empirical study, a published thesis (Pike, 2012) and used efficiency and economy to measure the performance of back office shared services like information technology, human resource and procurement in the English government in United Kingdom. The English government follows the headlines of dimensions of shared services such as; (i) economy, (ii) efficiency, (iii) effectiveness and (iv) quality (v) user satisfaction (DCLG, 2006c). Despite the increasing interest, usefulness and importance of evaluating the effectiveness of shared services; it is surprising that very little empirical research has actually been directed on the topic.

In the literature, very few empirical studies have focused on measuring the effectiveness of shared services, particularly in public sector more specifically at the local government level and in operational services like waste management and health. This may be because either analyzing and coming up with an appropriate criteria for assessing the performance of shared services is complex and tedious process, or it owes to the fact that evaluation of performance of shared services at the local government level has been ignored due to; (i) nature of leadership, (ii) complex issues to do with public, (iii) lack of commitment to change, (iv) limited resources, (v) bureaucracy involved, and (vi) because it's a new phenomenon trying to gain its shape.

Needless to say, the available models for evaluating shared services are relatively under developed (Dollery et al., 2012), while efforts aimed at constructing formal theoretical shared service models have yet to prove fruitful, some scholars have not clarified their shared services models, some include limited shared services options like procurement. In the literature, it is not easy to find a direct attempt of already made framework for evaluating

performance of shared services. Different theorists throughout the development of shared services concept are still trying to formulate and update models for shared services yet to be proved fruitful, can hardly concentrate on how to measure the effectiveness of shared services. This has created a state of confusion and quite often conflicting models. Literature review is not clear on the explanatory factors or dimensions to be used when measuring the performance of shared services.

While reviewing the literature, one might find one category of research studies. One that argues out the different criteria used as indictors or models of shared services and other dimensions that are set to measure shared services.

3.8.1 The Measurement Indicators of Shared Service Models

3.8.1.1 English Local Government Model Dimension

The white paper strong and prosperous communities suggested that 'alongside efficiency, service quality can be improved by using partnerships models' boldly asserting a belief in significant opportunities to improve the quality and efficiency of shared services by joint work (DCLG, 2006a).

3.8.1.2 Shared Services by Provision and Service Production Model

Oakerson (1999) identified seven generic methods of production and provision of public service; (i) traditional 'in-house production' council provides services on its own (ii) 'coordinated production' different councils come together to coordinate and collaborate on

actions for both councils, (iii) 'joint production' where councils use a single unit of production similar to shared service centers, (iv) 'inter-governmental contracting' where councils contract services from other councils or municipalities of the state, (v) 'private contracting where councils contract a private entity in the production of the public services, (vi) 'franchising' where private firms provide public services at a fee for example waste management or water services contracted to private firm, (vii) 'vouchering' where local municipal leaders set standards, service levels, key performance indicators to the private firm which has been contracted to provide the service.

The key aspect in this model is the separation of 'production and provision' functions in local authorities. Therefore, before a service is produced, logistics of provision have to be taken into consideration like which service to be offered?; Why?; What quantity needed?; Which quality?; Who is the project funder?; What are the characteristics involved in the funding agreement?; After providing answers to all these questions, then production & provision of the service comes handy. This model used a criterion of quantity, quality and cost and one of its shortcomings is that, it focused on some characteristics which are profit driven hence failure to provide public services to the poor especially when franchising is the mode of production and provision selected at the local government. Involving a private firm to provide services may lead to failure to achieve the objectives because of the sequence of difficult goals, interconnected aims, big number of stake holders involved (Janssen & Joha, 2006).

Shared services for the purpose of this project is a partnership arrangement between two or more local authorities i.e., municipalities, councils, sub nations, or other tiers of state or federal or government. With that definition in mind, 'private contracting', 'franchising' and

‘vouchering’ are not part of the definition of shared services as per our research project. On the other hand, ‘inter- governmental contracting’, ‘coordinated production’ and ‘joint production among councils’, constitute the meaning of shared services. Given that councils have similar objectives, contracting councils would generally be a good option since there is a feeling of a common goal to be achieved. This coupled with the complexity of monitoring local government activities; councils know the general rules of the game.

This model focused a lot on achieving the means rather than the end, for example the criteria followed is quality, quantity and reduced cost (Oakerson, 1999) governments have goals to achieve and therefore models should put these goals into consideration or perspective when designing the models like improving the welfare of the people, standardization and uniformity, equity while delivering the services. The biggest challenge here is that government objectives and goals are not clearly identified and they involve a wide number of stake holders (Janssen & Joha, 2006). In addition due to the diverse interests, there is lack of consensus on the goals of shared services. Also despite the prevalence of shared services arrangements and other kind of joint collaborations in local governments, it has attracted scant attention in the literature considering economies of scale, cost, and efficiency as the only objectives for shared services ignoring other aspects like equity, effectiveness, quality, social welfare, quantity and standardization. It is believed that the three are just some of the important aspects and shared services can’t be measured by just those dimensions.

Theorists of transaction cost argue that when deciding how to produce and provide services, it is important to factor relative costs of producing the services (cost, tools, human resources, equipment) and monitoring the service (Brown & Potoski, 2003) this has its roots in

‘comparative cost ‘and its schedule of planning since is necessary to monitor the activities from beginning to end. Bergeron (2002,p.68) and Williamson (1981,p.549, 1991,p.271), talked of hybrid form organizations, their flexibility in arranging contracts and reducing monitoring costs.

3.8.1.3 Shared Services by the Club Model

Buchanan’s approach is optimal provision of public goods, call it a ‘contract solution’ where individuals are prepared to agree and accept the ‘attendant tax’ or ‘exchange’ agreement associated with public service provision (Buchanan & Tullock, 1965) emphasized that efficiency can be arrived at as a social welfare function and where individuals have a stake in the reallocation of resources. In other words, he focused on the process of interaction between individuals in the economy. He stressed that individuals must pay because they benefit from the services provided by the local government. Buchanan, established conditions for optimum output and membership.

To him clubs were seen as consumption sharing arrangements providing goods which consumption can be excluded but for which member? For example, I may be staying in a particular local government and I do not have children but there are schools in the area as well as parents with children, in this case, it’s only the citizens with children who benefit from the services that are entitled to pay for that particular service since they benefit from it by taking their children to school so the person with no children is voluntarily provided with the service. Given that Buchanan looks at clubs as private entities providing both ‘public and private services’ at a fee, this has its implications like such goods are suited for open and

quasi markets, and the question remains as to where do the poor stand? They cannot afford to pay for the services but continue to stay in the area, and one of his main objectives was to consider optimal provision in terms of welfare of members of club.

Buchanan and Tullock (1965) expects 'economies of scale to accrue if agents come together and share the cost of providing the public good.' The model looks at 'real world' because it assumes 'anonymous' groups. He also assumed that all clubs are the same and they balance at the same time which is not the case in the real world, different clubs will be at different levels at the same time. Expansion through space is a good idea but creating new shared clubs depends on how successful the existing old clubs are performing.

Local governments are operating using different structures so the idea of restricting mobility through members of the club to pay does not stop them from moving to another district. His idea of supporting small group formation was to achieve effectiveness. However, this may not be true since clubs are no longer living in isolation, there is a lot of interaction, collaboration and sharing going on hence there will be spill overs or linkages. The criteria followed: reduced cost, effectiveness, welfare, this model focused on achieving the end rather than the means, the individuals have a say on the provision of services and this improves their welfare and satisfaction. It can be argued that assessing shared services in terms of effectiveness, cost and welfare results in only partial measure of performance and these three may not be a true representative of shared services, so other dimensions should be considered.

3.8.1.4 Shared Services by Quadrilateral Taxonomy

According to Tomkinson (2007) classified shared services following the service model of British local government which limited shared services to only procurement. In this model they focused on;(i) 'intra- service', (ii)'corporatist' since it emphasizes an establishment of joint governing body, (iii)'councils share the cost', (iv) it emphasizes the special establishment of 'special purpose vehicle' like a joint venture company formal in nature to deliver the services to the council. In other words, the body formed should be separate from the council but serve their interests. Local governments are entitled to deliver a good range of services to the people .However the nature of services vary from one local government to another.

In shared service perspective, some services are more amendable to be shared than others (Percy Allan, 2003). It can be argued that assessing shared services solely in terms of procurement or using the procurement benchmark, results into partial measure. This cannot be enough representative of shared service especially when it comes to operational services like waste management and health since they are not back offices in perspective. Therefore the framework of measuring some shared services may not apply to all services in the local governments. The criteria followed was simply economies of scale and reduced costs.

3.8.1.5 Shared Services by Terms of Inter-Governmental Contracting Model

Dollery et al. (2010) classified and proposed a way derived from Australia local government; under this model local councils, regions, sub nations, municipalities, states, federal, national

governments voluntarily sign or undertake functions with in public sector to deliver services and this is commonly called public-public partnership. This kind of arrangement can be trusted since there is a common goal for all parties. Dollery et al. (2010) believes that this kind of arrangement will yield economies of scale, reduced cost and improved efficiency. Focus was dedicated to both informal and formal partnerships. Dollery et al. (2010) didn't put into consideration that the informal partnerships can dissolve easily as they are formed since there is no binding agreement. The criteria used for intergovernmental model was: economies of scale, efficiency and increased production time. Therefore assessing shared services using this approach or criteria is not enough, this calls for other elements to be incorporated to get a comprehensive measurement matrix for shared services.

Another approach is Vertical Shared Services model (VSS) (Dollery et al., 2010) this model uses three dimensions; economies of scale, reduced costs, efficiency, based on the assumption that it encourages coordination. This model involves cooperation between local governments/ local authorities, and the service is offered at a fee; it could be difficult to operationalize since it involves charges and chances are that the goal of equity in service delivery will not be achieved because the end user has to meet the cost. Shared services can not only be assessed using economies of scale, cost and efficiency. Other elements have to be incorporated if there will be value added in the measuring shared service and also to strike a balance among other competing values and to organize them into an integrative framework for assessing the performance of shared services.

Dollery et al. (2010) also proposed a horizontal shared service model by integrating economies of scale and efficiency under joint arrangements among local authorities and these

range from formal to informal resource sharing however, the informalness of an arrangement may mean that it can dissolve easily. The shift from formal to informal is a critical component to support shared services arrangement to achieve their goals. However, operationalization to support the measuring of shared services becomes a key success factor and they used a criteria of economies of scale, efficiency, increased production time. If we believe that shared services is the right way to solve issues, then interdependencies should be supported by Chandra et al. (2001), Chandra et al. (1998), Glendinning, Powell, and Rummery (2002), Hardy, Hudson, and Waddington (2000), Hudson & Hardy (2002), Hudson (1999) and Rummery (2002).

3.8.1.6 Shared Services by Theoretical Model

Ruggini (2006b) elaborated on the criteria and classified on the proposed way of sharing using his experience from the USA. It is assumed that using shared services will automatically lead to achieved economies of scale, generate cost savings, offers ability to give greater uniformity of service levels, optimizes the use of facilities, services and achieves operational improvements owing to increased flexibility of the councils. He highlighted the need for uniformity and standardization in shared service organizations. However, a framework for measuring shared services cannot be derived from only economies of scale, cost savings, and uniformity. Since it is an American experience, it can be adopted and adapted poor developing countries and added that uniformity and standardization creates a link between governance, institutions and public organizations.

3.8.1.7 Shared Services by Van den Bergand Braun Model

Researchers such as Van den Berg and Braun (1999) argues in terms of 'administrative body, if there is a very strong, capable leader, willing leaders, then shared services can be harnessed'. The 'degree to which network externalities can be harnessed depends on the establishment of an administrative body capable of harmonizing, defining and developing the objectives of the network and stakeholders.' emphasis was put on clear objectives, elasticity of substitution, economies of scale, reduced cost, political power and leadership. The criterion further explains the 'trade- off between mix of public services, administration and political power' and this was characterized in Dollery and Johnson (2005a) doctrine of another model for local government.

The key factor is the elasticity of substitution, if for example the degree of substitutability between services is low like health services can be provided at least cost, then the provision of the service can substituted since the transaction cost is low. In the same way, where the elasticity of substitution is high, the inputs can easily be put as additions in service provision to either increase on the quantity or the quality of the services provided. The elasticity of substitution gives councils a choice for optimal or optional structural changes in service delivery. Shared services are encouraged where they will exhibit substantial economies of scale. Never the less, cooperation partnerships remain a favorable choice as a structure to local government compared to amalgamation.

An attempt to evaluate the performance of shared services was made by He, Cao, & Li (2009). The basic purpose of the study was to investigate the difference between shared

services and outsourcing i.e motivators, arrangements, benefits, disadvantages etc. the core objective was to develop a decision model which would aid organizations in deciding which pre-arrangement would be more suitable for them to adopt in the quest of process improvements for their operations. The context of the study was in universities of higher learning and focused on information technology which is an administrative service hence back office services.

The study adopted a production and provision model (Oakerson, 1999) and used qualitative explanatory approach. The study contributed considerably to the field of measuring performance in public organizations (universities) following an inter-governmental shared service arrangement, given the fact that the available framework for evaluating performance of shared services are still lacking and under developed. The dimensions used; quality, quantity, reduce cost and customer focus. This is a very comprehensive study and has a wide area of concern on operational shared services like waste management and health. It is a decision model recommended for Australia education sector, political, administrative and organizational set up. However there is a likelihood that the results derived from this study may not be transferable to societies which have different political, administrative and organizational characteristics.

A group of scholars such as Murray, Rentell, and Geere (2008) who carried out a study on corporate shared services in the English government. It was a qualitative study in nature and engaged six case studies of shared procurement functions between smaller local authorities, four out of six cases were reported to have established their arrangements in response to central government policy initiatives of shared services and efficiency gains were perceived

to have been achieved (Redman, Snape, Wass, & Hamilton, 2007b). This study followed a mixture of a Quadrilateral taxonomy model by Tomkinson (2007) because of limitation to procurement as the only shared service under the study. The dimensions focused on were; economies of scale, reduce Cost and customer focus and 'inter-governmental contracting model.

Dollery et al. (2010) emphasized shared arrangement which is public- public partnership and inter-governmental in nature and the dimensions followed; economies of scale, efficiency, increased production time and equality. This study still focused on back office shared services and procurement in particular its performance is recommended for English local government sector, political, administrative and organizational set up. However there is a likelihood that the results derived from this study may not be transferable to societies which are just trying to develop and have different political, administrative and organizational characteristics.

Price water house coopers is being discussed in this project as a case study of one of the 'consulting companies offering shared services to clients around the world. Price water house coopers, Gunn partners, Mc Kenzie and company Perret Roche Group LLC' have been using the model for a long period of time. While some may be failures or slow success as observed by Hogg (2003,p.34) "service centers to provide human resource organizations with 30-50 percent reduction in administrative cost and HR costs."

The biggest companies world over have some sort of sharing concept in practice in their business structures. The top six reasons companies introduced a financial shared service

model in 2005 Bangemann (2005), Herbert and Seal (2009) included: (i) reduced administrative cost by 79%, (ii) improved services and quality, (iii) accuracy and timeliness, (iv) 69% reduced in headcount and salary 64%, (v) standardize service by 44% and simplified their roll-out and (vi) information technology systems support by 38%. The survey done by Hackett Packard group, ford motor company 'invented together with general electric' in Europe in 1980, though just accidentally. Ford also managed to reduce risks and costs (Bangemann, 2008) and the most interesting one is Henkel who started on its finance approach in 1999 but later the company grew big and purchased 60-70 companies per year. The model used was a hybrid approach (Bergeron, 2002) which has characteristics of centralization, decentralization & out-sourcing. The findings may be useful, due to the mix of different forms and structures, the research project is dealing with inter-governmental partnerships in public- public setting.

In the local government sector, very little academic research has been conducted to assess the benefits of adopting different models of shared services (Dollery et al., 2012,p.36). A few cases can be synthesized (Dollery et al,. 2008b) reflecting on the Queensland undertaking local government Association (LGAQ)- group engagements and commercial activities of 2007, recognized five diverse shared service agendas: Work care, the shared liability pool, infrastructure service, local buys , and partnerships group. Dollery and Marshall (2003) also tried to supplement on the planned merger agenda in specifically, the Regional organisational councils (ROCs), founded on optional and not obligatory preparations, may result into not only ordination, but nurture a spirit of collaboration among bordering councils, but also do away with predictable resentment and expenditure of compulsory merger. Dollery and Crase (2004) acknowledged that there are great economies of scale and emphasized the need to

merge small and economically not capable (unviable) rural and regional councils into large merged public establishments' savings may be realizable.

Pike (2012) in his study, offered a case study and regression analysis into investigating how corporate shared services (information technology, human resource, procurement, accounts payables, account receivables) operate in English government. His findings were that," shared services have taken a limited form with limited impacts'. The shared service model has not been used deeply or extensively, and has largely been based around an arrangement to share the costs of senior managers." He used the 'inter-governmental contracting model' (Dollery et al., 2010). The study emphasized shared arrangement which are public- public partnerships and inter-governmental in nature and the dimensions followed; economies of scale, efficiency, increased production time and equality. The English government had its own dimension like; economy (cost), efficiency, effectiveness, quality and service improvement and he used a mixed method in his investigations. The type of performance study carried out by Pike is relevant for back office shared service in public-public partnerships.

Dollery and Crase (2004) in the Riverina Eastern regional organizational councils (REROC) got involved in thirteen local councils between 1998-2003 and identified areas in which shared services proved to be more effective include, joint tendering, purchasing, information technology, compliance initiatives and lobbying activities and it was also estimated that shared services in REROC resulted into a saving worthy $4.5 million by reducing duplication, combined tendering, regional lobbying and cooperative sharing of services. The model used horizontal shared service model represents joint arrangements between local

authorities ranging from improvised ,emergency resource sharing to complete shared administration and intergovernmental contracting model where local councils voluntarily undertake functions for regional/state/national governments and the dimensions followed were ; economies of scale, efficiency, increased production time, and equality.

While this study is investigating the status of solid waste management and health and shared services has impacted on them, value may be added by analyzing and discussing back office shared services past studies to investigate the models used, rationale and dimensions in their study which will help me in widening the scope of shared services in this research project. Dollery, Goode, & Grant (2010) discovered that shared services can bring planned savings, reduce implementation costs. He confirmed that using a shared service model "at least in Australia, had produced high viable outcomes". The forgoing intention is to ensure economies of scale through joint resource sharing. Dollery et al. (2009) asserted that most of the "previous studies in Australia were largely based on surveys and accounting estimation including that improvement of service delivery through shared services which involves some amenability of some functions than others" (HR, procurement and IT).He further to asserts that, there are challenges in implementations like, complex processing, conflicting objectives and uncertain benefits (Dollery et al., 2009).

Ulbricht (2010) investigated one case study in Sweden where he looked at people, policy and process changes associated with shared services, noting that employee resistance was very problematic. Niehaves & Krause (2010a, 2010b) investigate two case studies in Germany where it was concluded that, financial savings are the main reason and rationale for sharing

services. Two pre-conditions were given for the success of shared services; leadership support and prior cooperation.

In the English government (Pike, 2012) in his published thesis; he used a case study and regression analysis on investigating corporate shared services. He found out that shared services have taken limited scope and impact. Gershon (2004) used bi-annual local authorities efficiency statements in the UK public service; his findings were on most commonly cited shared services which include; procurement, IT, back office functions and compliance activities. Deloitte Consulting (2007), Deloitte (2005) and Harris (2010) in these studies they used accounting estimations with various cities in the UK government and recognized a number of challenges to shared services i.e., a lack of knowledge, the cost of the first stock and capability, behavioral and party-political difficulties, connected to person's occupations and dangers of dropping some employees, a wish by selected associates to uphold activities for both front and back office provision tasks and opposition to sharing power among other local authorities. (Solutions, 2005) Serco solutions used a survey of 26% of all local authorities in England. The study recognized nine areas of the highest prospective for shared services. PWC (2005) used accounting estimations in the Anglia revenue partnership of two rural councils and results indicated they attained the highest performance alongside with important savings.

Ruggini (2006b) carried out a survey in the USA counties and his results provided examples of the more successful shared services among others which include: joint procurement, emergency services and records management. Hawkins (2009) in his research using case study, identified three greatest usually quoted causes for starting joint ventures: to improve

municipality's comparative advantage, safe economic resources available and take advantages of economies of scale. Chen and Thurmaier (2009) used a case study in Lowa in USA and established reasonable sharing benefits among participants that was, a significant influence in establishing successful inter-local agreements. Hawkins (2010) also used a case study and established that economic development, joint ventures between US local authorities are subjected to a number of factors: presence of great heights of nets of people living together and frequent communication among important stake holders.

Leroux and Carr (2007) used data from 468 local governments in Michigan to inspect the part played by the reasons for amplification of interlocal collaboration on public works like; financial, features of the societies around the local government, background features of the local government, and the effect of policy and preparation setups. The findings indicated that, "although it's not very clear that local governments may appreciate bonuses in the form of immaterial profits, Inter-local agreements advance to shape trust among the officials" (Leroux & Carr, 2007,p.346) continued to argue that, cooperations are more "extensive on the delivery of local public services like waste disposal other than 'life style services' such as parks and recreation".

Duncombe and Yinger (2007) used accounting estimations in various rural schools in New York rural districts and found that consolidation makes fiscal sense, particularly for very small districts. Shakrani (2010b) similarly used accounting estimations in 10 counties in Michigan and found that 8% of operations and maintenance, food services to 18% of transportation cost reduction. Lackey, Freshwater, and Rupasingha (2002) used a survey and regression analysis in the Tennessee Valley and determined dynamics manipulating local

government collaboration in rural areas. LeRoux (2008) in his analysis, discovered inter-local agreements for 10 public works services; he used survey and regression method. LeRoux and Carr (2007) used a survey and regression analysis in Michigan and found that local governments frequently collaborate on delivery of a range of public works, like infrastructure expansion and upkeep, and on a range of water and sewerage utilities.

Lackey et al. (2002) used interviews and regression analysis in Tennessee valley and analyzed reasons prompting local government collaboration in rural areas. Lombard and Morris (2010) surveyed Northern US in Connecticut and Springfield, and Massachusetts, where he developed the idea of cooperating and how it works in practice; he argued that, the informal cooperation is truly remarkable. Gordon (2007) surveyed in Missiouri, Indiana, Kentucky and Tennessee valley and discovered that a 'win-lose' situation becomes a 'win-win' because of the accomplishments with increased local regional cooperation. Carr et al. (2009) used a survey and regression analysis and found that norms and values imparted by careers add to local government service production selections. LeRoux (2008) used accounting estimations in southeast Michigan councils and the empirical findings suggest that regional organizations can in fact promote inter-local services.

In Philippines O'Leary, Gerard, and Bingham (2006) survey in schools discovered that public managers now find themselves convening, facilitating, negotiating, mediating and collaborating across boundaries. New Zealand (McKinlay, 2011) used a case study in Waikato region and identified the potential of shared services in Boplass and appreciated the way they conceptualized the idea of shared services centers of excellence which will reshape the way local governments address shared services too.

Literature review has discussed the past studies in Section 3.4.1.7 above and it is evident that some scholars have tried to make group investigations and tested the claim that shared services improves performance and provides quality services such as Murray et al. (2008), Niehaves and Krause (2010b), Redman, Snape, Wass, and Hamilton, (2007a) and Ruggini (2006b) yet some cases focused on costs and creation of economies of scale (Dollery & Crase, 2004; Dollery et al., 2010; Dollery & Johnson, 2005a) other studies discovered conditions that facilitate application and setup of shared services like trust, relationships and prior cooperations (Niehaves & Krause, 2010b) while others who echoed the same include Andrews & Entwistle (2010a), Guo and Acar (2005), Lackey et al. (2002), Lasker, Weiss, and Miller (2001), Turrini, Cristofoli, Frosini, ans Nasi (2010) and Hawkins (2009) also mentioned three factors influencing collaboration.

The literature review has outlined the basis for shared services and the expectations like economies of scale, reduced cost and improved performance among others. Secondly research availed the models that may have characteristics of the above mentioned arrangements which may influence the performance of shared services. Additionally, the literature review on shared services with in public sector is limited. This was observed by Dollery et al. (2009,p.210), Dollery et al. (2012,p.37), Dollery, Kortt, and Grant (2012,p.38-39) who asserted that, "little scholarly effort has been directed at empirical analysis of the characteristics of shared services models in practice". However, it was appreciated that shared services have a great potential in Australia government but also decried the fact that there has been a policy shift to effectively support the smooth performance of shared services.

This was also echoed by Selsky and Parker (2005,p.871) “shared services have been characterized by an approach of limited scope”. The purpose of this study is to assess the status of solid waste management and health services and how they are affected by sharing using an integrated model .By broadening the scope for which shared services are assessed, there is hope that shared services will move on to another level of perspective hence increase its form and its impact as proved by Pike (2012,p.96) who asserted that, “shared services have taken a limited form with limited impacts’. The shared service model has not been used deeply or extensively, and has largely been based on an arrangement to share the costs of senior managers.

Largely, the review of shared services engagements through both private and public sector discloses that there is inadequate published work on the effectiveness of a diversity of shared service models and engagements. According to the literature and some single cases there has been a success factor in highlighting the features in the operation and performance of shared services preparations a case in point include Dollery and Crase (2004), Dollery et al. (2010), He et al. (2009), Murray et al. (2008), Pike (2012), and Redman et al. (2007a).

The observation is that, evidence is not very clear were shared service may result into reduced costs’; this is as a result of limited scope given to shared service hence a clear gap to be investigated. What obviously rests unspoken though, is the degree to which these preparations are fruitful and the outstanding-exhaustive issues that may add to the relative success of the varying models of collaboration. There is a strong requirement for investigations to empirically examine the effective performance, to update the diverse forms of shared service models, the characteristics of shared services, the features that are necessary

to safeguard continuity, and the consequences that can be most desired, projected as a function of commitment of shared preparations.

It is important to place this research in the context of previous work on shared services. Past studies have analysed, models have been identified and the checkup whether shared services has lived to its promise take an example of Hawkins (2010) and Hawkins (2009).The previous works will form the basis of this research project.

This research project intends to be a mixed method through a phenomelogical philosophy and a survey to close the methodological gap. It also aims to contribute to the literature by focusing on broadening of the scope of shared services not to be evaluated only in terms of economies of scale, reduced cost and efficiency but also factor in other dimensions like equity, social welfare, effectiveness, quality, quantity and standardization, focus on the lived experience of the performance of shared services in the operational sectors like health and waste management using the new matrix and its impact, to explain implications of using shared services using the new matrix, analyze its impact on health and solid waste shared service and evaluate whether shared services partnerships bring improved performance, the impact of shared services on community satisfaction, service quality, improving service delivery, find out services different divisions wish to share, how the shared services are implemented, which model is being used and describe factors that explain the observed performance.

Table 3.1: Summary Shared Service Models/Theories in Support of the Position

Models	Criteria Used	Useful & effective when	Deficiencies
Provision and service production Model.	Quality Quantity Reduce Cost Customer focus Efficiency	Influenced by Separation of service provision from production. It gives a range of choice.	Focused on characteristics private sector
Quadrilateral taxonomy	Economies of scale Reduce Cost Efficiency	In puts have traceable effect in the corporate sector and links to corporate services which improves performance.	It is based on competing interests and difficulty to satisfy all. Focuses on only one aspect of shared services procurement. Limited scope.
Horizontal shared service models'	Economies of scale Efficiency	Joint arrangements among local authorities free entry.	Focuses on both formal and Informal resource sharing which can easily dissolve easily.
Vertical shared service models'	Economies of scale Reduce Cost Efficiency	It encourages coordination	Difficult to operationalize due the fee charged.
Intergovernmental contracting model'	Economies of scale Efficiency Increased production time Equality	Shared goals & objective. There is coordination and devolution	Focuses on willingness of municipalities difficult to operationalize.
The club Model Buchanan's (1965)	Reduce Cost Effectiveness Welfare Scope Equality Customer focus	Performance is linked to club members hence improved welfare.	Focuses on member municipalities to benefit so specific no spill overs. Very broad focuses on the achievement of the objectives.
Theory and practice of shared services in public services	economies of scale Uniformity Generate cost savings standardization	Optimizes use of facilities and achieves operational improvements owing to increased flexibility	Focuses only on public service shared services yet has a root in private sector.
Van den Berg and Braun model	Objectives Elasticity of substitution Economies of scale Reduce Cost Political power Leadership	It involves a trade-off with externalities. It enforces links between governance, institutions and public policy	Difficult to operationalize in developing countries context because of the great influence politics has on institutions.

Source: Author

It can be assessed from the discussion and the Table 3.1 above that these approaches are not overlapping each other, but instead they are focusing on different things. Due to this lack of consistency, according to Dollery et al. (2010, p.219) "while efforts aimed at constructing formal theoretical shared service, models are yet to prove fruitful. Some scholars have not clarified their shared service models and include limited service options like procurement" i.e., (Tomkinson, 2007) the quadrilateral taxonomy model was limited only to one shared service that is procurement.

In other words, there are no agreed criteria on how to evaluate shared services in the literature. In addition, even the designed models to be used are yet to prove fruitful, hence no one criteria can apply equally well to all situations given that local governments differ in many respects like structures, operations and the range of services they provide to the citizens in a given jurisdiction. Thus, there is no single criteria that is appropriate for all local governments for neither studying all aspects and functions nor can a single criteria satisfy all competing stake holders. This explains why collaboration theorists are not clear, about which of the models of measuring shared services should be applied universally.

3.9 Theoretical Frame Work

Figure 3.1 shows a theoretical framework between CQS and the relationships with shared services, the model of implementation and the measure of performance in terms of dependent variables.

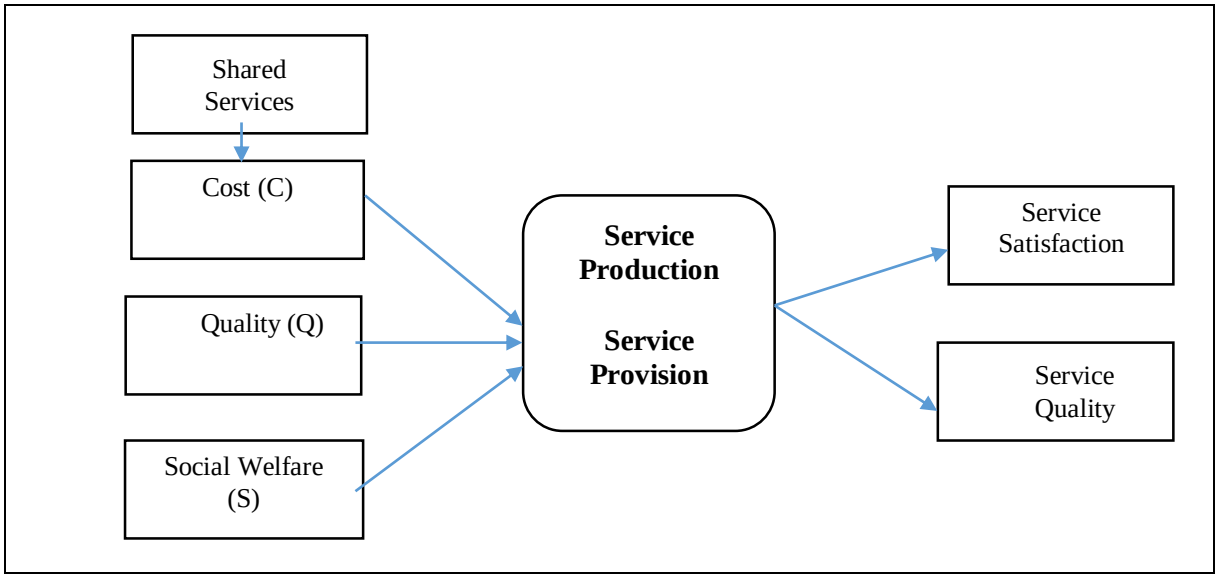

Figure 3.1: Theoretical Framework

Source: Adapted from Oakerson Model of Shared Services 1999

In summary, literature review is deficient of many aspects: (i) a theoretical framework specifically for assessing shared services in local governments, (ii) conceptualization and measurement of performance indicators affecting shared services, and (iii) an empirical assessment of measuring the effectiveness of shared services in local governments based on large sample of data.

3.10 Theoretical Framework of CQS (SSEEEECQQ) for Assessing Shared Services

Literature review on shared services discussed above suggests some gaps. There is evidence in the literature reviewed that there is no single model for evaluation of shared services that everyone can agree upon, rather models offering complementary approaches and these vary from country to country. For instance, as discussed in Section 3.4.1, according to the model

presented by Oakerson (1999) shared services can be measured using quality, quantity and cost.

This model has been discussed and described in details in Section 3.4.1. Since there is inconsistency in the criteria used by different scholars, it appears that researchers have had a considerable difficulty trying to agree as to what constitutes a valid set of criteria for defining and assessing performance of shared services in local government. The short comings for this is that it focused on some characteristics of private sector by allowing a choice in provision and production of service delivery hence the principle of equity might be neglected. Although this model has contributed significantly in the understanding and clarity of shared services, much remains to be done in order to find an, (i) effective matrix for evaluating the effectiveness of shared services and (ii) to employ successfully the matrix concept of shared services and make use of it in practical ways in a poor, developing country's context.

To conclude, from the foregoing analysis, it is evident that there are at least nine components such as effectiveness, efficiency, equity, economies of scale and scope, social welfare, standardization, quality, quantity and customer focus in the construct of shared services. However, from the review of the literature (see Section 3.4) it appears, at least, that only one dimension shared service construct such as cost involving: reduced cost, economies of scale and efficiency have been used in quite a good number of studies indicating deficiency in the literature. This study however, identifies deficiencies illustrated above in the literature on measuring shared services and tries to address these by combining the different approaches and proposes an integrated model for assessing shared services in terms of CQS (cost, quality and social welfare).

Based on the theoretical perspectives above, a research framework of "CQS" (SSEEEECQQ) i.e. standardization (Ruggini, 2006a), social welfare, (Buchanan, 1965) effectiveness (Bergeron, 2002; Buchanan, 1965; Gould & Magdieli, 2007; Walsh, McGregor-Lowndes, & Newton, 2008) efficiency (Dollery et al., 2010; Oakerson, 1999; Ruggini, 2006a; Tomkinson, 2007) equity (Buchanan, 1965) economies of scale (Dollery et al., 2010; Murray et al., 2008; Ruggini, 2006a; Tomkinson, 2007; Van den Berg & Braun, 1999) quality (Oakerson, 1999) quantity (Oakerson, 1999) and cost (Buchanan, 1965; Dollery et al., 2010; Oakerson, 1999; Tomkinson, 2007). In fact many of the approaches presented in the literature and discussed in Section 3.4 are consolidated and organized in the present study into an interactive and composite framework of "CQS (SSEEEECQQ)" for assessing the performance of shared services. According to this model, there are nine elements of performance i.e "CQS (SSEEEECQQ)" that are important useful in pursuing to completely capture the performance and status of services in public sector with the use of shared services, in public sector, this means improvement in realizing each of these criteria simultaneously. These nine criteria of "CQS (SSEEEECQQ)" are discussed in details:

3.10.1 Standardization (S1)

A service standard refers to a civic assurance to a quantifiable level of production that clienteles can imagine in usual conditions. Similarly in division councils consistent standards and common business systems are practiced. What we are not sure of is whether they result to economies of scale.

In the 1940s governments used to have their objective approach of delivering services in a more standardized manner, take an example of education it was same for the rich and for the poor and the quality was un questionable and this was considered as the fair and right way to do things. There was too much control, top-bottom communication, too bureaucratic, too much monopoly that clients were taken for a ride and no provision of choice as much as people's preferences changed, monopolies didn't change. Today is a rapid period of change, the social changes, technologies have replaced all the old a customs of postal service, three news magazines, and one television network, now the public monopolies are joining to survive the test of time and the only way they can survive is by replacing bureaucracy with entrepreneurship (Osborne, 1993).

There are two types of standardizations, the process standardization involves; objectives by stakeholders, inputs, tools, process, outputs, metrics (like; KPIs, cost, quality, productivity, defects, cycle time, etc.) and customer satisfaction (e.g. KPI's, escalations) and practice standardization involves; team work throughout the (structure, alignment, span of control, etc.), performance management (e.g. process knowledge by role, productivity etc.), workforce management (e.g. performance, workload balancing, etc.) and continuity planning. The possibilities of standardization and uniform way of working increases the efficiency, together with consolidation, it makes it possible to afford required technology investment (Ulbrich, 2006). In the private context, the implementation of a shared service center can greatly reduce costs, standardize processes and permit greater control. However, there are some big pitfalls to avoid.

According to Osborne (1993) nowadays people have got used to ‘hundreds and hundreds’ of choices. In the public sector, however, one ‘size still fits all’, Choice is something that must be addressed in the public sector. Consistent standards and common business systems can achieve economies of scale even when decision making has been retained by the businesses (Walsh et al., 2008).

Standardization of processes has been for long one of the goals of shared services partnerships, but this comes in handy when most public-public partnerships ignore to focus on practice standardization which shows an end to work processes, people involvement in terms of skill display and management. Standardized practices can add to the efficiency level of benefit that already exists in any partnership.

Benefits can be realized by making additional focus to practice standardization, including gaining full visibility across the stakeholders and public. Standardization scores without deviations from standard that have been identified for local country stakeholders can be a key success factor hence productivity increases. Standardization ensures consistency, comparable methodology for third-party verification and also sustainable continuity which leads to optimisation.

It is also theorized that greater scale will give way for better efficiency. According to this theory, greater scale brands the provision of expert staff, expertise, technical resource and equipment hence more efficiency (Andrews & Boyne, 2009; Boyne, 1996a) as these resources can be acquired at a lower cost, and shared across a bigger organization. Additionally, by integrating services into a bigger unit, it is expected that benefits will arise

from the removal of duplication (Lomax, 1952) and mixing of services into a bigger unit offers the chance for standardization. Pike (2012) observed in his study that, "there may be greater efficiency by maintaining service standards with less money and other case studies suggested that the use of shared corporate services may have had a positive impact on specific dimensions of performance; reducing expenditure, and maintaining service standards." In the UK government, the shared service approach was developed and extended to set up a formal review structure and programme to consider business cases to share services, with a clear focus on reducing cost and maintaining service standards.

Shared services involves work entities standardizing and combining the ways in which services are provided to yield moneyworth to the organisational entities as lowered costs and improve service performance. Focus on standardization of policies, procedures and technology,informal governance board, multiple systems should be used by cusomers, customer relationship management identifier,contact within in system, using touch centres in selected functions,team based organisation around process and sub- functions.

3.10.2 Social Welfare (S2)

Social welfare focuses on helpless groups in the community and the provision of a minimal level of wellbeing and social support for all citizens (Champernowne & Cowell, 1998; Cowell & Britain, 1999). It is argued that the Social well-being pointer categories contain: statistical data in relation to the population, equity and rights, community and culture, governance, health and justice. According to Champernowne and Cowell (1998) social welfare can be seen as social welfare function and he defined it as, the generic term for

coherent and consistent ordering of social states in terms of their desirability is a social-welfare function.

More specifically social welfare refers to programs put in place to support people from distress and poverty. In most cases they are temporary and sometimes include services from the non-government organisations using different professional personnel to help people in their societies. In the modern world, no society can afford not to take welfare services seriously because they will be neglecting the well-being of the public hence a quest of social just (Dolgoff & Feldstein, 1980). Besides governments need increase in economic efficiency through education, health, and other means, Social welfare activities are not the category of prerequisite in society like security where government is mandated to keep the people and their property safe, but services that meet immediate needs of individuals and families such as counseling, subsidizing housing, hospitals, primary health care and schools (Dolgoff & Feldstein, 1980).

Where the market fails, welfare starts, that is why the activities are directed towards helping people so, they focus on disadvantaged groups; poor, ill, distressed and the vulnerable. Social interventions that are "planned to improve or uphold community functioning of people are in three interventions; fiscal, occupational, and social." (Titmuss & Abel-Smith, 1976,p.101). Social welfare works towards social justice and equity for fairness with in the liberal market.

Mutual aid and cooperation have a long human history and "friend ship, affection, trust, these are the things that, long before people signed contracts, long before they wrote down laws, held human societies together" (Wright, 1975,p.802). Conscience, sympathy, interest and

altruism grounded in societal and individual self-interest make social welfare possible and also support the survival of nations.

When welfare is discussed including policies at government level, these aspects are ignored; prosperity disparity, revenue movements, house-hold production in terms of provision of services, damage of the environmental atmosphere, and quality of community interactions, financial safety and individual security, health safety, and long do people live, rising crime in society, pollution, natural disasters, or health related issues. The real desires in the nation have not been entirely planned for in Uganda and currently social welfare is uneven and typically institution-based.

3.10.3 Economies of Scale (E1)

Economies of scale aspire for the lowest level of production, and delivery of resident public services involves a definite number of people support to attain. In his support Dollery and Crase (2004), Dollery, Johnson, and Byrnes (2008) acknowledged that economies of scale emphasize the requirement to merge small and economically ‘not capable’ countryside and national councils into bigger combined metropolitan administrations and in the setting of the best size of municipalities, economies of scale usually refer to a proportionate saving in costs gained by an increased level of production of service as the population to be served increases.

As a result, a lot of works have emerged on various different representations of local governance accustomed to encounter the varied conditions, and most of the architects of these models labored to provide supporting rationale. Nations repeatedly trust that cost

effectiveness (efficiency) can be enhanced by merging current small local divisions into bigger local establishments. For example Sørensen and Torfing (2011) and Sørensen (2006) argues that bigger establishments can utilize economies of scale and scope; because they have more resilience financial foundation and higher maximum power to deal with additional or extra responsibilities yet the small units are 'unviable' to deal with key demands because they lack maximum power to deliver many expert public services, this argument was supported by Dollery and Crase (2004) and Dollery et al. (2008). Warner and Hebdon (2001), and Warner (2011,p.432) claim that the public-public partnership model permits Countries to attain economies of scale when governments retain provision and possession of services in the public sector.

Furthermore, according to in Dollery et al. (2008) economies of scale in local infrastructure plans, result into improved negotiable authority; lower costs of delivery; choose the best alternative; and avails specialist data on procurement and scheme provision thus cost reduction. The improved bargaining and buying power, increases on the efficiencies at every level of the scheme. Services that have clear scale economies are frequently stated as firm contenders for interlocal cooperation since they are predictable cost savings from extensive schemes i.e., Public works that have great capital costs and are planned to cover wider geographic areas (Carr et al., 2009).

However, this argument of improved economies of scale is not without a certain amount of criticism even among its ardent supporters like (Dollery & Fleming, 2006) who states that in general, employment concentrated, client-positioned services, such as community rangers, health inspectors, etc., make insufficient scale economies since they are individualistic in the

natural world. This implies that the higher the demand for the services, the bigger the increment in number of employees. In contrast, 'businesses that require a large sum of money (capital-intensive), like solid waste management, sewage disposal and domestic water supply, typically produce important economies of scale because the same cost of fixed assets can be used through to serve a bigger number of residents.

Similarly, changes in the structure of local government create externalities. For example: supposing one division rejects to amalgamate with the adjacent division. This affects cost efficiency of both divisions (economies of scale), and service delivery owing to absence of financial equality (Olson, 1969), and may result in reduction in tax rivalry leading to higher taxes in all divisions. Even worse, scale diseconomies can arise when expansion of the border of a division makes it more problematic to be able to accomplish its activities. Besides, supervision difficulties naturally multiply when the merger disrupts the close relations amongst small divisions and their residents (Dollery et al., 2008,p.469).

A familiar argument developed by Australian merger supporters is that 'bigger is better' because of considerable economies of scale in divisions' service delivery as a result of fundamental compulsory amalgamation. The concept has substituted organizational alteration and suggestions in Australian local council management (Dollery, Byrnes, & Crase, 2008). Tomkinson (2007) which perceived that 'amalgamation of councils operating collectively to deliver large scale procurement chances can result into economies of scale from an attractive resilient association and bargain to superior suppliers.

Similarly, according to Dollery et al. (2008), the Commission contended that, the profits of council merging remains in four break-ins: Economies of scale; more efficient infrastructure provision; additional expert staff; better fiscal supremacy and standards application. To support this, Steiner (2003) echoed with a union, saying; the interchangeable alteration of source to request can be well controlled. Besides, there are responsibilities, e.g. in collective transportation, that surpasses the established boundaries of a division. A different benefit of IMC is that it evades a repetition of services. In summary, the more public authorities do their obligations more efficiently the faster beneficiaries of services and paymasters are in agreement, hence less inconveniences to other divisions spill-overs (Frey, 1997; Spindler, 1999).

On the other hand, the analysis has not been one sided in terms of the outcomes of alternative forms hence the presentation of negative consequences of mergers. For example, in his functioning assumption – that IMC and unions are predominantly prevalent in smaller towns (Steiner, 2003) may be considered to be right. Consequently, numerous writers assert that, in addition to 'economies of scale', there must be also 'diseconomies of scale'. As a regulation, no decreased numbers in workers happens subsequent to an amalgamation, and Economies of scale occur greatly in the technical services. Also, employee costs are greater in bigger towns than in smaller ones since the workers tolerate a considerable number of responsibilities and obtain correspondingly good pay.

In United States, it is believed that partnership between public services can create scale. Warner and Hefetz (2002) argues that intergovernmental co-operation can be used to gain the benefits of scale, and it is also argued that economies of scale can be got through

keeping services in the public sector (Warner & Hebdon, 2001). Supporters of shared services also argue that, public- public partnerships in form of Inter-municipal collaboration also offers an alternative mechanism to generate and achieve economies of scale (Warner & Bel, 2008).

Andrews and Entwistle (2010b) argues that, bigger public services might be able to achieve economies of scale as they have superior size, reduce input prices and have superior size to serve a big client base. Thus as the scale of production increases, the amount of costs falls. Conservative opinions for economies of scale (Stigler, 1958) for the new structural submission, is that a partnership prearrangement can be used to create scale.

Theorists suggest that partnership functioning can create scale, improve efficiency and organizational performance. Askenas (1995) proposes that greater efficiency should arise from promising greater flexibility to divert 'decisions, talent, rewards and actions where they are most needed'. Sullivan and Skelcher (2002) ascertains that one of the motives an association may enter into a partnership is to exploit the use of resources. Lowndes and Skelcher (1998) suggest that partnerships can generate scale, dropping duplication and sharing overhead costs. Finally, according to Lackey et al. (2002) Local council collaboration is perceived as a model that yields many benefits, i.e., improved resident decision-making ability, retaining of indigenous oneness, better way-in to outside resources, economies of scale, efficiency, security for resource-conditional economies, and significant political stimulus as a result of power in numbers.

3.10.4 Efficiency (E2)

The efficiency of public service organizations has been under a high level of investigation in the contemporary world for many years. Efficiency is doing things right. It deals with attaining the goals of the proposed action with the least cost and period and through proper use of assets. Efficiency is executing responsibilities accompanied with minimum amount of misused effort (Carr, 1993; Jreisat, 1997; Lusthaus, 2002; Lusthaus et al., 1995; moharir, 1997a). The same line of thinking can be linked to Mulreany (1991) who argues that, efficiency involves acquiring the greatest output from the specific in puts. Jackson (1995) describes efficiency as a relation among outcomes and capital used in the production process.

Efficiency is the sense of ration between inputs Encyclopedia of social science as cited in Simon (1965). Hannington Emerson (in the beginning of the 21st century) defined efficiency as a relationship between what is accomplished and what might be accomplished. Efficiency is concerned with both economic and technical aspects of the organization (Ghorpade, 1971). This explains how much the system absorbed (cost) and how much of the inputs emerged as the product (output). So, it simply relates on how an organization converts inputs into outputs thus there must be no wastage of resources for an organization to be efficient. In local governments, there is wastage since there is no competition and worry for takeover or merger in case of failure.

Quantifying inputs and outputs is one way to measure efficiency and this is easy for profit generating organization (Moharir, 1997b). This is evident as money acts as a common

denominator for measurement of both inputs and outputs and allows comparison. But this is not easy for public sector where there are other factors involved which can't directly or indirectly be measured in financial expressions. In poor under developed countries there is an acute situation of lack of capital in form of resources and citizens are disappointed with the nature of service delivery they receive from the districts. Efficiency qualifies as an important criteria of measuring shared services since it can improve public service delivery.

At this point, it is important to make some clarification, the word organization in this research project is taken to mean two or more public sector groups of people working together to achieve a common objective. The organization, both in structure and culture are outside the domain of this study; however, a little use of the word is made in Sections 3.2 and 3.3, chapter three, while discussing the criteria needed for measuring performance of shared services CQS (SSEEEECQQ) in local governments.

According to a belief first mentioned by Wilson (1887) and later by Goodnow (1900) political neutrality is supposed to guarantee efficiency and effectiveness. This argument was supported by Gulick (1937) who proclaimed that efficiency is a number one on the administration value scale. An organization is efficient when organizational actions that argument the value of variables required for the performance necessarily reduce another. Efficiency through scientific management can be measured and improved by conducting scientific analysis aimed at the discovery of 'one best way' of carrying out each project (Garnett, 1992). Public sector productivity is often viewed as measuring efficiency or effectiveness (output) of the productive effort (Luthuli, 1999) and the state and level at which given inputs or the volume of inputs are required to generate an output. Welfare and

efficiency of state machinery is also challenged when it comes to services. Competing perceptions of efficiency at different levels can mean that there is insufficient agreement on the process and implementation mechanisms.

In this framework, 'shared services are the means through which to achieve greater efficiency' (NAO, 2007). Evidence related to the advantages of local authorities working with in partnership with other public services suggests that public-public partnerships are associated with 'public service efficiency' (Andrews & Entwistle, 2010b,p.612). Partnerships are known as a key tool of policy makers supposedly providing mechanisms to improve service efficiency.

Klijn and Teisman (2000) provide a suggestion of the sectoral argument affirming that partnership working 'gives the government new correctness: the efficiency of the private sector and the involvement of civil society'. Promoters of collaboration suggest that collaborative working can produce scale, improve efficiency and organizational performance. Askenas proposes that greater efficiency should arise from promising greater flexibility to divert decisions, talent, rewards and actions where they are most needed (Askenas R, 1995).

McQuaid and Scherrer (2010) reviews a number of paybacks linked with collaboration, and numerous features linking closely to the scale argument: sharing knowledge, expertise and resources, pooling of resources to 'increase the total level of resources brought to bear on problems', improving efficiency and removing duplication.

Theorists argue that, scale leads to provision of experts, technical equipment hence efficiency (Andrews & Boyne, 2009; Boyne, 1996a) argues that due to the concentration, the equipment can be procured at lower costs hence group buys and then the equipment can be shared by all the organizations in the partnership or the large organization. Suggestion within public service indicates that administrative efficiency is higher in larger organizations (Andrews & Boyne, 2009).

The theory argues that partnership working can result in improved performance hence greater efficiency can be achieved by working across organizational boundaries. Fundamental to this standpoint, is the tractability the arrangement brings, plus additional capital and capacity, working across boundaries to solve priorities, diverting resources like decisions, talent, rewards and actions where they are most needed (Askenas R, 1995). Theorists supporting partnership working propose that it provides a mechanism to maximize resources (Sullivan & Skelcher, 2002; Smith, Mathur, and Skelcher (2006) supported, who advocate that partnership working bargains the benefits of 'improved service delivery and policy success through the combining of activities across agencies'. Warner and Bel (2008) argue that public-public partnerships can provide greater efficiency and reduced transaction costs.

Innovation is not just a good impression or a discovery, but the making and application of new processes, products, services and approaches of delivery that result in important improvements in results, efficiency, effectiveness or quality (Albury, 2005).

According to Osborne and Brown (2005) supplements that implementation is the central of innovation, 'involving the introduction and adaptation of a new idea within a new setting'. A foundation of public choice theory is in favor of smaller units of government to deliver services effectively. Tiebout (1956) argued that greater fragmentation of government into smaller units increases competitive pressure. Instead, it makes sense to propose that competitively contracting out of corporate services directly to a private sector provider will yield a progressive effect on performance, as a competitive setting energies mean greater efficiency (Savas, 2000).

Sharing service provision between councils is often seen as a means of improving efficiency without the potential reduction of representation that might, for example, arise through the amalgamation of councils. Participation by councils in shared services delivery arrangement can lead to improved efficiency in their operations and assist councils to achieve financial sustainability; for this reason, councils should examine all possible options available to them for cooperative service arrangements from participation in sector wide arrangements established under local government authority to informal or formal arrangements with neighboring councils. This was also echoed by Dollery et al. (2010) that the principles laid out by Australian government of convenient access to government services and information, responsive services, integrated services will lead to overall efficiency.

Demark has taken a more "authoritarian approach" in shared services by making all services online compulsory this effort was to increase cost- efficiency. The starting point and destination of your ongoing with shared services, can be supported or based on current position and further saving and efficiency gains which lead to extended business potentials

which can be accessed. In UK Gershon efficiency review (Gershon, 2004) efficiency programme report, recommended shared services as a possible route to cost savings, improved efficiency and better service delivery. The economic aspect is achieving efficiency gains and cost saving by effective use of expertise. Shared services may be a more suitable answer to attaining the similar goals without giving up local democracy as Dollery et al. (2010) put it, local voice and local choice.

Shared services contribute to practice by broadening the range of partnerships and propose possible chances, outside associations which could help in attaining cost effectiveness. Also the scope could be broadened by looking at shared services in the operation sector for services like water, health, education, waste management etc.

According to the UK labour government (1997-2010) local authorities were challenged and requested to adopt new models to improve service delivery through efficiency hence the adoption of back office shared due to the potential efficiency gain (DCLG, 2006a, 2006b, 2006c). Demands for greater efficiency and the intention to reduce expenditure have been focused on corporate services with shared services offered as the model to achieve this (Pike, 2012). Pike added that; the assumption of advocating for shared services and the use of shared services will improve both efficiency (output) and service quality (perception). The emphasis on the need for greater efficiency and reduced expenditure, is a clear signal that sharing might produce cost reduction and this is likely to reflect in the both central and local government policies.

It is commonly argued that by changing the structure of local government will have various benefits like; ‘efficiency and equality effects on the operation of local authorities without diminishing the efficacy of local democracy (Dollery & Crase, 2004; Dollery, Crase, & Johnson, 2006; Dollery & Robotti, 2008).

While scholars such as Dollery, Crase, and O'Keefe (2009) argue that shared services arrangements improves efficiency of public service delivery, the level of achievement varies greatly from one case to another, since local governments have different operational structures and deliver different services to the citizens. Even though Dollery et al (2009) agreed, he however cautioned that there other factors; like technical and economic that should be put into consideration. He further mentioned other factors that impend success and also advised that the intangible political and social elements are equally important if efficiency in shared service arrangement will be realized.

Theory argues that semi-autonomous business units have management structures intended to support efficiency, value generation, cost saving and improve service delivery (Bergeron, 2002) hence if shared services is seen as a mechanism of efficiency gain, we must borrow a leaf from the private sector. Tomkinson (2007) talks about the raising expectations from the local people, big responsibility for local government and small local councils without enough resources to satisfy the people as well as respond to government’s demand to improve efficiency.

Literature review indicates case studies that claim to be initiatives that were taken by government and were reported to have achieved efficiency gains these include (Murray et

al., 2008; PWC, 2005; Redman et al., 2007b; Ruggini, 2006a) the study into shared services in local government demonstrated how qualitative research was used to understand the operation of the model which gave an indication of performance perception. Another study on shared services related to human resource function as a back office element in the national health services by Redman, this study used qualitative method and claimed efficiency gains with the four primary care trust (PCTs) in national health services, the study indicated that the use of shared service model reduced cost by reducing managerial and supervision activities and saved money to provide HR activities.

The Worcestershire country council, used the shared service model and achieved £503,000 cost effective improvement in procurement over a group agreement. PWC, the Anglia revenue corporation of two countryside councils where a shared service model was used and gained the highest quartile performance along with notable savings. The un published survey of 58 councils used shared services arrangement in and registered improvement and gained efficiency through the partnership of about 90% of all those authorities reported to have been using the shared service model, it was estimated that 20-30% were back office savings from back office services. Australia shared service supported by Dollery et al. (2010) reviewed his experience with shared services and research conducted in Australia government and the territory of government administration produced highly viable outcomes.

The motive of shared services to create economies of scale through collective resources may have been a success in some cases. Dollery and Johnson (2005b) investigated the shared services arrangement of Riverina Eastern Region organizational councils (REROC), which involved thirteen local councils in southern NSW between 1998-2003, it was estimated that

these shared services arrangements resulted in a saving of $4.5 million. Also (Dollery et al., 2006) studied the circumstances of the south Austrilia Walkerville council and their knowledge was that, all the neighboring communities were providing services through joint delivery like homecare, crime deterrence, library facilities, environment protection and inspection services.

Dollery et al. (2009) point to the fact, previous studies highly depended on the surveys and accounting estimations and concluded that shared services have potential to improve local service delivery and emphasized that some functions are more amendable to be shared than others (IT, HR, Procurement). Dollery et al. (2009) warned that there are complexities involved in the process of shared services arrangements that can impend the success of the relationship like uncertain benefits and conflicting objectives. He further noted that success of shared service arrangements varies and should be treated as a 'case by case basis' and it depends on how well the implementation process is handled. McQuaid and Scherrer (2010) summarized the benefits associated with collaboration and among others, said that it brings improved efficiency.

3.10.5 Effectiveness (E3)

The concept of effectiveness has been a theme of too much dispute and has been understood in different ways (Venkatraman & Ramanujam, 1986). It can be defined as the degree to which organizational objectives are achieved, from the literature one can say that doing the right things (Robbins & Coulter, 1996) that yield results is important or in other words indicative of effectiveness of an organization. According to Carter and Greer (1993)

effectiveness is the degree to which proposed action (policy) impacts connects to proposed action goals. Jreisat (1997), Lusthaus (2002) and Mulreany (1991) they defined effectiveness as an extent to which outputs attain goals or proposed action objectives.

Effectiveness links to proposed action outcomes and proposed action aims and also relates outputs to outcomes (Harriet, 1999). Jackson (1995) argued that, effectiveness is the correlation between the calculated outcomes and the true outcomes of any programs. This explains how successful outcomes of goods, services or other effects attain proposed action goals. Ghorpade (1971) echoes that effectiveness is the increase of profit to the organization by any measures. Cherrnington (1989) also discussed efficiency while defining effectiveness, he stated effectiveness deals with both the competence (efficiency) of the changed practices and how well the service or product is transferred into the surroundings and recycled back into usable inputs for the organization.

From the above analysis, all definitions of effectiveness, involved the assumption that enhancing effectiveness, hinges on increasing the ratio of outcomes to output i.e. increasing effectiveness may aim towards improving outcomes while inputs remain constant (Cameron & Whetten, 1981). Effectiveness can also be explained by the formula objectives/ outputs (Moharir, 1997a) compares outputs produced by an organization with its main objectives and hence degree of success of objectives decides the operational effectiveness. Precisely, it is the degree to which goals are achieved and problems are solved. The definition of effectiveness used in this study is the conventional positing of effectiveness as the achievement of the formal objectives of the services (Boyne, 2002) and also to deliver predicted results (Lusch, Vargo, & O'Brien, 2007).

The effectiveness of the shared services arrangement is also believed to be dependent on the effectiveness of the implementation process (Borins, 2001a; Dollery et al., 2009; Osborne & Brown, 2005; Piening, 2011). Trusted Partnerships between public services may be formed to address a complex social challenge, with two or more public providers working across their organizational boundaries to address the challenge and improve service effectiveness (Andrews & Entwistle, 2010b). The new forms of shared service delivery between government bodies are theorized to create additional scale, resulting in improved performance (Dollery et al., 2010; Ruggini, 2006a; Schulman et al., 1999).

In addition, the model is theorized to benefit from reduced supervision costs, owing to trust and goal alignment between government partners (Brown & Potoski, 2003; Warner & Bel, 2008). The success of the shared service is also assumed to be reliant on the effectiveness of the implementation process for this new and innovative service model like shared services (Borins, 2001a; Dollery et al., 2009; Piening, 2011).

Philosophies related to economies of scale and supervision support the argument that sharing services can result into reduced costs and improved performance. The success of the shared service is also dependent on the effectiveness of the implementation process, using sense in management and political negotiation means to enforce an effective service (Borins, 2001a; Osborne & Brown, 2005; Piening, 2011). Partnerships are known as a key tool of policy makers (Andrews & Entwistle, 2010b) supposedly providing mechanisms to improve service effectiveness.

Klijn and Teisman (2000) provides a suggestion of the sectoral argument affirming that partnership working 'gives the government a new correctness: the efficiency of the private sector and the involvement of civil society'. Promoters of collaboration suggest that collaborative working can produce scale, improve efficiency and organizational performance. Askenas et al. (1995) propose that greater efficiency should arise from promising greater flexibility to divert "decisions, talent, rewards and actions where they are most needed" (Askenas, 1995,P.67).

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advantages of local authorities working in partnership with other public services suggests that "public-public partnerships are associated with public service effectiveness" (Andrews & Entwistle, 2010b, p.44).

Effectiveness is a significant concept in terms of definition and performance assessment in the case of shared services. In poor, developing countries, it is common observation that governments departments are ineffective due to; (i) poor morale and motivation level of public employees, (ii) property rights under local governments are not defined, (iii) weak management practices, (iv) low funding for governments departments i.e., local councils, (v) lack of skills and expertise, (vi) un predictable and hostile political environment, (vii) weak institution building and development, (viii) delayed remitted funds, (xi) poor allocation and utilization of resources. Effectiveness of an organization can be assessed by achieving the intended goals. Take an example of local governments, how many problems have they been able to solve through shared services in a given time in relation to cost measures? Some districts might fail to achieve the intended objectives but no matter how good a district has tried in various areas, the moment they do not achieve the intended goal in totality, one cannot say that the district is effective.

Effectiveness is a multiplex and high powered notion and has been twisted to be the most relevant aspect and also most complicated concept when it comes to methodology, practical applications and assessment for public sector. The result of shared services arrangements are difficult to measure with certainty (Moharir, 1997b). He says, it is often difficult to match cause and effect or even see changes of shared service delivery. In case divisions enter a shared service arrangement, it is difficult to notice its impact on service delivery immediately

until after some time, but even then the evidence may be so minimal to have an impact and therefore difficult to relate. The evaluation of shared services arrangement becomes such an outlying perception and not an active operation. Public service may only determine results and the managers may decide to set few objectives for which they can aim to achieve rather than smart objectives aiming towards the bigger picture of government role.

Public sector reforms have been driven by the need for effectiveness. Effective organizations are those that are organized around a set of objectives, determine the activities necessary to achieve those objectives, and allocate resources to those activities. It is important to note that effectiveness can be complicated if it is measured as a consequence of efficiency of one process because the effectiveness of most government programs cannot be determined by considering a single process, but are affected by factors and forces outside the control of a single program (Fox & Anderson, 1991).

Effectiveness or consequence in the public sector is more diffuse and difficult to measure, is limited and unlimited in scope, products and services are more in the nature of collective goods (Pinto, 2010). Productivity in public sector is a 'double edged sword' in that while it represents an exciting opportunity for a happier, more successful society with less waste and improved quality of goods and services (Rosen, 1993), organization performance is equated with effectiveness measured as a goal attainment. An organization is efficient only when organizational actions that augment the value of one variable required for performance necessarily reduces another. Effectiveness materializes across the strategy of connecting structures and arranging structures to safeguard that information and other capital resources run effectively between key activities and groups (Ancona et al., 2005). The collaborative

approach provides opportunities to reduce costs improve effectiveness and, in the process, create new value for citizens. The time frame work aims at upturning voters' happiness in trading with government, to increase the effectiveness and efficiency of government and raise ability for a big range over jurisdictional partnership.

3.10.6 Equity (E4)

Equity is a moral conception that dodges precise definition. The Substitutes are community justice or fair play, equitableness, which definitely represent diverse things to different people at divergent times. Equity involves the wants not societal benefits that are examined in resolutions concerning capital distribution. Equity is not equality; inequities are imbalances which are determined to be discriminatory, i.e., unjustifiable and preventable.

In solid waste management equity has also been defined as; present generations having better equality in accessibility to ecological resources and ought to share the charges and profits related to people's actions (i.e., contamination of the environment, health care) in a new justifiable manner (Mitchell, May, & McDonald, 1995). Thus, if the world's people do not have equal access to resources and environmental services, this can lead to environmental degradation (Bahia, 1996).

Evidence related to the advantages of local authorities working in partnership with other public services suggests that public-public partnerships are linked with public service equity, (Andrews & Entwistle, 2010b). Warner and Bel (2008) maintains that public-public corporations can deliver better productivity and cheap transaction costs and the proposition

related to the advantages of local governments operating in partnership with other public services propose that public-public partnerships are associated with 'public service effectiveness, efficiency, and equity'.

Dollery et al. (2008) argues that, the theoretical foundation for shared services in local governments is the argument in favor of equality and efficiency with devolved, independent (democratic) decision-making. It is commonly argued that by changing the structure of local government, there will be various benefits like; 'efficiency and equality effects on the operation of local authorities without diminishing the efficacy of local democracy (Dollery, Byrnes & Robotti, 2008; Dollery & Crase, 2004; Dollery et al., 2006).

3.10.7 Cost (C1)

According to Buchanan and Tullock (1965) cost is seen in the perspective of a decision maker; cost is benefit lost or an opportunity sacrificed by the individual, group, and government. The amount of money that a company spent on the creation or production of goods or services. The predictable understanding nowadays is that the likely for shared services is growing because of high costs in altering system and commercial requests coupled with increasing demands of the people. According to Quinn et al. (2000b) the need to deliver cost reasonable choices is what helps the inside service provider to appreciate what their real costs stand in delivering services and benchmarking their costs alongside practices from a number of other organisations.

The motive of shared services is determined mainly by cost reduction and enhancements in quality of service and efficiency. An opening to mutually improve production and reduce costs for quality appears when procedures are standardized and best practices executed. This happens because the personnel can start to visualize their effort as a final process standpoint and see how their accomplishments are suitable into the entire system process (Schulman et al., 1999).

Lowering costs and standardization of services were the main objectives when setting up shared service centers, then the low cost environment became a key success factor. Nowadays due to advancement in technology and service expansion to semi urban areas, it has become more convenient and less costly to set up business in sub urban areas since it keeps wages down hence lowering costs. Additionally to the location, it is also important to choose a location where the work force conditions are most profitable to the company i.e. hourly or daily rate, amount paid during holiday, sick time, training cost, and benefits and redundancy payments (Schulman et al., 1999).

Quinn et al. 2(000a) identified four key cost components that require consideration in any shared service partnership; (i) service and labour costs, are the cost incurred for delivering a service on a client's behalf e.gs like transactional cost processing and advisory professional services, (ii) Governance labour costs, which are associated with developing new corporate policies, procedure, standards done on behalf of top management, (iii) Administrative costs, costs for carrying out day to day work activities in an organization like meeting facilitation and attendance, (iv) overhead costs are the costs incurred on facilities used as group to coordinate activities like internet, telephone, computer etc. The costs are designed for the

purpose of fully recovering them in the provision of the services. From the literature, the primary drivers of shared services are reduced costs and improved efficiency and effectiveness. Bergeron (2003a) states that one of the features of shared services, is the constant pressure to provide a high quality services at a competitive price and that an understandable change is that fewer people are doing more with less in the least time possible with higher quality than previously.

The shared service model is supposed to benefit from the creation of scale, and effective partnership relationships which reduce supervision costs (Brown & Potoski, 2003; Dollery et al., 2010; Tomkinson, 2007). Still, the opinions in favor of shared services also connect with the supervision reasoning (Andrews & Entwistle, 2010b) suggesting that positive and trusting relationships between partners foster success, and can realize and benefit from lower supervision costs (Williamson, 1991). The model of service delivery is assumed to benefit from effective partnership relationships which reduce supervision costs, due to trust and goal orientation between government partners (Brown & Potoski, 2003; Dollery et al., 2010; Tomkinson, 2007; Warner & Bel, 2008). Philosophies related to economies of scale and supervision support the argument that sharing services can result in reduced costs and improved performance. The success of the shared service is also dependent on the effectiveness of the implementation process, using sense in management and political negotiation means to enforce an effective service (Borins, 2001a; Osborne & Brown, 2005; Piening, 2011).

Literature review indicates past works done that claim to have reduced costs. These are Hogg privileges that adopting a shared services center to offer human resources regularly provides

organizations with a 30 to 50 percent decrease in administrative HR costs (Hogg, 2003). Away from reference to a 56% reduction in headcount was realized with Barclays bank, with no evidence till now to support this claim.

Similarly, Ulrich also summaries a case for shared services, using example cases, suggesting that Northern Telecom saved over $1,000,000 per year, but there is no evidence to date (Ulrich, 1995). Away from that National Health Service (Redman et al., 2007b) highlights the drivers for use of shared services in four Primary Care Trusts (PCTs), the management reduced costs spent on management activities, and as a result they made significant savings and managed to use the savings to provide for Human resources management. Aside that, (Dollery et al., 2010) appraised the experience of shared services in Australian local government and discovered planned savings, actual savings and implementation and they concluded that ‘Australian state and territory government administrations, have produced highly variable results.

3.10.8 Quality (Q1)

Quality is a complex word that means different things to different people. Quality in general terms, simply means the anticipations of the client are encountered every single time. The client has to be pleased with the service you offer and preferably more than just be satisfied. It may be hypothesized that greater access to specialization, expertise and technology will increase the quality of service provision, and positively impact on the satisfaction of users of the services.

Quality is the degree at which promised characteristics of the service requirement are met. Quality should always be seen in a customer's perspective and their judgement depends on how well their expectations are met. Quality can be a total of many aspects like; knowing the customer's needs, making a design to suit them, faultless service,reliable servce,certified performance and safety standards,clear instruction manuals, punctual delivery, efficient back-up service,feedback and feed forward. Public organizations may have an interest in collaboration as a means of renewal, consolidation, or more pragmatically, as a means of tidying up services 'patch work' which they themselves have largely produced (Harrow, 1997).

The literature provides a broad approach to the definition of quality, which can get confusing at times because of the relativity of the definition. As noted by Imai, quality is a concept that is perceived differently in context to different people and this explains why there is a slight consensus on what comprises quality. In its widest wisdom, quality is everything that can be revamped'. Deming and Edwards (1982) never gave their own definition on quality but the closest to his definition, 'quality must target the consumers' current and forthcoming requirements. (Juran, 1988) is well recognized for explaining quality as, suitability for usage which he terms as the degree to which an outcome positively performs the purpose of the consumer. Crosby (1979) on the other hand, defines quality as conformance of requirements.

The service factor that transforms into quality has been explained as, the entire complex product and service attributes of advertising, designing, producing and preserve along which the product and service used will encounter the prediction of the client. According to Garvin

(1988) definition of quality has been widely quoted in the literature as it's among the first attempts to defining quality in a comprehensive manner. He defines quality from five approaches which are the "transcendent approach, product–based approach, user-based approach, manufacturing- based approach, and value-based approach'.

The transcendent approach views quality as synonymous with 'natural excellence'. It is a mark of uncompromising standards and high achievement, which is absolute and universally recognizable. The product –based approach assesses quality as, an accurate and a measurable changeable dimension, such as the number of knots found in a rug. Use-based approach equates quality to customer satisfaction while the manufacturing- based approach associates quality to confirmation of product to manufacturing provisions and value-based approach looks at quality in relation to the price of a product. The definition of quality had been mostly inconsistent, with different writers proposing different definitions arising from different differing perspectives.

Based on the five definitions Garvin (1987) had also developed a list of eight elements of product quality, which are; "performance-presentation, features-characteristics, reliability-consistency, conformance-conformity to agreed standards, durability-permanence, serviceability-expression of ease, aesthetics-appreciation of beauty and perceived-observed quality". (i) Performance-presentation makes reference to the efficacy which might make a product realize its planned motive; (ii) Features-characteristics are additional features which complement a product's elementary function; (iii) Reliability-consistency is the chance of a product failing into stated amount of time; (iv) Conformance - conformity to agreed standards is the stage to which products outline and functioning features encounter compulsory

standards; (v) Durability-permanence is the number of usage one acquires from the product earlier prior to bodily deterioration; (vi) Serviceability- expression of ease is the responsiveness, politeness, and capability of restoration; (vii) Aesthetics-appreciation of beauty is how a product appears, feels, sounds and smells; (viii) Perceived-observed quality is consumer preference for a product based on indirect measures such as a brand imagine, advertising or brand name.

Though Garvin (1987) the list of quality dimensions is widely quoted in the literature, nonetheless it is not exhaustive, and the quality can also be equated with other dimensions as well, such as responsiveness, competence and communication. Apart from product quality, dimensions of service quality have also been a subject of debate and interest, since some aspects of the product quality may not directly be applicable to service quality.

Parasuraman, Berry, and Zeithaml (1991), Parasuraman, Zeithaml, and Berry (1985b), Parasuraman, Zeithaml, and Berry (1994), Zeithaml, Berry, and Parasuraman (1988a) off quoted effort acknowledged five measurements of service quality which are; tangibles, reliability, responsiveness, assurance and empathy. There are instruments for measuring service quality, known as SERVQU and has been widely used by researchers in measuring customer awareness of service quality. The dimensions identified by Parasuraman et al. (1991) are as follows; (i)Tangibles attached to physical amenities, apparatuses, workers outward appearance, (ii)Reliability, deals with the capability to achieve the assured service consistently and precisely,(iii) responsiveness deals with the readiness to assist a client and offer quick services, (iv)assurance which deals with the information and politeness of the workers and their capability to motivate trust and self-confidence and (v) empathy deals with

the kindhearted, personalized care the business offers its clientele.

As with product quality, the measurements of service quality are also not limited to the five mentioned above, but may include others like; availability, professionalism, timeliness, completeness and pleasantness. However, unlike product quality where one dimension may exclude another, example, a customer may buy a product because of its perceived quality although it is not durable, in service quality all the dimensions have to be offered simultaneously. It is not acceptable if a service organization provides empathy only or responsiveness and reliability is inadequate.

The white paper strong and prosperous communities suggested that, alongside efficiency, service quality can be improved by using partnership models, boldly asserting a belief in significant opportunities to improve the quality of services by joint working (DCLG, 2006b). In practice, different words are used and valued differently, the potential difference between inputs(cost and output/efficiency), output (outcome/ effectiveness), and the customer experience in the service encounter when the service was produced and delivered at the same time, satisfaction and perception of quality of service from the consumer is measured (Aron, Norman, Aron, McKenna, & Heyman, 2000).

Osborne (1993) emphasizes the need for entrepreneurship visa vie bureaucracy and recaps from search for excellence, there was reform in organizations to make it operative and effective to make them survive in competition. Different elements were introduced during the reform like total quality aimed to empower employees, introduce quality rounds, measure performance, and focus on quality thus enhancing public corporations to gain skills for

entrepreneurship, become more flexible, and devolve power. For the purpose of this research project, the definition of Parasuraman et al. (1985b) will apply because the study deals with service delivery improvement where the five dimensions will apply in measuring quality of solid waste management services.

The global population is growing and thus leading to growing demand for various services as people become increasingly specialized in their respective skills, services are at the center of financial activities in any society that provides the essential links to many other sectors of the economy. There are various definitions to services; services are deeds, processes and performance. Silvestro, Johnston, and School (1990) define services as not making things. Usually service is intangible and their output comes in the form of an activity (Johns, 1999). Therefore, since an activity can only occur once and then expire, a service, according to Fitzsimmons & Fitzsimmons (2006) is the time unpreserved, non- physical occurrence done for a client substituting in the character of co-manufacturer. However, these definitions take a shared a theme on non- physical and concurrent utilization. The understanding of the nature of service is utmost importance to allow better definition of service quality.

According to Whirl pool corporation study, approximately four of five American users declare demanding more quality nowadays than previously. Parasuraman et al. (1985b) since it is shown that more customers are concerned about quality, then what exactly is service quality? In order to gain a complete appreciation of service quality, the four distinctive features of service have to be addressed, these include; intangibility, inseparability, heterogeneity and perishability.

Firstly, intangibility distinctively differentiates products and services. When buying a product, a customer is able to see the product, feel the product and test the product before purchasing. However, when a customer is requesting for services, the customer must rely on the credibility, reliability and reputation of the service organization to deliver the service, without any assurance of how the service will be like. On the other side of the story, about intangibility characteristics of service, the organizations fail to comprehend how customers understand their services and value the service quality (Parasuraman et al., 1985b).

Secondly, services are difficult to be standardized. The quality of a service can be very different from manufacturer to manufacturer, and client to client and from time to time. The reason this may occur is due to the heterogeneity of characteristics of services, where what the service producers intend to provide might be totally altered from what the client collects.

Thirdly, it is significant to comprehend the inseparable characteristics of the services as the manufacturing and using of several services is impossible to separate, according to Grönroos (2007). Thus the service delivery has to be consumed when it is delivered. Additionally, the service delivery process is extremely observable and it becomes difficult for service employees to put in hiding any quality pitfalls. This would make service providers feel vulnerable and is a consideration every service provider would have in mind, especially when service quality is becoming more important than ever before.

Lastly, according to Lamb, Hair, and McDaniel (2000) services cannot be stored, warehoused and inventoried. Therefore, there is no final checking on quality resulting in the needs for the

service to be done right the first time. This means that service providers have a lot to manage in terms of capacity, supply and demand.

Quality is often defined as "conformance to specifications" (Crosby, 1979). Quality could also be further distinguished by technical quality and functional quality, denoting what is delivered and how it is delivered. Zeithaml et al. (1988a) reinforced the notion of service quality as conformance of service to customer specifications and noting that quality of service is charming and progressively becoming a significant unique competing strategy among companies. Vibrant champions will be those that can deliver exceptional service quality (Parasuraman, Zeithaml, & Berry, 1988).

Bartolini and Fiorillo (2008, 2011) completely reveal that scale economies could be exploited by a single-purpose local body, while a multi-purpose local body can be important for an upturn in the range and quality of services.

Warner and Bel (2008) argue that public-public partnerships can provide greater efficiency and reduced transaction costs. Innovation is not just a good impression or a discovery, but the making and application of new processes, products, services and approaches of delivery that result in important improvements in quality (Albury, 2005). Oakerson (1999) followed the criteria of quality, quantity and reduced cost when delivering and measuring public services that is why he advocated for separation of production from provision so that he creates room for choice hence improving quality of services delivered. Bergeron (2003a) argues that providing valuable feedback and requirements will result in better service delivery and quality to internal customers compared to the typical In-house production of

services and added that characteristics of a shared services imply that there is a constant pressure to provide a high quality service at a competitive price.

3.10.9 Quantity (Q2)

A quantity of something, is typically the total of anything or a phenomenon, expressed as a numerical value. Quantity is assigning a numerical value in terms of a unit of measurement. Quantity can be measured through weighing substances of any physical quantity like identifying the partners in a partnership. Equal consideration should be given to quantity and quality when measuring overall performance of the business to ensure the results are directed in line with both. Theorists of shared services have advised that due to the difficulties in measuring quantity, unscrupulous vendors can provide less quantities in order to provide competitive prices. Brown, Potoski, and Van Slyke (2006) assert that, some services are hard to measure because they put government in a helpless position with unprincipled dealers who principal agent theory suggests, could abuse their knowledge benefit through reducing service quality and quantity. So governments are likely to employ joint contracting or contract with organizations that share their vision (Brown et al., 2006).

The theoretical basis for shared services originates from (Oakerson, 1999) when he thought of making a division between service ‘production’ and ‘provision’ in local government. Although questions arise when determining which service to offer, quantity is handy when looking at the source of funding. He provided a choice between either the traditional in house or other modes of producing.

Performance of shared services will only be recognized in a short time if the scope of shared services is wide enough to incorporate other operational services other than back office services and in the same realm incorporate other criteria for effective measuring of shared service performance. It is difficult to achieve all the criteria simultaneously, that is why local government management needs to be creative in the design and processes and this may mean, new technologies, new approaches, and new measures might substitute the current administration practices. Quality, quantity, standardization, equity, social welfare and effectiveness should be linked completely to the entire development, but what is more significant, is to yield more output that achieves desired outcomes for the organization. Figure 3.2 shows the nine variables for assessing shared service performance.

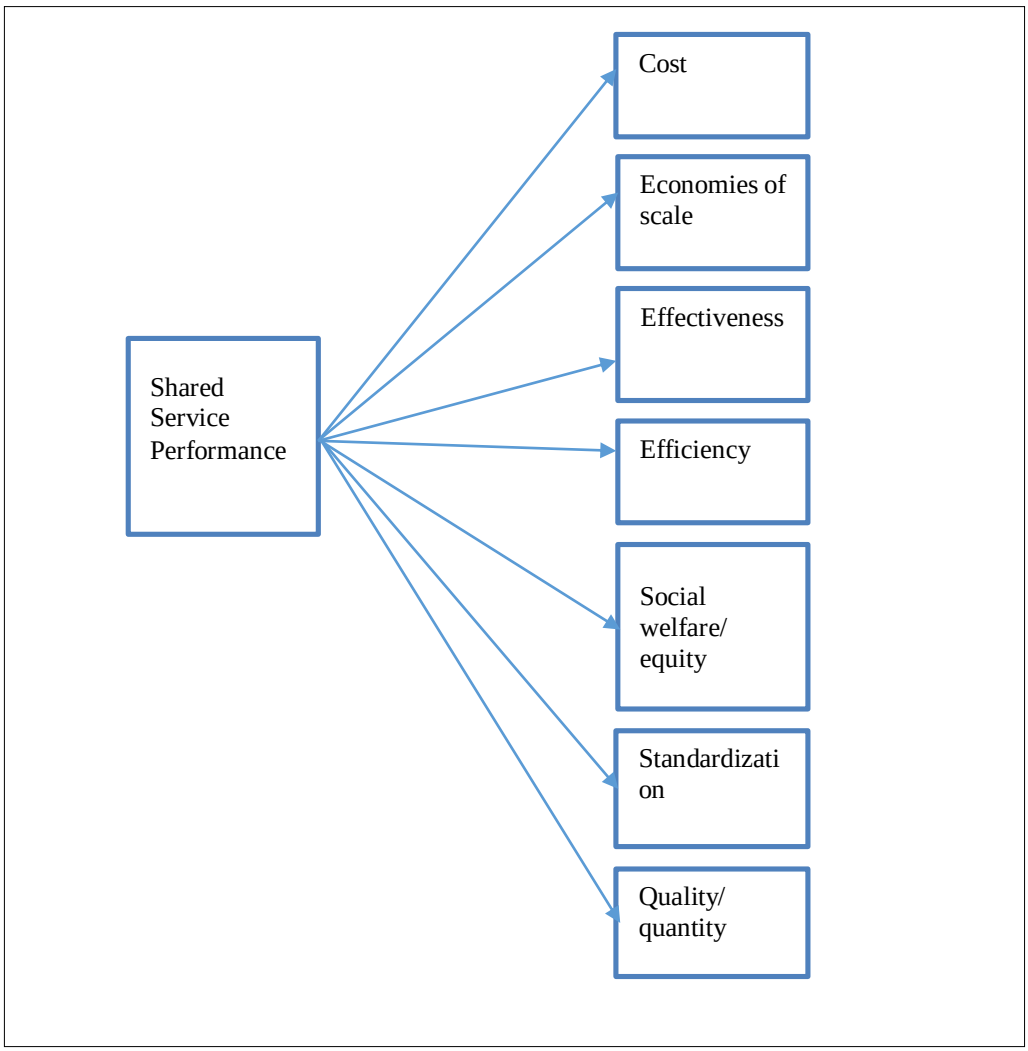

Figure 3.2: Variables for Assessing Shared Service Performance

Source: Author

By adapting CQS (SSEEECQQ) as a study framework, a narrow concept of evaluating shared services depending on cost reduction, efficiency and economies of scale is looked in a broard approach where measurement of performance is linked to nine dimensions of CQS (SSEEECQQ) i.e (standardization, social welfare, and efficiency, economies of scale, effectiveness, equity, cost, quality and quality).

In other words, the CQS (SSEEECQQ) point of view takes into account multiple dimensions which may influence the performance of shared services instead of the single dimension. The frame work of CQS (SSEEECQQ) points to how the various dimensions interact to create the outcome that is suitable and relevant and would further enhance the effort of evaluation of performance of shared services. The study is not only presenting a model to assess the performance of shared services, but also operationalize it by developing different sets of performance indicators for the quantification of shared services and implementing it by taking Kampala Capital City Authority with five divisions as a case study (for details please see 1.9, Chapter One).

In summary, the criteria of CQS (SSEEECQQ) can be applied to policy formulation, policy implementation and policy evaluation. The criteria has to be achieved in its totality not achieving one and leaving out the other. In other words, for any shared service partnership to be effective, it will be only if it scores each of the criteria mentioned above simultaneously and not sequentially. High score in one criteria at the cost of the others or achieving criteria one by one will definitely affect the performance of the partnership.

3.11 Factors Influencing the Success of Shared Services Partnerships

3.11.1 Trust

Cameron and Lart (2003), Glendinning et al. (2002), Hudson and Hardy (2002), Klijn (2008) and Rummery (2002) argues that results of high- trust relationships reduce transaction costs, Thus explains why monitoring reduces costs. As you trust your partner this ends up reducing

supervision hence reduced supervision costs. A trusted relationship, leads to goal position thus great hope and expectedness to shared service arrangements. When the level of monitoring services reduces, it reduces the transaction cost according to Brown and Potoski (2003) who emphasized three key aspects in the relation to reducing the transaction cost; flexibility, goal position and a trusted relationship. Sharing goals and having similar vision could also increase the levels of trust. Public organizations entering a partnership may foresee that the level of trustworthiness is higher than bringing private contractor who has to harness and embrace the goals of another sector (Andrews & Entwistle, 2010b). According to Van Slyke (2009) higher trust may manifest if I perceive my partner to be sharing a lot of effects in common, like, features of public service goals, permissible constraints, and political interference or inspection.

According to Andrews and Entwistle (2010b) in theories of improvement through partnership, two trusted partners will produce better results and lower costs that come as a result of reducing supervision costs due to the nature of trust they have with each other. Andrews and Entwistle (2010b) further asserted that whether it is contract management or through internal traditional in–house structures, they both incur supervision costs but this can be reduced if there is trust in the shared service arrangement.

Theorists argue that, 'partnership working will reduce or lower transaction cost because in theory it is believed that there is no need to supervise a partner you trust in a partnership arrangement. The theory trusts that they can be trusted to do the right things because everyone in the relationship is working towards the same goals.' The ideal thinking why theorists argue that shared services arrangements may gain and benefit from lower transaction cost is

because of the following; (i) theory believes that shared arrangements mean stable prearrangement while contracting, dimensions like shared vision, mission and goals forestalls high levels of trust and of course this will reduce the transaction costs,(ii) theorists believe that there is wisdom in choosing partner in shared service arrangement, take an example of the partner from same sector public-public who understands the dynamics and frustrations of the sector, is trusted not to become illogical and will not be involved in un principled behavior thus giving partnership arrangement steadiness and a reason to grow and develop hence reduced supervision costs (Brown et al., 2006).

Davis and Walker (1997) argued that the principle agent theory is connected with looking for 'best incentives and governance structures', given the chance to experience the dishonest behavior of agents. The assumption of the theory is that the agent is (private) and not public-local council provider. He insists that mutual dependence could build benefits like 'improved communication, pledged trust and capability trust' which would end up in 'shared assistance' (Davis & Walker, 1997). In literature there are works done in relation to this theory scholars such as Behnke (2007), Braun (1993), Moe (1984), Worsham and Gatrell (2005) their works discussed the relationship between the principle and the agent specially in fulfilling duties and responsibilities given to them.

There is a framework in the principle agent theory that connects to public-public partnerships arrangements and this is through high trust and long run relationships and hence shared assistance and support all this could reduce conflicts within and results to improved service delivery (Entwistle & Martin, 2005). If we believe that shared services is the right way to solve issues, then interdependencies should be supported (Glendinning et al., 2002; Hudson

& Hardy, 2002; Hudson, 1999; Rummery, 2002). The main aspect emphasized by Brown & Potoski (2003) when local governments decide on what, how to provide service are; trust, risk and relationship. The strong relationship should be stressed within any partnership arrangement and this is supported by Gazley (2008) because of the higher degree of shared planning, support, position of goals within the shared resources which leads to improved performance in delivering services.

Literature indicates quite a number of key success factors hypothesized to be elements that are needed for a successful partnership by various scholars among others include Abernathy (2012), Bingham and O'Leary (2006), Chen and Thurmaier (2009), Hawkins (2010), Hawkins (2009), Honadle (1984), Huxham and Vangen (1996) Lackey et al. (2002), LeRoux and Carr (2007), Lombard and Morris (2010), McQuaid and Scherrer (2010), Niehaves and Krause (2010b), O'Leary and Vij (2012) and O'Leary et al. (2006).

McQuaid and Scherrer (2010) mentioned a number of key success factors assumed to be present if a partnership is to be a success; strategic focus and shared vision, strategic leadership, most importantly trust and organizational match. While Huxham and Vangen (1996) identified factors for successful partnership as; trust being the most important, shared vision, equal standing of partners and communication Niehaves and Krause (2010b) also discovered that for a successful partnership arrangement, the following elements must be in place like; trust, relationship and prior cooperation of partners Lombard and Morris (2010) recognised that for a successful partnership to take place.

The ideas of cooperation is truly remarkable therefore, taking partnerships as an advantage of supporting each other will lead to improved service delivery (Abernathy, 2012) unpublished article written in summer 2012 identifies series consistently viewed for consolidation initiative among others which include; trust, monitoring and supervision, relations in politics with the state and the districts, readiness to change and effective implementation (Hawkins, 2010) discovered that there are two main important factors that influence partnerships; presence of great heights of community wealth and frequent communication between major stake holders (Hawkins, 2009) again cited common reasons why local governments take on partnership arrangements and these include; to improve a municipality financial benefit, safe economic resources so that their availability takes an opportunity for economies of scale.

McQuaid and Scherrer (2010) identified factors that impend the success of partnership arrangements. Literature review shows that there are quite a number of scholars who have ventured in the area of study such as Deloitte Consulting (2007), Huxham and Vangen (1996), LeRoux and Carr (2007), McQuaid and Scherrer (2010) and Solutions (2005). They argued out factors that impede the success of partnership and they include; resource costs, accountability and partnership relationships (Deloitte, 2005) acknowledged a sum of reasons for failure of partnership arrangements among others; lack of knowledge, initial capital and ability, behavioral and political hindrances, workers, threats to drop head count, maintaining status quo of frontline and back-office provision roles and fighting for authority with added local division.

Vangen and Huxham (2010) argued how difficult and challenging it is to manage collaborative efforts and arrangements because of aspects like trust, knowledge sharing, culture and readiness to change can lead collaborative advantage. The challenge is not the key melodies that many writers are focusing on that lead to success but how to put them into practice, is the biggest nightmare also supported the idea.

In the available body of collaborative literature review, there appears to be common subjects most frequently cited as linked to what makes collaborations effective and these are; trust, shared aims, strategic leadership, communication. This explains why trust is anticipated to bring savings in the transaction because, it predicts the nature of partners, brings flexibility with in the partnership arrangement since the levels of trust are high, it reduces the supervision costs due to high levels of trust hence reducing the transaction cost. It is difficult to grow, nurse and nurture trust that is why it may be problematic and very difficult to develop and maintain hence the intended lowering costs might end up into high costs due to high trust relationship and over dependency among the partners. Klijn (2008) emphasizes that trust 'may bring about saving in transaction cost' since there is greater expectedness among the partners, logic when choosing the partner, and contract flexibility among partners.

Trusted partners will indeed reduce the cost due to level of trust but given the chance to experience the dishonest behavior of an agent (private) the arrangement might end up a total failure (Davis & Walker, 1997). Schulman et al. (1999) talks about "psychological contracts". These are contracts that come with a certain level of commitment and trust that exists between two partners and the intangible mutual obligations held by both partners for the sake of making things work (Koh, Gunasekaran, & Rajkumar, 2008).Trust should

therefore be understood as an input as well as an output partnership (Osborne, Mclaughlin, & Chew, 2010).

3.11.2 Leadership

Top management needs a vision, mission strategy and support for shared services and must be a champion in the implementation process like getting involved in the day- to- day activities. Leaders need to have executive planning sessions regularly because they help shape the partnership, regular 'management forums' allow managers share and air out their very own concerns which ends up in clear understanding and commitment to roles as Quinn et al. (2000a) stated that managers are people who must help staff succeed in their initiatives, he also suggested frequent staff meetings also help members of the organization to deal with the transformation easily.

Top management of the organization and department effect policy implementation. This leadership role top management plays and the support they award to policies will have the power to push implementation activities and acceptance of the policies at organizational, departmental and individual level in the organization. Jaworski and Kohli (1993) study on the impact of top management emphasis was placed on the level of marketing orientation in public universities and Hegstad and Wentling (2005) study on implementing a mentoring program in fortune 500 companies in the United States.

The research indicates how backing of top management leaders in the organization is important to determine whether a policy will be implemented well. Leaders have power and

influence to ensure policies have the necessary resources, buy-ins, and implementers have sufficient time, funds and knowledge to carry out implementation. Leaders are also in a position to dictate the internal environment of the organization to support implementation of a policy.

Li, in his study on how people trust management and leaders to promote implementation of government policies found out that, generally, the public have more trust in the higher echelon of the leadership hierarchy. For policy implementation to take place, the top most level in the nation or organization must be in support of its implementation to ensure other levels provide necessary support and resources to facilitate its success. However, although studies have identified leadership as an important influence to ensure successful implementation, it is not the sole contributor towards success. The first document book on implementation by Pressman and Wildavsky (1973) clearly showed that although directives came directly from the highest authority in the United States, implementation still failed at the state level. Honig (2004a, 2004b) who studied on welfare cases and education policy respectively, have further proven that implementers and other factors play an important role in ensuring successful implementation and although leaders have formulated and circulated policies, all other factors need to be given attention for policies to succeed.

Consequently, leadership support is important for implementation to take place, but these studies showed leadership support and other factors are equally important like the study carried out by Baccaro and Lim (2007) in their study on wage policies in four countries namely Britain, Ireland, Australia and Italian governments found that employees participation and union support of a particular wage policy would increase the possibility of

successful implementation outcome. Another quantitative study involving 56 companies investigating the implementation of environmental management policy in Spain, found that among others, management involvement in the implementation process proved to be a significant contributor in the implementation success.

In the study of British and Wales local governments Leach and Lowndes (2007) found that leadership roles such as providing strategic policy direction, ensuring good performance, stable decision making environment, and external networking are the key success factors. Therefore, leadership support of a policy is a significant contributor towards successful implementation initiatives. In any policy, directive or procedure, direction from the top is obviously crucial. The presence of this support can be reiterated or shown through communication emphasis, actions and words from the top management and leaders in an organization.

Partnerships allow leaders to become free from managing front line services and customers and concentrate on management resources (Schulman et al., 1999). This enables them create a critical mass of support to activities and allowing them get supplementary attention to the vision, mission and objectives, the employees in an organization and also evaluate the performance. If supervision reduces, this means that the leaders trust the employees to do a great task and this results into lower transaction costs and this explains why there is potential in public–public partnerships because the theorists believe through sharing the same vision, aligning goals, trusting and supporting one another, there is reliability which will reduce the transaction cost.

Shared service organization (SSO) will involve getting experts with skills in special fields from their existing organizations. Decision making is a requirement in relation to key issues concerning the workers in a partnership, containing where to source them, what are the relevant skills required and what is the new organization structure of hierarchy in case of feedback and feed forward?; What are the new roles and responsibilities?; Which organization is willing get up staff resources for some reason or another?; Who fits where and why?; The 'job fit', what are the performance indicators?; What is the goal and the objectives?, stakeholders of the new SSO must take note of these issues and put them into consideration. These decisions should be influenced by the partnership stakeholders on grounds of staffing and new processes (Earl & Sampler, 2012; Grant & Ulbrich, 2010; Ulbrich, 2006) the climax is the significance availability of skilled staff during transition period.

Leadership under shared services must consider planning for life cycling equipment investment and key investment procurements that have been done for the SSO. Who pays for what and when? Who pays for increased loads in service delivery? Like additional staff, infrastructure likes information technology equipment after popularity of service (Hocker & Shoemaker, 2004) If no usage of services what happens? All this must be re-examined? Who pays the bills and in what proportions? Shared service organizations should also be a factor in management and advisory board that should meet on the monthly basis to discuss the current and future position of the partnership. New public management doctrine, forces local authorities to implement an intentional community leadership role which focuses on people to service and this can be taken as the second common piece of local government transformation. Since public–public partnership are voluntary in nature, they need

charismatic leadership who believes in the notion of sharing and its benefits and also thinks that task is meaningful (Hocker & Shoemaker, 2004).

3.11.3 Communication

Functionally, in an organizational setting, communication is seen as the channels people use to convey messages, thoughts, directives, and information whether upward, downward or lateral for the organization and helps people to perform better. Parties involved in implementation need to communicate about different possible ways of creating and fulfilling solutions and job expectations. As with information sharing, organization communication is needed to transform words in the policy document into actionable words (Aguilera, 2003) and achieve policy objectives. For implementation to happen effectively, policy standards and objectives need to be communicated to partners. Van Meter and Van Horn (1975) states that, organizational communication is a degree and the manner in which policy objectives and standards are being transmitted to implementers and how precisely they can be understood and carried out.

Effective communication requires partners to understand what they are supposed to do and the knowledge of doing it or have access to the knowledge even in situations where message and directives are clearly and precisely provided. Communication and sharing information is associated with shared service partnerships because communication is the means through which partners share knowledge to initiate, commence or grow or develop the partnership through the flow of information among all key stake holders (Randolph & Sashkin, 2002) in an implementation initiative. Where, as O'Toole (1997) says, interrelated and inter-linked

departments must communicate with and depend on each other, a sound communication system must exist. Communication from the top should be able to penetrate downwards street-level bureaucrats and from bureaucrats in one department to their counter parts in another department.

Huxham and Vangen (1996) grieve over the complex and challenges of collaboration arrangements however, he argued that among other factors knowledge sharing can lead to collaborative advantage and this can only be done through effective communication. Information sharing was supported by Balloch and Taylor (2001). High levels of communication enhance trust within a partnership working. Huxham and Vangen (1996) again identified successful factors hypothesized to be ingredients which help facilitate success within a partnership as; shared vision, equal standing partner, communication and trust. Communication can lower transaction through building high levels of trust. At least in theory high levels of trust lowers supervision costs which eventually lowers the transaction cost (Brown et al., 2006).

The responsibility is upon the public service to appreciate the challenges and enter in the relationships with one another either as individuals or councils so that they can adopt the operation model and through effective communication the partnership arrangement will succeed. There are many challenges to positive application, comprising; poor leadership, weak engagement and communication, unclear strategy, poor co-ordination and management support (Beer & Eisenstat, 1996). Hawkins (2010) in his USA case study on shared services discovered that joint ventures between USA local government authorities are influenced by a number of factors among them include; frequent communication between key stakeholders.

It is important to mention that communication gives a strong partnership bond which in the end builds trust over time. At least in theory high levels of trust lowers supervision costs which eventually lowers the transaction cost (Brown et al., 2006).

Information sharing means the degree which data is shared among management and its staff, or between administrators. People need to share information and listen to each other as effective shared service arrangement has a chance and potential to improve service delivery where there is possibility of an ongoing respectful dialogue between and among members of the organisations (Melhem, 2004). Pressman and Wildavsky (1973) advocated that to maintain effectiveness, sharing of information and interaction is necessary. In a partnership the way a partner expresses themselves is very important as Dutta-Bergman (2004) discussed about the importance of interpersonal communication.

The birth of the importance of communication starts at the point when two people, organizations form a partnership. For any partnership to succeed there has to be effective communication right from system, structure and operations which improves performance of the organization (Canada, 2005). Transparency is one of the keys to be over emphasized. Communication from the inception, up to the time of changeover are also crucial. A lot of emphasis should be put on the initiative to achieve buy in and make necessary arrangements for awareness, this process will support the preparation of change of attitude. There must be open communication through stakeholders; it is through good communication that the problems can be attended to in the newly formed partnership. Partnership requires a lot of communication and liaising between partners if it will succeed.

3.11.4 Accountability

For accountability purposes the Queensland Government structure put addition puts a generic of local government association to incorporated essentials of governance structures that encouraged the success of accountability and management change attitude. The change mechanism concept in shared services is extensively stated by Blake and Gomaa (2005) and Blake (2005a). In the Queensland they had Implementation Steering Committee which was divided into sub committees like the subcommittee implementation and prioritization subcommittee for checks and balances.

There should be obligation and answerability for the presentation of activities in shared services, policy and accountability are clearly transferred to line management thus everyone concentrates on what they do best. The reporting structure for shared services is different from every organization (Quinn et al., 2000a). There should be a close partnership in the shared service arrangement to ensure joint accountability. Accountability is a fundamental tool for accounting for costs and liberates work streamlining. Where there is poor accountability, there is no trust and this may lead to questions of accountability and responsibility which might impede the partnership.

3.12 Dependent Variables

3.12.1 Service Satisfaction

"A community contains some or all of the following: a regional zone, multifaceted organizations surrounded in the area, and a sense of belonging" (Butterworth & Weir,

1970,p.76). The same is true of other published readers on community. Minar & Greer (1969,p.53), "at community roots of the community lie the brute facts of social life: organizations….. Organization of a human aggregate requires….. Shared activities and perspectives…. Culture." They further to argue that community is "a set of social identifications and interactions". 'What finally binds a community together is a state of on the part of its members …… a sense of interdependence and loyalty'. Similarly (Warren & Hyman, 1966,p.295) mentioned "all of these elementary methods, in a certain way or another holds with the inevitable circumstance that gathering of people for habitation and nutrition contains an association of community collaboration within an environmental neighborhood." From the definition Warren and Minar stress the interrelationships either in shared activities or social interactions with in a geographical setting.

Community is about multi- multiplex relationships, as Webber (1963) argues 'culture' rather than 'territorial'. 'Where do people live?; Where do they send their children to school? Do any of them belong to voluntary associations?; Do none of them go to church and work for political parties?; Do none of them speak to their neighbors?; It is likely that even a professional bachelor has some- extra social relationships. This is not to say that more people may have networks of social relationships that are not bounded by the locality in which they live. Webber is stressing relationships within the networks two or more people and organisations within a geographical area which is in line with the research project on inter-organizational partnerships. Community looks to a 'multi dynamic situation through interior and exterior relations to achieve a shared goal of the citizens' (Walter, 1997). It symbolizes 'a style of community establishment that aims at achieving individual or societal requirements like a sense of belonging' (Toth, Brown, & Xu, 2002).

Literature review indicates some work done on community satisfaction by Dutta-Bergman (2006) using qualitative method and the displacement theory he discovered that, community does not only engage in local activities but use modern technology to seek for significant information. Another study by Kulig et al. (2009) used a mixed method and found that; 'home' is very important to people because: choose a rural home, married in and followed spouse. Better still (Campbell, 1976) realized that; government schools had a strong attachment to the community satisfaction. Allen, Filkins, and Cordes (1999), used quantitative and a regression and discovered that communal variable of a community is a very significant element of community fulfilment and (Fliegel & Sofranko, 1984) discovered that, quality of institutes was important in explaining a worldwide community fulfilment.

3.12.2 Service Quality

Quality in general terms, simply means the anticipations of the client are encountered every single time. The client has to be pleased with the service you offer and preferably more than just be satisfied. Quality can be a total of many aspects like; knowing the customer's needs, make a design to meet them, faultless service,reliable servce,certified performance and safety standards,clear instruction manuals,punctual delivery,efficient back-up service,feedback and feed forward. The concept service quality has been discussed extensively (For more details please refer to Section3.6.8 Chapter Three).

3.13 Summary

This chapter has reviewed the literature on evaluation of shared services in order to get an understanding of the theoretical basis of shared services. This chapter has built on the theoretical foundation upon which the research is based. The purpose was to identify the areas that were over looked or not addressed by the previous scholars. Based on review of the literature, the conceptual framework of CQS (SSEEEECQQ) for assessing performance of shared services in the public sector particularly for public – public partnership in local government was discussed. While chapter two conceptualized the analytical framework, the next chapter will analyze the operationalization of the conceptual framework and the categories developed in chapter two as well as will explain the essential methodological aspects used in this study.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

This chapter discusses methods used to investigate and analyse the conceptual frame work that was proposed in Section 3.5, Chapter Three. It explains the essential methodological aspects such as research framework, validity and reliability tests, sources and methods of data collection and analyses employed in the study. It is divided into nine sections and proceeds as follows: Section 4.1 introduction, 4.2 explains the research design, 4.3 gives a justification for mixed method research, 4.4 operationalizes the study framework by developing performance indicators of different dimensions of shared services i.e., SSEEEECQQ for measuring the performance of shared services in KCCA and continues to sketch an outline of research design. Section 4.5 research framework. Section 4.6 discusses characteristics of the study population, sampling design and selection procedures. Section 4.7 describes the population and choice techniques, 4.8 describes the sources of data and section 4.9 explains methods of data collection as well as identification of locations of respondents, 4.10 explains the interviews, 4.11 explains the methods employed for data processing, validity and reliability tests and data analyses and lastly 4.12 the summary.

4.2 Research Design Process

A cross-sectional research technique was used in this study, data was collected at the same time from five divisions of KCCA situated in the capital city Kampala (Uganda). The same

phase of data collection among the five divisions allowed the investigator to recognize likeness and divergence in the features among divisions (Zikmund, 1984).

In this study, a mixed methodology was used. A mixed method research refers to a research design with theoretical speculations as well as quantitative and qualitative methods (Creswell & Clark, 2007b). The technique's, focal point is on gathering, investigating and combine both qualitative and quantitative methods of data in one study. The dominant principle is the use of quantitative and qualitative approaches in a mixture to provide a better understanding of research difficulties than using either approach single handedly (Creswell & Clark, 2007b). Similar to Creswell, Clark, Gutmann, & Hanson (2003) this research used a triangular design and combined approaches.

The drive of this outline was to obtain diverse but interdependent data on the same topic (Morse, 1991) to best comprehend the research problem. The purpose in using this model was to pilot jointly the varying strong points and covering weaknesses for both approaches (Patton, 1990). Specifically the research used one- distinct stage of development strategy in which investigators device the quantitative and qualitative approaches during the same specified period of time and with equivalent load. The single-phase timing of this proposal is the basis on which it has also been introduced as the concurrent triangulation design (Creswell et al., 2003).

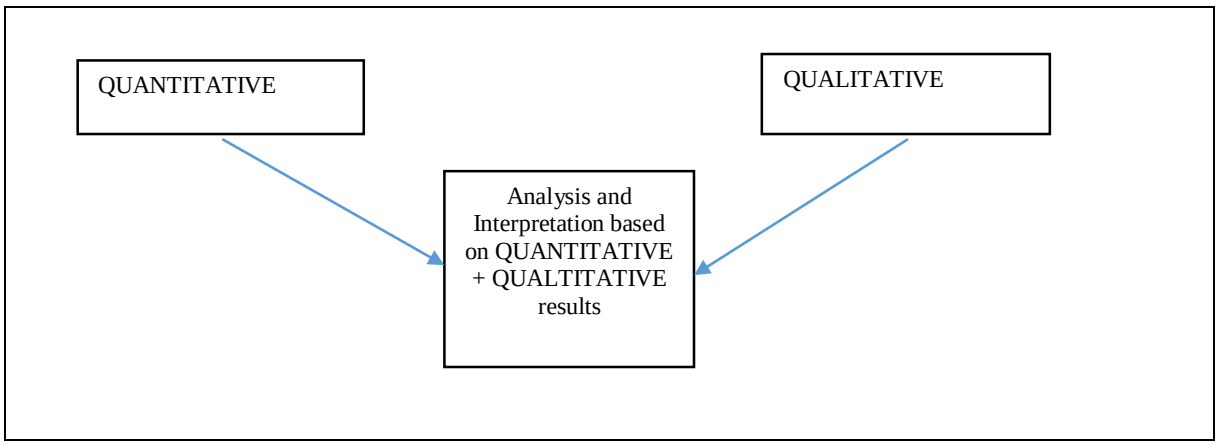

Figure 4.1: Qualitative Research Design

Source: Creswell et al., 2003

4.3 Justification for Mixed Method Research

In mixed method research, the main aim was to investigate how health and solid waste services are affected by shared services. The quantitative method has logical deduction. That is to say, It tests a model. This study aims to investigate the evaluation and impact of shared services on health and solid waste services, the quantitative was considered appropriate method as well as qualitative approach was considered since it employs logical induction. Qualitative research was key for this investigation since little is known about shared service, how they were implemented, which services are shared, with whom, which model and factors that explain the observed performance. Both methods were used to make automatic and natural sense, it is an efficient design, in which both types of data are collected during same period by the researcher and each type of data can be collected, analyzed separately and independently (Creswell & Clark, 2007a). Using SPSS version 20 and NVIVO10 software and this lends its self to team research where a team can handle respondents with both quantitative and qualitative expertise.

4.4 Operationalization of Study Framework

Operationalization is the method by which concepts are well defined, measures developed, and pointers or indicators allocated to enable inquiry of theoretical propositions (Bryman, 2004). The procedure of operationalization positions has many possible pressures i.e., problem of defining concepts and measurement operationalization, different sources of performance data, perceptual or subjective data from internal or external stakeholders vs. archival or objective data: both with limitations; need of combinations singular vs. aggregate measures, common source or method bias, financial vs. nonfinancial (social, environmental, etc.) performance indicators, sectoral differences in measuring performance (e.g. tangible vs. nontangible tasks), selecting suitable indicators and judging reliability and validity of selected indicators. Additionally, replying to concerns that empirical data may not be adequate to provide accuracy Shah and Corley (2006) argues that, the greater use of multiple methods to shape and test out 'accurate, generalizable, and practically useful theory in a field as inherently complex as management research', thus looking at mixed method as a solution to the challenges.

Based on the literature review and taking into account KCCA requirement's, shared services, has a set of performance indicators with nine dimensions i.e., SSEEEECQQ[5] have been developed for KCCA divisions in Kampala i.e., (Lubaga, Nakawa, Kawempe, Makindye, and Kampala central) as a case study, is defined and discussed in this section. Shared services are

[5] As an extension of CQS variables of this study

measured on the basis of Standardization, Social welfare, Efficiency, Effectiveness, Equity, Economies of scale, Cost, Quality and Quantity which can provide a more complete picture of what constitutes shared services in case of public to public partnerships specifically among the five divisions. A diagram of the research framework indicating shared service performance and nine of its dimensions i.e., SSEEEECQQ is presented in figure 4.2.

4.4.1 Framework of the Study

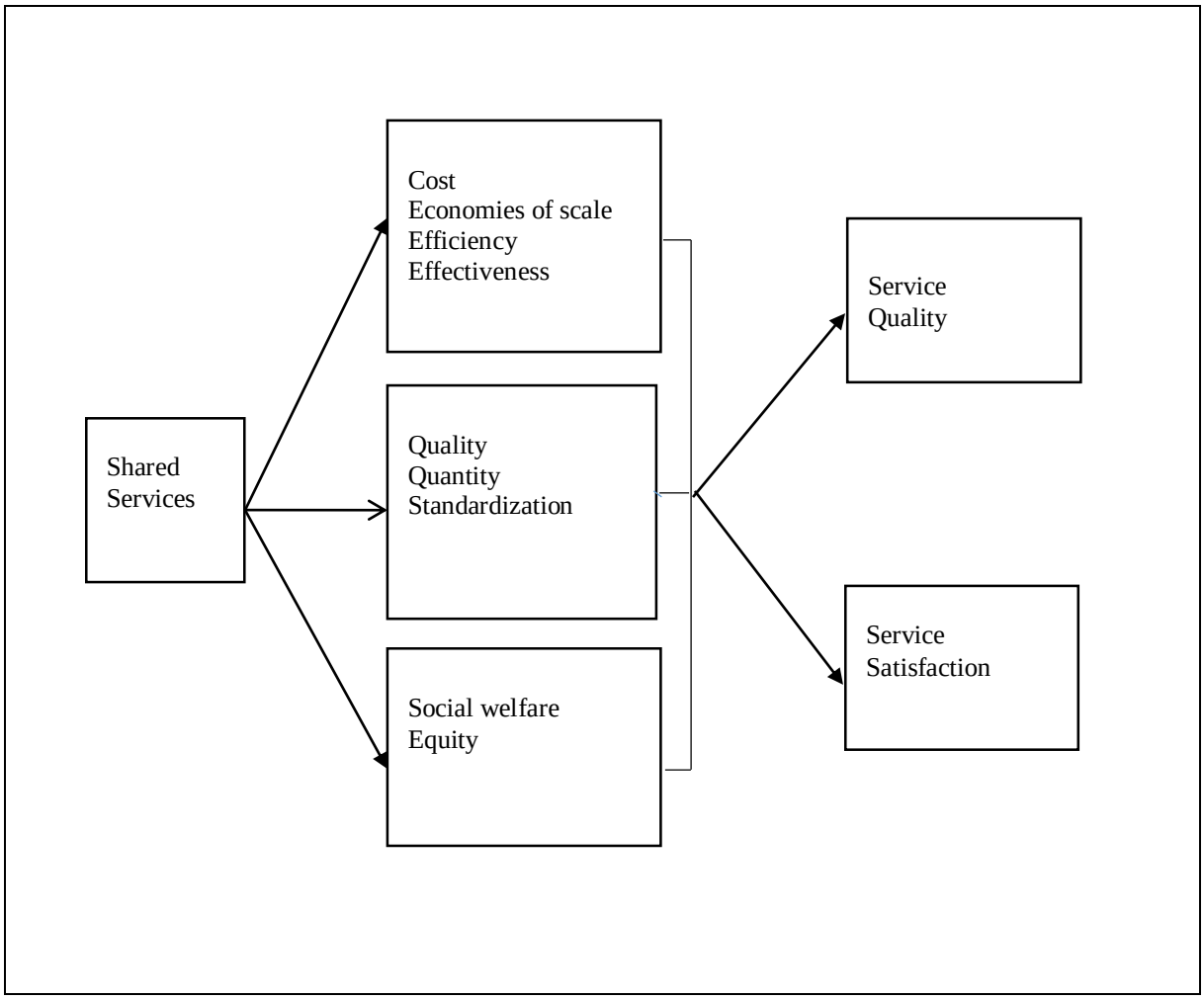

Figure 4.2: Conceptual Framework for the Study

Source: Author

4.4.2 Shared Services Measurement

The concept of shared services bringing service improvement is challenged since there is no fixed and universally applicable set of criteria for evaluating whether improvement has occurred (Boyne, 2003b) this was supported by Bailey (1999,p.32) who argues that:

> "Though it may not be possible to develop a robust model of public service and local government because of these differing power relationships, nevertheless it is possible to modify the standard models of government in order to reflect the specific features of local government to enable service delivery improvement".

The conception of service improvement is questioned: there is no fixed and universally applicable set of criteria for evaluating whether improvement has occurred (Boyne, 2003a) and clients apply their own perception of value to the services they receive from various organisations (Grönroos, 2011). The problem of recognizing performance improvement is worsened when acknowledgment and impression are tried in organisations. Boyne (2003b) draws on a greater frame of literature to classify dimensions of service performance that can be used for assessment however they are valued different by different public service institutions i.e., input and output measures, it will be vital to test the customer's perception of shared operational services focusing on the quality of the service and the effectiveness of the service (Boyne, Martin, & Walker, 2004).

It is common observation in Uganda that the concept of shared services is not self-explanatory and at the same time not fully developed in the divisions of KCCA. According to the government local newspaper the (Vision, 2005,p.19) to start a new district is not easy.

"At the beginning we were depending entirely on the money we get from the centre, and sharing resources and funds with the old districts "

According to Emily Otekat, chairman of Uganda local authorities association (ULAA), an umbrella body for region leaders. He added that, "normally the central Government gives them (each new district or divisions) about sh500m to take off with few staff. As they pick up, they will then start to recruit more staff". The new KCCA (2010) centralized the budget hence encouraging different divisions to work together to achieve a common goal, gave this step a new flat form for sharing since divisions are not independent in service delivery rather they work together to solve the common societal challenges.

From the above statement, it proves that districts and divisions in Uganda depend entirely on sharing resources including funds but the model of sharing is not known, which divisions are really into sharing, with whom they are sharing, why they are sharing, which services they are sharing or even willing to share, the performance implication that comes with sharing or, the potential benefits for sharing. One may not be convinced that whether the division partnerships in existence are formal or ad hoc, are voluntary or forced, and the perception of the shared services that exist. However, based on the review of the literature, (see Section 3.3 and 3.4, Chapter Three), shared services in public-public partnership can be defined as an

agreement involving two or more public organizations cooperating to deliver services for the common good of the people (Oakerson, 1999).

This explains why the scope of shared service needs to be widened so that public sector can embrace it with a different perspective, sharing services in public sector's view can achieve a lot more than economies of scale, efficiency and reduced cost. Therefore, by considering the above mentioned relationships, key features of public-public partnerships are; coordinate activities, integrate functions, and develop relationships to respond to social challenges and above all, expected to operate across boundaries (Stephen P Osborne & Brown, 2005). Diagrammatically, it can be presented as per Figure 4.3.

Figure 4.3 shows the key features of public-public partnerships are; coordinate activities, integrates functions, and develops relationships to respond to social challenges and above all, expected to operate across all boundaries.

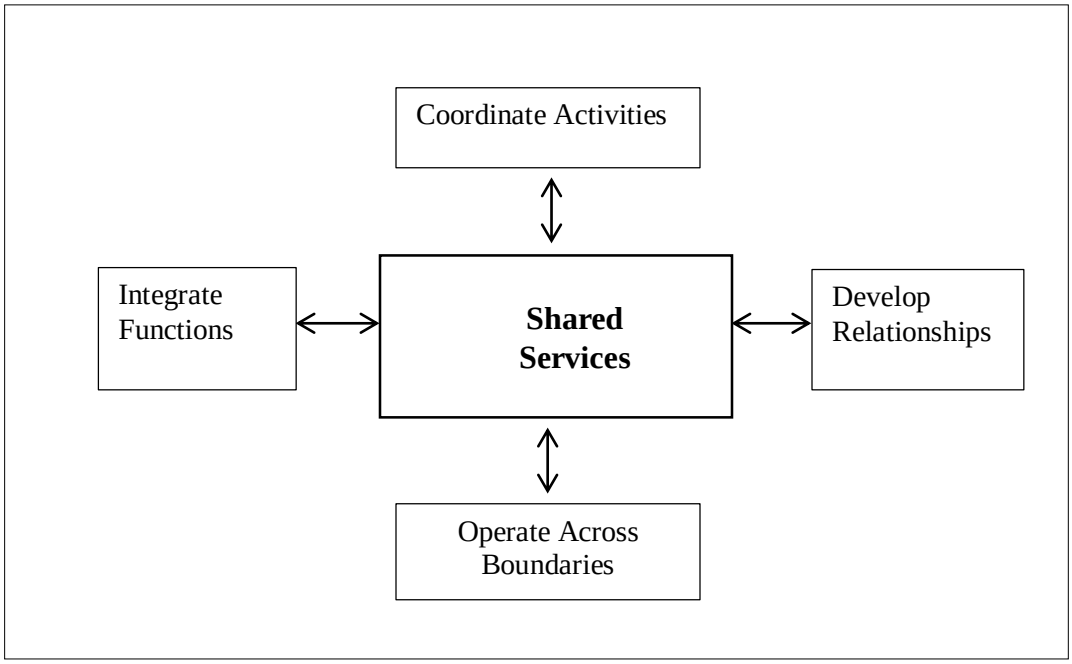

Figure 4.3: Division Partnership Performance Model

Source: Author

4.4.2.1 Assessing Economies of Scale

Economies of any organization can be measured by the extent of the robust partnership which is predictable to have a lesser charge per component return than fragmented divisions because ideally they are smaller in size and when a partnership is formed, there is pooling of resources together to improve service delivery. Therefore, the partnership is expected to have a cost advantage over a single division. Precisely, the cost of operating services in a single division and the cost of operating the same service in a shared partnership should be much lower (see Sections 3.5.3, Chapter Three). Shared services in Uganda can be considered to gain

economies of scale if they get cost advantages that come along with size as a result of sharing services through forming division partnerships.

From the literature review, economies of scale are projected to be the means through which shared services results into improved performance. Three goals of shared services were described by Schulman et al. (1999) (i) create a critical mass support of activities; (ii) free up management resources; and (iii) minimize administrative costs. Partnerships are expected to create economies of scale through process integration, pooling of resources like equipment, people, and other asserts, and reducing un necessary costs (Tomkinson, 2007). Partnerships should be seen as one of the methods of achieving economies of scale and scope. The modest meaning of economies of scale therefore is; doing things more efficiently with increasing size of operation and can be achieved through, purchasing in bulk through long term contracts, increasing specialization, obtaining lower interest costs through borrowing and learning by doing.

It is very difficult and critical to establish a useful, reliable and valid set of economies of scale indicators for public to public partnership especially when the goals are vague. In spite of these constraints, there is a need to evaluate economies of scale not only to justify the essence of shared services but also to learn lessons from the past experience. One can identify the number of indicators for measuring economies of scale on the basis of what shared service is expected to achieve.

(i) Free up management resources: To enable them manage their goals, 'permits corporate division managers to focus attention on solving business problems,

essential developments, and thus improving the value sequence that leads to performance improvement (Schulman et al., 1999).

(ii) Minimize administrative costs: The essence for taking on the shared service initiative aim was cost saving, that is to say become more efficient and make it easier to track administrative costs.

(iii) Create a critical mass support of activities: Partnerships make activities within support processes from each business division, and brings them together to attain critical quantity. Those processes and activities are treated as the fundamental of shared services units (Schulman et al., 1999). Shared services have the potential to get important value to the firm. Precisely, shared services can reduce firms' operating costs by reducing the number of employees and gaining efficiency (Ulrich, 1995). The salient performance indicators of economies of scale and the different target groups, where data will be collected and presented in Table 4.1.

Table 4.1: Indicators of KCCA in Economies of Scale for Solid Waste Management

Criteria	Performance Indicators	Target
Economies of Scale	(i) Free up management resources To enable them manage their goals. (ii) Minimize administrative costs The essence for taking on the shared service initiative was cost saving. (iii) Create a critical mass support of activities • Small jurisdictions capture citizens' true preferences • Larger size divisions are preferred for realizing economies of scale in production • Fragmentation also limits divisions ability to gain economies of scale • Delivering services as an independent district is more costly • A large division possess ability to address externalities • Small divisions bring competition and shared services may suffer diseconomies of scale	Directors KCCA & senior officials. Employees of KCCA under public health department, Mayors Deputy Mayor,Town Clerks

Source: Author

4.4.2.2 Assessing Efficiency

For the case of KCCA divisions, efficiency represents the cost per unit of output (Boyne, 2002). Or similarly the cost of producing a given outcome (Ostroff & Schmitt, 1993) (See Section 3.5.4, Chapter Three). Efficiency of service provision or efficiency will relate to the price of solid waste and the achievement. In case of KCCA divisions, efficiency represents

the cost per unit of output (Boyne, 2002). How much resources are needed to collect garbage from the city? In quantification, some pointers were assigned:

(i) KCCA solid waste budget;

(ii) Cost per ton of collected garbage. The cost component with the use of formula can be measured using output and input.

$$\text{Cost Measurement} = \frac{Aggregated\ cost\ of\ solid\ waste\ budget\ annually}{Aggregated\ number\ of\ tons\ of\ garbage\ collected\ annually}$$

This provides a typical cost for each ton. Through linking the current cost and past year's, the amount of growth or reduction in cost for each ton specifies the efficiency levels of KCCA. Furthermore, to measure efficiency of KCCA, the cost for each ton in each division under KCCA could be compared with the cost per ton among the different divisions and this applies to Uganda where solid waste is still at a traditional stage.

(i) Overall expenses on garbage collection as related to overall expenses on employees in public service. The proportion indicates government's expenditure on garbage collection.

(ii) Number of tons dumped at the landfill by KCCA refuse trucks or costs versus the number of times each refuse truck dumps garbage at the landfill. The results will specify the effectiveness and efficiency KCCA in utilizing the available resources to managing garbage collection.

The example of real indicators of efficiency under shared service are; exploiting the use of available resources, shared service partnerships are likely to reduce on the amount of time taken to deliver the services and Shared service partnerships have enabled divisions to carry

out their respective policies and plans more efficiently. Theorists have hypothesized that cost effectiveness (efficiency) advantages and better-quality client amenities required by state for municipalities can similarly be attained along shared service engagements. Dollery et al. (2008), Dollery et al. (2006), Steiner (2003) and Tomkinson (2007). Specifically, KCCA in the last two years has been using outputs like; number of trips per refuse rucks, tons of waste dumped at Kitezi, reduced illegal dumping, management of waste until KCCA collects it, effective implementation of enforcement and sanitation of the city.

Value related with maintaining geographical extended areas of small inhabitants might count in efficiency advantages stated along shared services. The financial point is attaining efficiency reap and lower costs through productive usage of expertise. Dollery et al. (2008) argues; the theoretical foundation aimed at shared services in indigenous governments underlie the argument in favor of equal opportunities and cost effectiveness (efficiency) through decentralized, self-governing resolution-creation. What the organization has already done and what other options are available, one thing that drives benefits and efficiency in shared services is scale.

If someone can show that the same quantum of solid waste expenditure can reduce on the amount of uncollected waste, then we can say that, efficiency will be higher in these cases. The input variables of efficiency at KCCA could not be measured in monetary terms such as input- output analysis, cost-benefit analysis (CBA), cost-effectiveness analysis (CEA) etc., because it is difficult to quantify out puts in SWM especially in circumstance where there is no weighbridge at the landfill complicates the whole situation of measurement. However, the performance indicators of efficiency can be categorized based on exploiting

the use of available resources, time taken to deliver the services and carrying out respective policies and plans more efficiently. By comparing this cost with that of the previous year, the degree of reduction in cost indicates the efficiency of KCCA.

According to economic theory, residents inefficiently generate waste if they are charged a flat fee therefore the theory recommends charging waste according to marginal costs by doing this there can be an incentive for people to reduce on waste generated hence maximizing economic efficiency (Stavins, 1993).

It is difficult and critical to establish a useful, reliable and valid set of efficiency indicators for measuring efficiency in division partnerships especially when the goals are vague. In spite of these constraints, there is need to evaluate shared services using efficiency not only to justify their existence or funding, but also to learn lessons from the past experiences so that it does not become costly to get it right in terms of shared service benefits.

The salient presentation measures of efficiency and the different aimed clusters where data will be gathered are presented in Table 4.2.

Table 4.2: Indicators of Efficiency for KCCA in SWM Services

Criteria	Performance indicators	Target
Efficiency	(i) Cost • Exploiting the use of available resources • Shared service partnerships are likely to reduce on the amount of time taken to deliver the services. • Shared service partnerships have enabled divisions to carry out their respective policies and plans more efficiently.	Directors KCCA & senior officials. Employees of KCCA in public health department Mayors, Deputy Mayor, Town Clerks

Source: Author

4.4.2.3 Effectiveness

Effectiveness of any public institution can be measured by the extent to which it achieves its objectives (See Section 3.5.4 Chapter Three). Similarly KCCA and the five divisions can be considered effective if they are achieving the basic purpose for which they were established like Health, Education, Gender Mainstreaming, Child Care and Protection, Credit Facilities and solid waste collected and management. Effectiveness is generally the benefits of healthcare and solid waste management measured through improvements in health and solid waste management.

To measure effectiveness in solid waste management which focuses mostly on satisfaction with the achievements, interventions in improving service delivery, meeting residents expectations, the status of the solid waste management, solid waste collection time, effective solid waste generation policy in place, residents' behavior toward waste generation change, solid waste and garbage collection management systems in place are environmentally friendly.

To measure effectiveness of shared services we focus on the effective measurement of performance, effectiveness of the implementation process of shared services, the levels of supervision in the partnerships, levels of trust among partners in the partnership, partnership termination due to selfish interests, partnerships control and supervision and distrust among partners.

The important presentation measures of effectiveness and the different aimed clusters where data will be gathered are presented in Table 4.3.

Table 4.3: Indicators of Effectiveness for KCCA in SWM Services

Criteria	Performance indicators	Target
Effectiveness	(i) Shared services health/solid waste management • Effective measurement of performance • Effectiveness of the implementation process • Levels of supervision • Levels of trust of the partners in the partnership • Partnership dissolve due to selfish interests • Partnerships control and supervision • Distrust among partners	Directors KCCA & senior officials Employees of KCCA in public health department Mayors, Deputy Mayor, Town Clerks

Source: Author

4.4.2.4 Equity

In solid waste management equity refers to; " present generations having better equality in accessibility to ecological resources and ought to share the charges and profits related to people's actions (i.e., contamination of the environment, health care) in a new justifiable manner" (Mitchell et al., 1995). Thus, if the world's people do not have equal access to resources and environmental services, this can lead to environmental degradation (Bahia, 1996).

According to Bahia (1996) indicators for a waste management approach were categorized into six namely; generation, storage, collection, transportation, treatment, and final disposal and each of the mentioned categories had an equity implication and measurement.

In spite of the synonymous conception of the definition and getting its equivalent justifies the difficulties. In spite of the constraints, there is need to evaluate shared services on the equity ground not only to justify their relevance, but also to learn lessons from the past experiences. Equity can be measured by evaluating indicators identified in different groups of people in the study divisions. One can identify a number of indicators for measuring equity on the basis of what solid waste management services are expected to achieve among different groups.

Table 4.4: Indicators of Equity for KCCA in Solid Waste Management Services

Criteria	Performance indicators	Target
Equity	(i) Equity solid waste • Different social classes of people receive waste management services • The quality of waste management programs among different social classes • Solid waste collection in different classes use the same techniques • Solid waste collection containers in different areas are equal and same.	Directors KCCA & senior officials Employees of KCCA in public health department Mayors Deputy Mayor Town Clerks

Source: Author

4.4.2.5 Standardization

A service standard refers to a civic assurance to a quantifiable level of production that clientele can imagine in usual conditions. Similarly, in division councils consistent standards and common business systems are practiced. What we are not sure of is whether they result into economies of scale (Explained in details in Section 3.5.1 Chapter Three). Standardization can be measured and achieved by making three case scenarios; .e.g. outcomes surpass values,

outcomes are reliable with values situation and outcomes fail to reach the given values vis-à-vis the service level agreements.

The possibilities of standardization and uniform way of working increases the efficiency, together with consolidation, it makes it possible to afford required technology investment (Grant & Ulbrich, 2010). The private context, the implementation of a shared service center can greatly reduce costs, standardize processes and permit greater control.

Standardization of processes has been for long the one of the goals for shared services partnerships, but this comes in handy when most public-public partnerships ignore to focus on practice standardization which shows an end to work processes, people involvement in terms of skill display and management. Standardized practices can add to the efficiency level of benefit that already exists in any partnership.

Benefits can be realized through additional focus to practice standardization, including gaining full visibility across the stakeholders and public. Standardization scores without deviations from standard that have been identified for local country stakeholders can be a key success factor to enhance productivity increase. Standardization ensures consistency, comparable methodology for third party verification and also sustainable continuity which leads to optimisation.

The important accomplishment pointers of standardization and the aimed clusters where information was collected is shown in Table 4.5.

Table 4.5: Pointers of Standardization for KCCA Solid Waste Management

Criteria	Performance indicators	Target
Standardization	(i) Results exceed/consistent/Fall short with standards • Satisfied with solid waste management and garbage collection standards • The changes in the standards of SWM services improved like in technology • The practices of SWM are good after the partnership arrangement • Complaint process for any dissatisfaction SWM • Residents are generally satisfied with the standards of waste management in divisions	Directors KCCA & senior officials Employees of KCCA in public health department Mayors Deputy Mayor Town Clerks

Source: Author

4.4.2.6 Social Welfare

Social welfare focuses on helpless groups in the community and the provision of a minimal level of well-being and social support for all citizens (Champernowne & Cowell, 1998). It is argued that the social well-being pointer categories contain: statistical data relation to the population, equity and rights, community and culture, governance, health and justice. According to Champernowne and Cowell (1998) social welfare can be seen as social welfare function and he defined it as, 'the generic term for coherent and consistent ordering of social states in terms of their desirability is a social-welfare function'. Social welfare can be measured through; programs, strategies, policy, satisfaction with activities, and response to welfare programs in different divisions.

The important performance indicators of social welfare and the target groups suggested as indicators to assess social welfare in KCCA are collected and shown in Table 4.6.

Table 4.6: Indicators of Social welfare for KCCA Solid Waste Services

Criteria	Performance indicators	Target
Social welfare	(i) Welfare solid waste • Low social class receive free garbage collection services • Welfare services in SWM are reliable • There are strategies for social welfare in SWM • Welfare policy is meeting people's expectation • SWM activities under welfare programs satisfactory Responding well towards welfare services	Directors KCCA & senior officials Employees of KCCA in public health department Mayors Deputy Mayor Town Clerks

Source: Author

4.4.2.7 Cost

As explained in Section 3.5.6, Chapter Three, cost, according to Buchanan (1965) is seen in the perspective of a decision maker; cost is benefit lost or an opportunity sacrificed by the individual, group, and government. The amount of money that a company spent on the creation or production of goods or services. To measure cost; measure resources consumed (cost items like sold waste) and divide it with cost of the items. Costs have to be maintained within the agreed budget; KCCA frequently offers data on action points except if it is related to an objective and a component to determine the output, it may not be easy to evaluate the cost per service. Heitger, advised for shared services, the best way to measure cost partnership between activities agreed to share and divide the overhead costs with the number of partner municipalities (Heitger, Mowen, & Hansen, 2007).

Cost is a natural production pointer that merges procedures of contributions (Moharir, 1997a). However, considerable capital is needed to provide solid waste services to residents

in one division. It's important to measure the cost in the given year. To quantify this, there are number of pointers to refer to:

(i) Cost per division. This is a unit cost and can be calculated with the help of formula i.e., total cost per annum divided by the number of units.

(ii) Cost of municipal waste in this WAMED model (Moutavtchi, Stenis, Hogland, & Shepeleva, 2010) will be used. A model that looks at full-cost accounting to get the total cost.

WAMED Model will help us get all the total costs per annum to enable efficient decision making on costs in municipal waste in KCCA.

For formation of cost structure, we apply the following equation:

$$C = C_m + C_{pl} + C_f + C_i + C_t + C_a + {}_{Cml} + C_{ct} + C_{pw} + C_{lb} + C_{scw} + U_I$$

Where

C represents the costs for municipal solid waste management i.e., collection, transportation and disposal.

C_m represents cost for maintenance of refuse trucks

C_{pl} represents cost for purchase of new landfill

C_f represents cost for fuel and lubricants for refuse trucks

C_i represents cost for implementation of the environment management plan

C_t represents cost for new refuse trucks

C_a represents cost for allowances of casual laborers

C_{ml} represents cost for maintenance of landfill

C_{ct} represents cost for cleaning tools

C_{pw} represents cost for protective wear

C_{lb} represents cost for litter bins

C_{scw} represents cost for salary of casual workers

U_I represents other unknown costs

Cost can be measured through partnerships sharing overhead costs, serving a greater number of client base, as scale of production, reducing duplication administrative costs. Principles of sharing argue that services can still be delivered even cost is high if partners share the costs to solve societal challenges.

Table 4.7: Pointers of Cost for KCCA in Solid Waste Management

Criteria	Performance indicators	Target
Cost	(i) Cost solid waste • Partnerships reduce costs • A greater capacity to serve a large client base leads to reduction in the input prices • As a scale of production of any service increases, the proportion of cost falls • Reducing duplication leads to lower costs • Sharing overhead costs among partners leads to lowered costs of delivery services. • Administrative costs stem from the obligations to provide information	Directors KCCA & senior officials. Employees of KCCA in public health department Mayors Deputy Mayor Town Clerks

Source: Author

4.4.2.8 Quality

Quality is a complex word that means different things to different people. Quality means 'value added activity', and meeting or exceeding specified standards of service. Within this study, quality will be taken to refer to the value added activity as this is consistent with the arguments from services literature, highlighting the importance of the customer perception of quality (Grönroos, 2000).

In solid waste services, it means the 'degree of excellence' in garbage management. Quality in general terms, simply means the expectations of the customer are met every single time (See Section 3.5.8, Chapter Three).The customer has to be satisfied with the service offered and preferably more than just be satisfied.

Apart from product quality, dimensions of service quality have also been a subject of debate and interest, since some aspects of the product quality may not directly be applicable to service quality. Parasuraman et al. (1991), Parasuraman et al. (1985a), Parasuraman et al. (1994) and Zeithaml et al. (1988b) off quoted effort acknowledged five measurements of service quality which are; "tangibles, reliability, responsiveness, assurance and empathy".

There are instruments for measuring service quality, known as SERVQU and have been widely used by researchers in measuring customer awareness of service quality. The dimensions identified by Parasuraman are as follows: (i) Tangibles attached to physical amenities, apparatuses, workers outward appearance; (ii) Reliability, deals with the capability to achieve the assured service consistently and precisely; (iii) responsiveness deals with the

readiness to assist a client and offer quick services; (iv) assurance which deals with the information and politeness of the workers and their capability to motivate trust and self-confidence; and (v) empathy deals with the kindhearted, personalized care the business offers its clientele. Quality measurement sometimes determines the effectiveness of the services delivered.

The important accomplishment pointers of quality and the aimed clusters where information will be collected is shown in Table 4.8.

Table 4.8: Indicators of Quality for KCCA in Solid Waste Management

Criteria	Performance indicators	Target
Quality	Solid waste (i) Solid waste equipment (ii) Sensitization (iii) Satisfaction with standards (iv) Technology (v) Good Practices in garbage management	Directors at KCCA & senior officials Employees of KCCA in public health department Mayors, Deputy Mayor, Town Clerks

Source: Author

4.4.2.9 Quantity

As explained in Section 3.5.9, Chapter Two, quantity of something, is typically the total of anything or a phenomenon, expressed as a numerical value. Quantity is assigning a numerical value in terms of a unit of measurement. Quantity can be measured through weighing substances of any physical quantity like identifying the partners in a partnership, number of health centers, number of refuse trucks and number of medical personnel.

Table 4.9: Indicators of Quantity for KCCA Health and Solid Waste Management

Criteria	Performance indicators	Target
Quantity	Quantity SWM measures (i) The number and spacing of solid waste collection containers is good. (ii) Solid waste management and garbage collection under partnerships increased the amount of equipment	Directors at KCCA & senior officials. Employees of KCCA in public health department, Mayors Deputy Mayor, Town Clerks

Source: Author

The above discussion can be summarized in a Figure 3.4. This serves as the operational framework for the research. The main purpose is to highlight the performance indicators of the nine dimensions of performance i.e., SSEEEECQQ that have significant usefulness in seeking to fully capture the evaluation of shared services as stated in Section 3.5, Chapter Three. The framework will also facilitate requirement of data needed for analyzing the research questions posed in Section 1.5, Chapter One.

Figure 4.4 shows the indicators of measuring cost, quality and social welfare (CQS). Cost per transaction is measured by how much it costs government to provide each completed transaction and divide the total number of completed transactions i.e., number of trips of garbage disposed to landfill. Service quality is measured in terms of tangibility, reliability, responsiveness, assurance and empathy through putting aspects like standard operating procedures, results exceed, consistent, short of standards, number of increased operational equipment, time taken to provide services, quality of equipment used and consistence into consideration. Equity is measured in terms of garbage standards best on social groups, difference in collection efficiency, waste management programs, quality for different social groups and difference in waste collection containers.

4.5 Research Framework

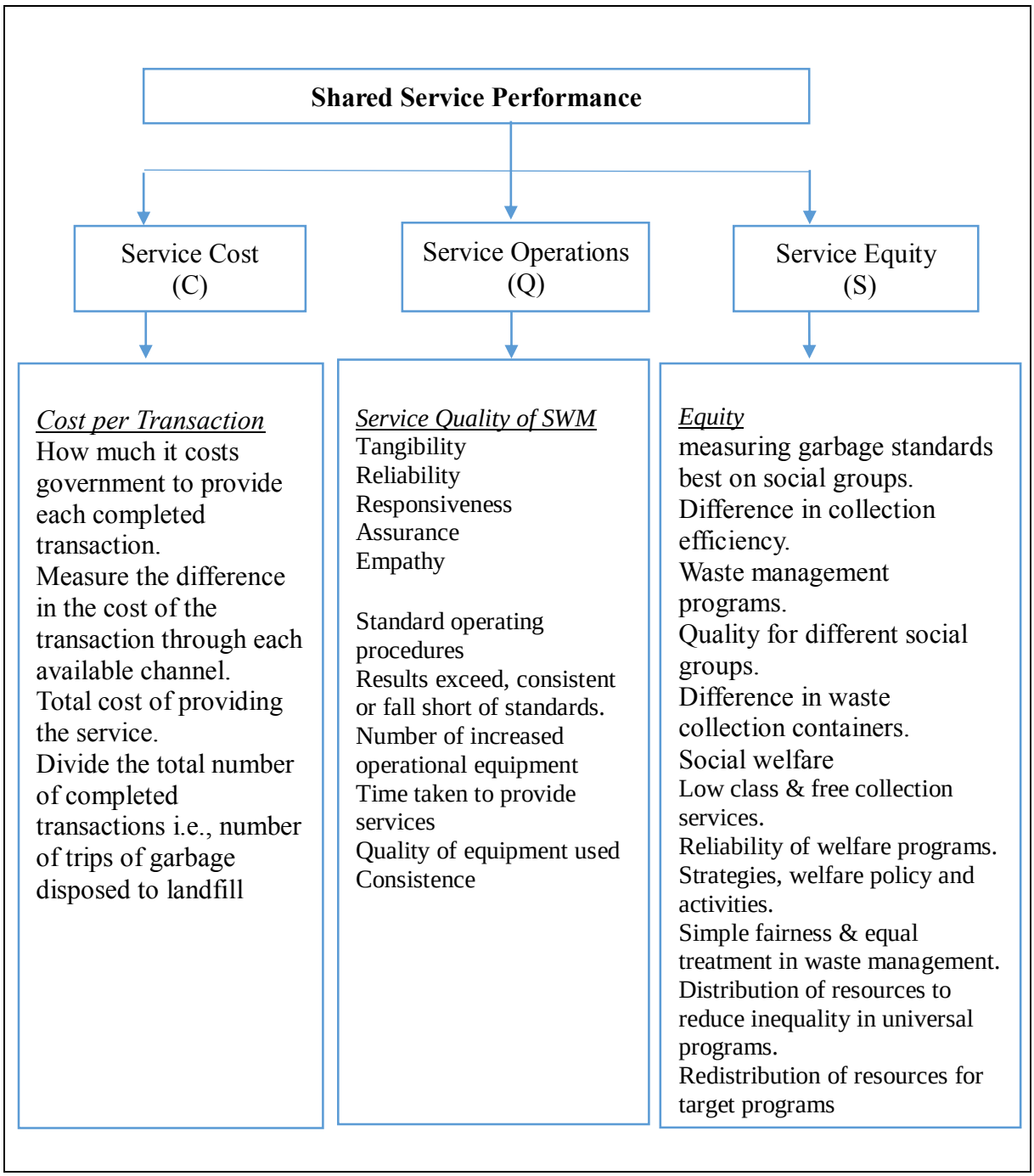

Figure 4.4: Research Framework of the Study

Source: Developed by Author

4.6 Sampling Method and Size

Cluster sampling method is applied for this study because the KCCA survey area was too large (a district). This method is the most frequently used in the field. In cluster sampling, basic sampling units are selected within groups named clusters (parishes). The objective of this method was to choose a limited number of smaller geographic areas in which systematic random sampling would be conducted. Here the district was divided into five strata (called Divisions), and a survey performed in each stratum (30 clusters, 20 voting age persons in each cluster). It was therefore a multi-stage sampling method i.e. completed in two stages: (1) The 1st stage (random selection of clusters) is where the entire population of Kampala was divided into small distinct geographic areas, such as parishes and an approximate size of the population for each "parish" was found. At this stage, the primary sampling unit (PSU) is the parish. Afterwards, clusters were assigned randomly to parishes using EpiInfo/ENA software; (2) the 2nd stage (random selection of voting age persons within clusters) is chosen randomly within each cluster using systematic random sampling.

However, this large survey area, often contain geographical units of various sizes. Therefore, it was important that each individual in each of those units has an equal chance of being selected whether he/she lives in a large or small unit. Therefore, chances of a person in each village to be selected will not be equal by just tossing a coin but the selection of clusters was done by EpiInfo/ENA software using probability proportional to population size (PPS) method. In PPS, larger settlements have a higher chance of being selected as clusters compared to smaller settlements because the probability of selection is proportional to population size of the settlement. The EpiInfo/ENA software assigned clusters randomly

using PPS as shown in Table 10 below, it calculated cumulative population sizes; i.e. for each geographic unit, the cumulative population size was the size of the population for that unit including the sum of all the units which come before it on the list. A range of persons' numbers were also assigned for each geographical unit according to its cumulative population, as shown in the 4th column of Table 4.10.

Table 4.10: Cluster Selection by PPS

Division	**Estimated Total Population**	**Cumulative Population**	**No Allocated**	**Clusters (Parishes)**	**Sample Units**
Central	176,344	176,344	1-176344	1, 2, 3	72
Kawempe	554,225	730,569	176345-730569	4, 5, 6, 7, 8, 9	145
Makindye	654,993	1,385,563	730570-1385563	10, 11, 12, 13, 14, 15, 16, 17	193
Nakawa	503,841	1,889,404	1385564-1889404	18, 19, 20, 21, 22, 23	144
Rubaga	629,801	2,519,205	1889405-2519205	24, 25, 26, 27, 28, 29, 30	169
Total	**2,519,205**			**30**	**723**

Source: Author Calculation

EpiInfo/ENA then calculates the sampling interval, which is the total population of all the geographic units divided by the number of clusters needed. If the total population is 2519205 and the study needed 30 clusters; then, the sampling interval was 2519205/30 = 83973. The sampling begun at a randomly selected starting point; therefore, the researcher chose a random number as the starting point between 1 and the sampling interval (83973). The geographic unit where this number lay was the cluster number 1 (central division) assuming that the random start number was 10. This fell into Central. The second cluster was 10+83973

= 83983, which also fell into the range defined for central division (1 to 176344 and this was cluster 2. For cluster 3, it was: 83983+83973= 167956 which was again in central division. However, if we add again the sampling interval to 83973, you will get 251929, which falls into Kawempe division. ENA continues this way automatically until it assigns the 30 clusters. Once those parishes to contain clusters were chosen, second-stage sampling was conducted in each parish to randomly select persons as part of the sample.

4.6.1 Sample Size Calculation for Proportionate to Population Size (PPS) Sampling

Once the total sample size was calculated, the next step was to determine the number of individuals to be sampled in each cluster using a formula:

$$\text{Number to sample cluster} = \frac{n_{pps}}{m}$$

Where ^{n}pps = sample size proportionate to population size

m = the number of clusters

Therefore, Sample Size Calculation for Proportionate to Population Size (PPS) sampling of the study runs as:

$$\frac{723}{30} = \quad 24.1$$

Sample units are always rounded up on the number of individuals to survey per cluster, which made it 24 per cluster.

Table 4.11: List of 30 Parishes

Division	Number of parish	Names of parishes where questionnaires were distributed
Central	3	Industrial area, Kisenyi and Nakasero
Kawempe	6	MakerereII, BwaiseI, Mulago, Wandegeya, KawempeII and Kazo - Angola
Makindye	8	Kibuye, Kibuli, Kisugu, Kansanga, Bunga, Katwe, Monitor publication and Namuwongo.
Nakawa	6	BukotoI, Luzira, Mbuya, Banda, Nakawa, and Naguru
Rubaga	7	Mengo, Katwe, Ndeba,Nalukolongo, Natette, Wakaliga, Kisenyi III
Total	**30**	

4.7 Research Population and Choice Technique

The section of investigation is where information about the study is collected. For this exploration, the section of study are the five divisions in Kampala City such as Kampala central division, Rubaga division, Makindye division, Kawempe division and Nakawa division will be investigated. The considerable data for this research i.e., reactions will be acquired from four categories of respondents, i.e., (i) KCCA Directors and senior employees; (ii) Residents; (iii) Political heads of divisions i.e., Lord Mayors, Deputy Lord Mayors and councilors; (iv) KCCA and division employees and former employees. The choice technique of four chosen categories is clarified below.

4.7.1 KCCA Directors and Senior Employees

Public service delivery can be traced in 1967 Local Government Act that regulated the functions of chiefs, but left most of their powers intact. Local governments then started providing amenities such as hospitals, schools, and also provided solid waste collection and social welfare services; by 2011 local government in Kampala had completely failed to provide services and a new Act (KCCA, 2010) was enacted to bring efficiency in service delivery. For this research, all civil servants who are serving in the KCCA and all the residents, councilors in the five divisions of KCCA, constitute the study population. The list of the sampling frame according to Chaudhry and Kamal (1996) and Walpole (1992) is a complete list that contains all the N sampling units in the population of all civil servants who have been serving in KCCA divisions and residents in the last seven years. This way KCCA has a total of 2.5 million and using Morgan Table comes to 723. Over all 47 sets of questionnaires will be distributed to the directors and senior officials of KCCA.

The sampling method to be used for selecting this target category will be cluster selection that will result into multi-stage sampling technique i.e., when administering surveys to employees of KCCA and convenient sampling to directors, gradual high-ranking employees, and politicians were as well approached and invited them to assess how solid waste management was handled and is affected by sharing model currently in place. Overall one questionnaires will be dispersed to this target category.

4.7.2 Residents of the Five Divisions

The residents include town dwellers, traders, market vendors, business community in the city and their representatives like KACITA. There will be 563 questionnaires dispersed for this category. Political heads of divisions i.e., Lord Mayors, Deputy Lord Mayors and councilors. There is only one Lord Mayor in KCCA deputized by one person and the other five Mayors represent the five divisions under KCCA. The sample population i.e., for the five divisions, was treated as the sample for this group for positions like Deputy Lord Mayor and Councilors. A total of will 23 questionnaires were distributed to this category. Justification for this number is that while they are a big number, many are illiterate and the new law does not fully involve them in the evaluation of the operations hence they are more ceremonial than operational.

4.7.3 KCCA and Division Employees

Employees like Principal Health Inspector, Town clerks, Division engineers, Public Health inspector Environment officer, Senior Principal Assistant Town Clerk supervisors, solid waste management, and Senior Division Medical Officer of Health, are all required for this study regarding how solid waste and health is affected by sharing in their divisions since they are coordinating different activities in their respective roles.

Overall 125 questionnaires were distributed to the five divisions, per division 25 respondents were selected. The sample population i.e., for the five divisions, will serve as the sample for this category for all positions. Given the number of positions at the operational level, this

explains why 125 questionnaires were distributed by the researcher to the above mentioned categories and the remaining 47 questionnaires were distributed to the senior officials and Directors in KCCA.

4.8 Data Sources

The information of the research is gathered from both primary and secondary sources. These are supplemented discussions with KCCA staff in the different divisions. The purpose of the supplements will be to secure additional and in-depth information about the various parts and functions of shared services in different divisions and how solid waste management is affected by sharing.

4.8.1 Secondary Sources

Sources from books, journals, official documents, newspapers are consciously reviewed and data gathered concerning the evaluation of shared services. Additionally, the secondary information for this research will also be gathered in the shape of hand books and websites of KCCA i.e., official documents, official reports, files, (official annual reports were lacking since they claim that, they are still fixing structures) KCCA budget, (KCCA, 2010), KCCA policy statements in Uganda. In this way, different kinds of information concerning shared services in KCCA in Uganda, objectives and functions of the of the five divisions, shared models used in operations, methodology used in sharing waste management, the type of partnership, the basis of partnership, policy aspects involved, total number of people involved

in the partnerships, daily operations of partnerships, the organizational structures, the benefits of sharing and as well as impediments for shared services will be collected.

The information was to be used extensively in chapter three for the review of the literature, section three 3.1, chapter three is for developing performance indicators of SSEEEECQQ and section 5.1, Chapter Five, will be presenting results.

4.8.2 Primary Sources

For primary data, the study population consisted of the population of all civil servants who are serving in KCCA, divisions and residents. In summary, the key positions and their roles in establishment, (coordinating and controlling of KCCA and the five divisions in Kampala, constituted the study population and were identified as potential source of information.

4.9 Data Collection

The investigation for gathering information and obtaining applicable data for the research will be performed in Uganda throughout July to November, 2013, and a mixed research methods strategy (bi- angular) has been selected, aiming to investigate how solid waste management and health services are affected by sharing. The performance of operational shared services using an integrated model to explain the nature of performance that will be observed in relation to theories that support or challenge shared services.

The various techniques i.e., (a) Questionnaires; and (b) interviews, (c) observation and (d) documents 'official or non-official, newspaper, reports' and photographs will be analyzed in the study for information gathering to generate evidence allowing analysis of the developed propositions. The quantitative data gathering exercise will use a survey method to find if shared services are in existence, how they are used, and understanding of performance of operational services and the use of phenomenological design with semi-structured, unstructured interviews to describe how shared services operate and documents describe how shared perform.

The selected method will help produce data to enable the research appreciate where, how and why, what; where shared services are operating, why operational shared services have been used as a model of operation and how the models are being used in KCCA and what is the perceived performance of operational services to gain an awareness to the factors that explain the observed performance. The bi-angular approach according to Cooper, Schindler, and Sun (2006) relaxes on the ground that the flaws in both techniques will be compensated by the counter balancing strengths of another method. Additionally the bi-angular approach may enhance validity (Silverman, 2013) as well as overcome the potential bias of single method approach (Hussey & Hussey, 1997). The two methods are described in Section 4.9.1 and 4.9.2

4.9.1 Questionnaire

The considerable amount of the information contains facts on nine dimensions of shared services i.e., SSEEEECQQ. The principle source of collecting this data will be a

questionnaire survey. Survey research as illustrated by Grant and Davis (1997) is the greatest customary procedure of quantitative investigation and organized gathering of data from respondents by using a questionnaire. A questionnaire, when constructed and used properly according to Shaughnessy, Zechmeister, and Zechmeister (2000) is a powerful scientific instrument for measuring variables. Sapsford and Jupp (2006) supported this point of view. These consider the questionnaire as the most organized technique of information gathering.

For the basis of this research, two sets of questionnaires targeting two diverse respondents are described in Section 4.5 and will be completed to gather relevant information. Before conducting actual field work, the questionnaire has to be examined (pilot testing) because it is significant to perform an experimental (pilot) test to enable one attempt the methods and instruments prior to the main data collection as it allows the researcher to fine- tune the instrument before running the full- scale study by Dane (1990). Pilot testing must be conducted using a lesser cluster of respondents who have comparable features to the ones to be used in the real research to identify and eliminate potential problems (Ashour 1996; Barrett, 2000; Hunt, Sparkman, & Wilcox, 1982; Malhotra, Hall, Shaw, & Oppenheim, 2004; Zeithaml et al., 1988a) finds an experimental (pilot) test of 20-50 subjects as typically adequate to determine the main errors in the survey.

For the case of the present research, the main objective of the experimental (pilot) test is to safeguard the subjects agreed, upon the guidelines, the enquiries enquired and the mechanism as a whole. To test the nine dimensions of the survey design i.e., the questionnaire, a pilot test involving some division members will be selected conveniently to carry out a pilot survey prior before the actual survey. The respondents in the pilot test will be requested to give

opinions and criticisms concerning the survey length, quality, the clarity and simplicity of questions asked and the wording used. The two sets of the questionnaires and mode of their distribution and dimensions of shared service measured is clarified in questionnaire I and II (See Appendix AI & A2).

Questionnaire I (See Appendix A1) is in pursuit for responses from KCCA senior employees and employees in public health department KCCA at the division. It is divided into four sections. Section (a) requires the background information and section (b) seeks the respondents' views on solid waste service management in KCCA. Section (c) seeks respondents' views on service delivery in terms of solid waste services management under shared services and section (d) seeks respondents' views in relation to (CQS) cost, quality and social welfare of solid waste service delivery of Kampala City Capital Authority.

Questionnaire II (See Appendix A2) is in pursuit of responses from residents'.i.e., town dwellers, traders, market vendors, business community in the city and their representatives like KACITA. It is divided into four sections. Section (a) requires the background information and section (b) seeks the respondents' views on solid waste service management in KCCA. Section (c) seeks respondents' views on service delivery in terms of solid waste services management under shared services and section (d) seeks respondents' views in relation to (CQS) cost, quality and social welfare of solid waste service delivery of Kampala City Capital Authority.

The questions in questionnaires, I and II part C and D are in form of a likert scale. The scale of change or achievement ranges of A1 and A2 i.e., Strongly Disagree (1); Disagree (2);

Neutral (3); Agree (4); to Strongly agree (5); and Strongly Disagree (1); Disagree (2); Somehow Disagree (3); Slightly Disagree (4); Neutral (5); Slightly Agree (6); Somehow Agree (7); Quite Agree (8); Agree (9); to Strongly Agree (10) respectively. Part C, D and E are on likert scale of change or achievement ranging from Strongly Agree (1); Agree (2); Neutral (3); Disagree (4); to Strongly Disagree (5). The three questionnaires will be distributed by the researcher.

A form was filled after the different five divisions of KCCA declared data concerning expenditures on solid waste management. This objective data was later normalized and turned into indices (See Table 4.14).

Table 4.12: Showing a Response Rate on Two Questionnaires

Questionnaire Used	**Respondents/Target group**	**Number of responses**	**Percentage of responses**
I	KCCA senior employees and preventive health in Public health department employees current and former	127	22.2
II	Residents in five divisions of KCCA	446	77.8
	Total	573	100%

In summary, to ascertain how sharing impacts on solid waste management in KCCA, the research design envisaged:

4.10 Interviews

In this research, the principle tool of information gathering will be questionnaire. Though, it will be supported by a qualitative study using phenomenology approach where interviews is one of the methods that will be used to collect data.

A semi-structured interview has been selected for this study and formulated a list of guiding questions with the intention to give the interviewee a wider scope within which to respond (Bryman, 2004). The semi-structured interview approach will therefore, be used because of its flexibility and the allowance it gives to the interviewee in responding as they deem important (Bryman, 2006).

The purpose of using unstructured interview is to interrupt as little as possible to make sure that it is the view of the respondent. In unstructured interviews the researcher introduces a theme and lets the respondents talk. The difference with the structured interview is that the respondents are allowed to express their views in their own words (Denscombe, 2009). I chose this form of interview as it gives some flexibility to the situation. In a phenomenological study respondents are given chance to describe the meaning of a lived experience. An interview guide will be constructed, to help me keep track during the interview and take the discussion back to solid waste management when the respondents drift away from the theme. It also allows opening up to the issues unknown to the researcher as they come up in the discussion (Bryman, 2012).

Descriptive phenomenology has been selected, which is attributed to Kockelmans (1994) and Ricoeur (1967) who endeavored to style the nature of being a careful discipline inside the custom of its period, and made it the idea of bracketing to uphold neutrality. Bracketing includes setting apart what the investigator previously was aware of, regarding the knowledge under investigation and handle the information without assumptions around the occurrence (Dowling, 2004; Lopez & Willis, 2004).

The most common technique used when interviewing in a phenomenological study is the unstructured or semi-structured interview (Wimpenny & Gass, 2000). The investigator's part is identified as a moderator to support interviewees' conversation easily. Consequently, the only inquiries to ask are those that pursue explanation, diagram or additional investigation (McCance, Mcilfatrick, Watson, McKenna, & Cowman, 2008). Whereas the unstructured interview may be without flaws in the study of human experience research, researcher must prepare a guide since the ethical committee can insist on the arrangement of questions used. Secondly, there are methodological selections according to Dollery and Akimov (2008) that the past studies have been purely case studies and accounting estimations thus prompting to close the gap.

Table 4.13: List of Interviewees in Solid Waste Shared Services

Name	**Organization /Title**
Supervisor	SWM supervisor Rubaga division
Town clerk	Town clerk Kawempe division
Linda	SWM supervisor Kawempe division
Najjibu	Manager Environmental Management KCCA
Ronald	SWM supervisor Kampala central division
Town clerk	Town clerk Kampala central division
Town clerk	Town clerk Rubaga division
Town clerk	Town clerk Makindye division
Soyita James	SWM supervisor Makindye division
Kitaka Josephine	SWM Manager Makindye division
Gubya Phoebe	Project Manager Kitezi Landfill
Kyambadde	SWM supervisor Nakawa division
Munaba Pelusi	Deputy Mayor Makindye
Farouk	SWM supervisor Nakawa division
Andrew	SWM supervisor Kampal central division
Environmental officer	Environmental officer Makindye division
Mugambwa Richard	Environmental officer National environmental management authority
Egeka Grace	Project Manager breckets Nakawa division

With regard to location in which the study took place and geographical dimensions of the study population, the three sets of questionnaires for two different target groups were delivered to all the respondents in their respective offices in person. For personal interviews, contacts were made with respondents on telephone and a time was fixed in their offices at their convenience.

The purpose of interviewing is to acquire details on the processes of shared services in SWM and in KCCA. The information gathered from qualitative techniques will be recorded, copied, translated and transcribed and scrutinized using NVIVO 10 software to describe the why, how, when, who and the observed performance. Survey data will be analyzed descriptively where I will derive frequencies and percentages and run regression analysis to look for the relation between sharing and its impact on solid waste management services.

4.10.1 Context

The survey will be conducted in the five division authorities in KCCA Kampala Uganda, focusing to evaluate whether shared service partnerships have a relationship in bringing improved performance and whether shared services have an impact on the relationship between community satisfaction, service quality and improving service delivery in Kampala City Capital Authority.

4.10.2 Reliability

This method selected for data collection will be based upon perception of respondents that is why the research included document review. The reliability of results will be partly controlled since the research will submit the questionnaire to multiple respondents within five divisions of KCCA and through selection of the right participants. Bryman (2004) has identified stability, internal reliability, and inter-observer consistency as prominent factors in determining the reliability of a measure.

4.10.3 Document Usage in Research

Documents form an appropriate tool for research (Creswell, 2009) recognizes, qualitative research which typically gathers multiple forms of data, such as interviews, observation or documents. Within this research project, the use of semi- structured interviews is combined with review of internal documents and observation. The evaluation of relevant internal documents has two core purposes, (a) how are they implemented, which services are shared, with whom, why and which model is employed and (b) factors that explain the observed performance and whether sharing improves service delivery. Documents can provide a useful form of information, offering an accessible and unobtrusive form of data, providing a source of information which has been compiled and produced by the participants for a purpose (Creswell, 2009). It is important to recognize the potential limitations of documents as a source of data, including the ability of the researcher to identify and access the documents, the documents may be incomplete or inaccurate, and they are likely to have been produced for a specific purpose (Creswell, 2009).

The usefulness and reliability of each document considered will follow criteria of authenticity, meaning, credibility, representativeness (Bryman, 2004). Authenticity focuses on whether the evidence is believed to be genuine and of unquestionable origin. However, official state or government documents, the credibility criterion is useful as it provides a frame to consider the biases within the document.

4.10.4 Reflexivity

Creswell (2009) suggests a useful meaning, researchers reflect how their favoritisms, ethics, and personal backgrounds shape their understanding designed throughout a research. The grounded justification is created upon the interpretation that research cannot be value free but to ensure that there is free intrusion of values into the research process (Bryman, 2004). This needs credit that investigators are occupied with creation of novel information through the attitude that they assume in relation to what they experiment (Bryman, 2004).

4.11 Methods Employed

This section provides the salient aspects relating to the methods employed for the analysis of the survey data. In this research, quantitative analysis was done with the help of relevant computer methods or software packages to manage data efficiently. Procedures and coding parameters were developed during the research design. The returned questionnaires were coded and entered into Microsoft Excel for the initial database, data checking and manipulation. Data was cleared/ edited which in the words of hair, Hair , Anderson, Tatham, and William (1995) is the removal of random and systematic errors from data elements and analyzed using the statistical package for social sciences (SPSS, Version 18.0) for windows.

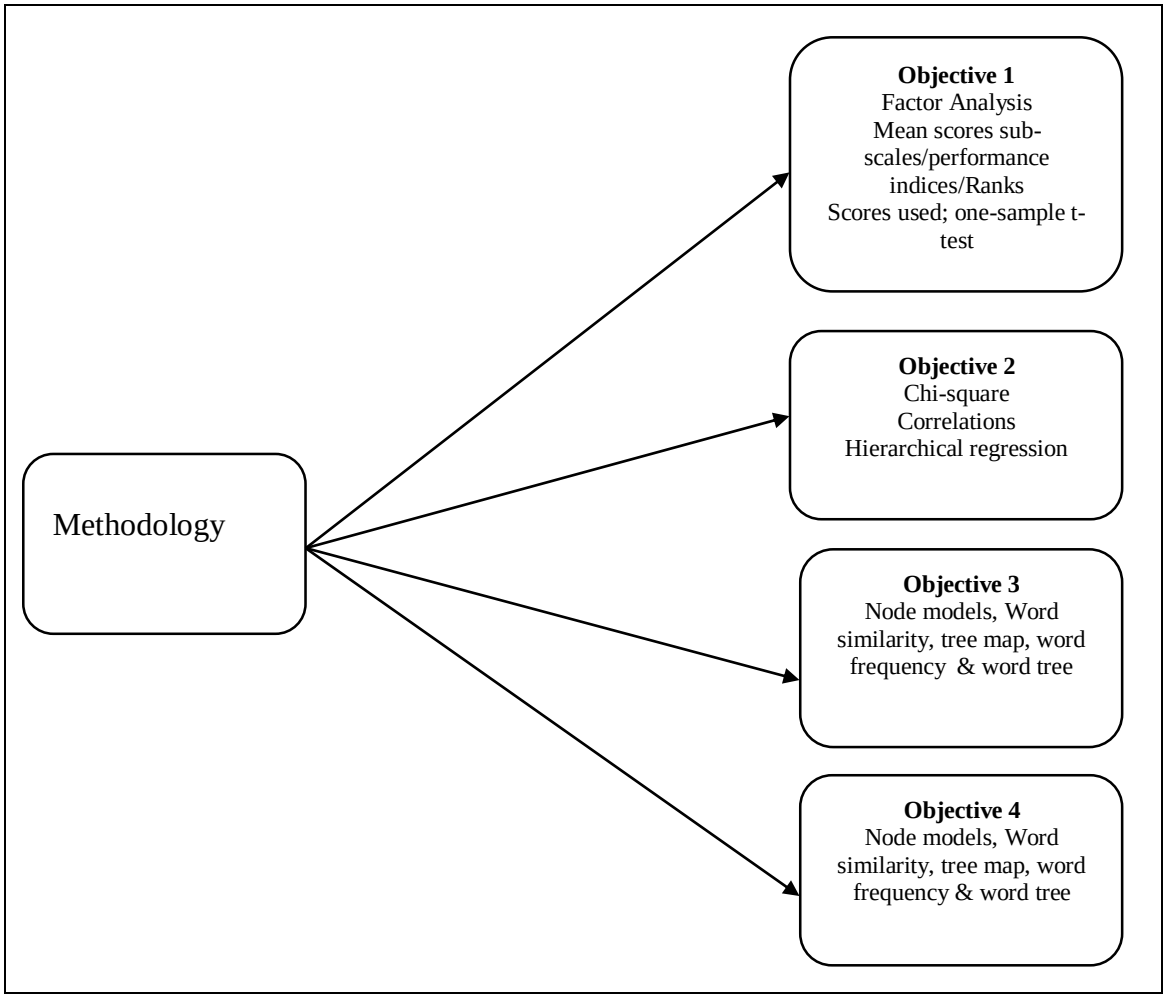

Figure 4.5: Methods Used

Source: Author

4.11.1 Profile of Respondents

The significance of age, gender, qualification, and experience of respondents in any research study for the reliability of data can hardly be underestimated. Keeping this mind, the profiles of respondents of questionnaires I and II were discussed with the help of descriptive frequency distribution and percentages to get an idea of the adequacy of the representation of the various groups in the study. The profile of the respondents provided an over view of

whether there was sufficient representation of the different groups based on various classification such as age groups, gender, length of service, qualification, service groups, marital status, sector, level of income and length of stay in the division.

4.11.2 Validity

Validity discusses the degree to which an account accurately represents the occurrences to which it refers (Silverman, 2013). Measures that will be used in this research will be clearly well-known and hold validity, and underlying associations need to be assessed. A questionnaire is essential to evaluate whether shared service partnerships have a relationship in bringing improved performance and whether shared services have an impact on the relationship between community satisfaction, service quality and improving service delivery in Kampala City Capital Authority. This would provide a context against which to measure propositions, corresponding to service improvement, service quality and community satisfaction depending on the model of delivery.

It is important to make sure that the instrument that was developed to measure a particular concept is indeed accurate and actually measuring the concept (Evans, 1992; Sekaran, 2000) because the value of any research is dependent on its validity and reliability and high quality data is both reliable and valid (Bernard, Killworth, Kronenfeld, & Sailer, 1984) contended that in research, nothing is more important than the validity. In this study, the validity of the scales was based on the content and construct value of the questionnaires.

For the determination of the content validity of the instrument used in the study, all the items

of the nine dimensions of performance i.e; cost, economies of scale, effectiveness, efficiency, quality, quantity, standardization, social welfare and equity were determined empirically as well as evaluated by experts as suggested by Kline (2013). To measure the effectiveness, through a committee approach, three experts in the field (all with Doctor of Philosophy in different disciplines) who were professionals in the department of statistics, school of psychology and school of public administration, Makerere University, Kyambogo University and Islamic University in Uganda. These experts were selected for administering the instrument because of their wide knowledge in the field of questionnaire design, academics, consultancy services, private and public sector. They were requested to read the questions and indicate the extent to which they measured shared services on the ten point relating scale.

The statements which were rated by any one of them with three or below were removed and all the statements rated above. Three were selected and the same process was followed for the rest of the variables. In addition, their face validity was considered sufficient to produce the valid results given their rich experience. Different investigations i.e., items total corrections, inter-scale correlations, total- scale corrections and factor analysis were carried out to ascertain the construct validity of the scales used.

4.11.3 Factor Analysis

Factor analysis was also carried on different sub-scales of questionnaire I in order to investigate their validity and reliability. Factor analysis is basically a data reduction technique and it demonstrates which groups of items are closely related and may result within two or three major factors that grouped similar disciplines together (Burns & Burns, 2008).

The principle components that analyses with maximum likelihood followed by varimax rotation were utilized. The factor components that emerged from the factor analysis were interpreted and labelled to describe the characteristics of respective items or questions. The results of factor analysis are presented as factor loadings.

Prior to performing factor analysis, the suitability of data for factor analysis was assured by examining the correlation matrix. In addition, Barletts' test of spheicity and Kaiser- Mayer-olkin (KMO) were also employed to assess the factorability of data. Literature has suggested that for a sample size of 573, a loading value of 0.5 can be considered significant (Hair Jr et al., 1995) since the sample size for this research study is 573; any loading which is 0.50 and above would be statistically significant. From SPSS data results of factor analysis the coefficient determinant is greater than the required value 1 i.e., 1.125E- 0.15, therefore the multicollinearity is not a problem for this data. Therefore all questions in the questionnaire correlate fairly well and none of the correlation coefficients are particularly large; also, there is no need to consider eliminating any questions at this stage. The output also shows several, very important parts of the output: the KMO statistics and Bartlett's test of Sphericity is significant p=0.00 and KMO is .849 (see Appendix B).

To increase the interpretability, the factor solutions were rotated with the help of varimax rotation method because it minimizes the number of variables that have high loadings on each factor (Pallant, 2010). To determine the number of factors to extract, both the Kaiser method in which only factors that had an eigenvalues of greater than one were selected and screen test in which the factors to be rotated or extracted were those that lie before the eigenvalues appeared to level off were used. However, the screen graph clearly demonstrates

that the eigenvalues of the factors extracted using screen test were also greater than one.

These labeled factor components were then used in testing validity and reliability of different sub- scales of questionnaire I as factor analysis is a type of validity study that ascertains whether a particular set of measures do or do not reflect latent constructs (Allen & Yen, 2001; Straub, 1989). Mean scores of these labeled factor components were also obtained which were then used for analysis of various research questions.

4.11.4 Reliability

For the determination of reliability of different factor components of the scale scales extracted through factor analysis, a popular test i.e., Cronbach's Alpha coefficient was carried out. The purpose of running the reliability test was to ensure consistency and stability of items; therefore, an internal consistency reliability test was conducted. Churchill as cited by Kline (2013) contended that Cronbach Alpha values are adequate to measure internal consistency of reliability scale.

4.11.5 Justification for Analysis

Data is analyzed according to its type and the tool or software used. For this research SPSS version 18 was used. Nominal data is a simple classification in categories without any order i.e., boy or girl, Muslim, Buddhist or Christianity. Therefore, since the measure scale was nominal, the type of investigation was non-parametric and statistical tests Chi-square. Chi-square is used to test for independence among the variables. Binomial test is another test to

be carried using nominal data, the usefulness of this test is to determine if the proportion of people in one of the two categories is different. For example, questions where you ask respondents to choose between two pets i.e., a dog and a cat or questions where you need yes or no answer (Jiang & Gruenwald, 2007). However the questions under demographic questions and opinions on solid waste management had more than two options (yes/no/not sure) hence on some questions binomial test couldn't be applied, as a result, data for those two sections was examined descriptively. It is argued the two tests serve the same purpose except that chi-square test can be performed on more than two categories of variables (Field, 2009).

The chi-squared test of independence of categorical variables is used to answer the question of whether the effects of one variable depend on the value of another variable (Darren & Mallery, 2012).

According to (Dancey & Reidy, 2007) the golden table was designed to help research know which kind of test to perform, for nominal data; the mode recommended was a chi-square for testing independence, person's product moment correlation for coefficients for relationships among variables, Anova for testing differences among groups and models for testing hypothesis.

4.11.6 Mean Score of Different Sub-scales

Frequencies, percentages and mean scores of different sub-scales of questionnaire I were calculated and the results are presented in table format (See Appendix D).These were used

for establishing performance indices of five divisions (Section 7.1, Chapter Seven). These performance indices were then used for calculating rank order of performance of five divisions. Further still, these indices were used for obtaining overall CQS of five divisions in KCCA section 7.12 Chapter Seven.

However, the responses of ten point scale were converted into scores which were then used in analysis for instance, conducting independent – sample t-test and one sample *t*–test in chapter five and six for measuring different sub-scales of CQS.

4.11.7 Comparison between Demographic Groups

In this study, independent–sample *t*-test and one way analysis of variance (ANOVA) were employed to different sub-scales of the questionnaire I and II to test various groups (such as gender, position level, education level and length of service) mean differences for significance. The results are reported in table format.

Independent – samples *t*-test is only limited to testing if there are any significant differences in the means for two groups in the variable of interest but ANOVA can compare significant mean differences among more than two groups of samples as confirmed by Bard (2002).

The level of significance used in the research is 0.5 ($P<0.05$).This is consistent with normal practice in social research, which adopts a similar level of significance. It is important to mention that in this study, evaluation is based on respondents' perception.

4.11.8 Measurement of Key Dimensions

Mainly two techniques such as; (i) means score of labelled factor components extracted through factor analysis of different sub-scale; and (ii) ranking divisions by establishing their performance indices were used to investigate the overall performance of five divisions as well as their performance in each dimension i.e., CQS as follows:

(i) Investigating the Performance in Each Dimension of Shared Service

The measurement of nine dimensions of shared services i.e., CQS was carried out as follows: First of all, overall indices of CQS were obtained by adding CQS indices of all the five divisions from chapter seven, Table 7.12. The details of calculations of performance indices in each dimension can be found below under the caption of ranking different divisions.

As, a one- ten point rating scale ranging from 1 to 10 was used in the study, therefore, 5.0 was taken as a threshold because this is a minimum satisfaction level of respondents. Performance of KCCA divisions CQS was determined based on their score in relation to this benchmark or specified standards.

In addition to overall indices of CQS, mean scores of labelled factor components of questionnaire I and II (See Appendix A1 & A2) are extracted through factor analysis as explained in section 3.11.5. Mean score below or above the threshold will determine the performance of five divisions in each dimension.

One sample t-test was conducted for this purpose because it compares the means of a sample to a known value, which is usually a hypothesized mean. According to Coakes (2003), it is possible to determine whether a difference exists between the sample mean and the hypothesized mean by consulting t-test and two-tail significance. If the value for two-tail significance is less 0.05, then the difference between the means is significant.

(ii) Ranking Divisions in KCCA

In order to ascertain the order rank of accomplishment of five divisions of KCCA, accomplishment indices were determined. This model was adapted from Waheed, Mansor, and Ismail (2011), who also previously adapted the formula from Kuppusamy, Sidin, Sambasivan, and Noor (2006) which he applied while assessing accomplishments of local governments in Peninsular Malaysia .The model used in this study differs slightly from the Kuppusamy's formula i.e., (i) instead of using output performance indicators, the average mean scores of different sub-scales of questionnaire I were used; (ii) the range of scales was used for formulating index of efficiency dimension of shared services in this study as an alternative of 0 to 1 that was used in the Kuppusamy's study. This is because questionnaire I is on the likert scale ranging from 1-10 to make the attributes of all questionnaires (iii) a different formula (explained later) as compared to Kuppusamy, Sidin, Sambasivan & Noor (2006) study was used to compute the efficiency index.

$$\mathbf{PKD} = \frac{W1\,(C1) + W2(E2) + W3\,(E3) + W4\,(E4) + W5\,(Q) + W6\,(Q) + W7(S) + W8\,(S) + W9\,(E)}{W1 + W2 + W3 + W4 + W5 + W6 + W7 + W8 + W9}$$

Where PKD represents performance of KCCA divisions, centered on the total average scores for means of the nine components of performance achieved from the weights determined by different experts:

C= Mean scores of diverse subdivision-scales relating to cost component in shared services (questionnaire I and II).

E= Mean scores of diverse subdivision-scales relating to effectiveness component in shared services (questionnaire I and II).

E= Mean scores of diverse subdivision-scales relating to efficiency component in shared services (questionnaire I and II).

E= Mean scores of diverse subdivision-scales relating to economies of scale component in shared services (questionnaire I and II).

Q= Mean scores of diverse subdivision-scales relating to quality component in shared services (questionnaire I and II).

Q= Mean scores of diverse subdivision-scales relating to quantity component in shared services (questionnaire I and II).

S= Mean scores of diverse subdivision-scales relating to standardization component in shared services (questionnaire I and II).

S= Mean scores of diverse subdivision-scales relating to social welfare component in shared services (questionnaire I and II).

E= Mean scores of diverse subdivision-scales relating to equity component in shared services (questionnaire I and II) and,

$W_1+W_2+W_3+W_4+W_5+W_6+W_7+W_8+W_9$ are weights applied on nine components of performance i.e., cost, economies of scale, efficiency, effectiveness, quality, quantity, standardization, social welfare and equity (SSEEEECQQ) and decided by the expert interviews in diverse fields. Centered on the average feedback from seven professionals, the subsequent weights were allotted to nine components of performance.

The seven professionals are academicians in both government and private universities in Uganda with Doctor of Philosophy (PhD) in various fields i.e., public administration, statistics, psychology and management. Over the last decade, they have developed vast experience in data management, including, but not limited to design of data collection tools, interview techniques, design of computer data entry screens, data entry, data validation tools, data cleaning, data tabulation and data analysis and presentation.

They deal with a comprehensive series of consultancy in service delivery particularly government and private organizations implementing programmes related to reforms specifically; equality, democracy, poverty reduction, responsiveness and accountability to local societies in the areas of resource management, social service delivery and post conflict reclamation, improvement in research and teaching, encouraging people centered attitude for sustainable growth. They advise parliament, non-government, local governments, KCCA, civil society organisations, media, public-public and public-private partnerships.

W_1= 0.12; W_2= 0.12; W_3=0.20; W4=0.15; W_5=0.10; W_6=0.10; W_7=0.06+W_8=0.08;W_9=0.07

The collection of nine indices used for performance centered on average mean scores of nine components i.e., social welfare, standards, economies of scale, efficiency, effectiveness, equity, cost, quality and quantity (SSEEEECQQ), were fixed for every division independently.

The third performance index embed the effectiveness (E3) component which contains average mean scores of diverse elements linking to subdivision-scales of shared service effectiveness of questionnaire I and II.

The second E is efficiency (E2) performance index which embed average mean scores of elements under efficiency derived from the subdivision-scales cost estimates, output estimates and policies and plans. To calculate indices for efficiency of KCCA independently, target records from (Questionnaire III) were recorded for each division after being acquired and transformed into an index for every element then calculated by actual values that are formerly standardized to formulate indices ranging from 1.10. The formula and procedure below is employed for adapting aimed data to form an index for this research:

Nine sets of performance indices based on average mean scores of nine performance dimensions i.e., cost, economies of scale, efficiency, effectiveness, quality, quantity, standardization, social welfare and equity (SSEEEECQQ) were established for each division

separately. Different items that are shown in Appendix were used in computing composite performance indices of divisions.

The first performance index covers the (C_1) dimension and includes average mean scores of different items pertaining to sub-scales of costs in relation to shared services questionnaire 1 and sub-scales questionnaire I (Appendix A1).

The second performance index i.e., effectiveness (E) covers average mean scores of items pertaining to sub-scale of effectiveness questionnaire 1. To compute effectiveness indices of KCCA divisions separately, objective data from the record of each division was obtained and converted into an index i.e., each item is calculated using real values which are then normalized to form indices ranging from 1.10.

Instead of using Kuppusamy et al. (2006) formula i.e., index = observation for Local Authority- observation among all Local Authorities/ range i.e., (difference between the maximum and minimum) observations among all local authorities, the following formula and process is used for converting objective data into an index in this study:

$$\text{Effficiency Index} = \frac{\text{Lower indicator among all divisions}}{\text{Highest indicator among all divisions}}$$

Therefore the index in range from 0 - 1 is attained, and then standardized to formulate an index range of 1 to 10 through multiplication with 10. Likewise, to calculate the efficiency index of cost in terms of average per division in KCCA, information concerning average cost

in each independent variable was itemized and computed based on the figures got from the divisions from the table (See Appendix A3) as listed and calculated in table 4.14;

Table 4.14: Showing Efficiency Index of Average Cost

Cost Indicator	**Kampala Central**	**Lubaga**	**Makindye**	**Kawempe**	**Nakawa**
Average cost on health	$156425 (Maximum)	$118179	$114447	$120988	$113701 (Minimum)
All indices	1	6.5965	6.4286	6.4306	6.4804
Over all indices	10	7.55	7.31	7.73	9.75
Efficiency index (reverse)	1	5	6	3	7

Source: Author Calculation

All indices $= \frac{\text{Lowest value}}{\text{Highest value}} \times 10$

Kampala central $= \frac{156425}{156425} \times 10 = 10 = 1$

Kawempe division $= \frac{120988.806}{156425} \times 10 = 7.73 = 2$

Makindye division $= \frac{114447.761}{156425} \times 10 = 7.31 = 5$

Lubaga division $= \frac{118179.104}{156425} \times 10 = 7.55 = 3$

Nakawa division $= \frac{113701.493}{156425} \times 10 = 7.26 = 5$

The efficiency indices of either items were calculated by following the same formula and procedure (See Appendix C).

The third Efficiency (E), fourth economies of scale (E), quality (Q), quantity (Q), standardization (S), social welfare (S) and equity (E) performance indices cover (SSEEEECQQ) dimensions and include the average mean scores of items concerning sub-scale efficiency in Questionnaire I to compute index and average mean scores of items relating to sub-scales economies of scale of questionnaire 1 to compute quality index respectively.

These nine performance indices of (SSEEEECQQ) are simply summed up with an assigned set of weights to calculate the composite performance index of each division. The highest index or score would mean that the performance of the related division is deemed superior to those with lowest score.

4.12 Aims for the Study

(i) To contribute to the surrounding the challenges of measuring of performance of public service organizations by proposing integrated model (CQS).

(ii) To add to the methodological innovation by creating a multi-dimensional analytical framework to conceptualize and operationalize shared service performance.

(iii) To identified and labeled factor components for the different sets of performance indicators.

(iv) To contribute to reference sources on shared services in public-public setting since past works on shared services focused on back office shared services and developed countries.

(v) The study is valuable in enhancing knowledge Cost, Quality & Social welfare (CQS).

4.13 Summary

This chapter has explained the operationalization of the research framework i.e., developed and discussed performance indicators of nine dimensions (SSEEEECQQ) of share service performance by taking KCCA and its five divisions in Kampala Uganda as a case study. It also has essential methodological aspects such as, study population, selection procedures of target group, source and methods of data collection, methods employed for data processing, validity and reliability test, data analyses and measurement of key dimensions used in this study. The methodology discussed in this chapter sets the scene for the following chapters (chapter five, six, seven and eight) which will discuss the findings and investigation of the reliability and validity of measures and carry out factor analysis of data, discuss the findings and conclude the study. The next chapter will describe the findings of the study.

CHAPTER 5

QUANTITATIVE RESEARCH FINDINGS

5.1 Introduction

This chapter carries out the analysis of the data and highlights the profiles of respondents. It consists of four sections. Section 5.1 begins with investigations of reliability and validity of the measures in order to ensure accuracy, consistency and stability of the data. Section 5.2 focuses on the discussion of respondents' profile to give an idea of representation of the various groups in the study. Data to answer the research questions is analyzed and for this purpose, correlations were used to examine the relationship between sharing solid waste services and the nine variables under study. Survey data from Questionnaire I (employees of KCCA) and Questionnaire II (residents of KCCA) are presented in the form of mean scores of different scales on each of the nine variables under the study and as well as mean scores of sub - scales of Questionnaire I (employees of five divisions under KCCA) in section 5.3. Section 5.4 provides an analysis of differences among respondents' groups such as gender, division groups etc., in relation to different sub-scales of both Questionnaire I and II.

Table 5.1 shows the results of validity and reliability. Nine variables were studied and it is noted that the cronbach alpha values for all the studied variables are greater than the acceptable standards of reliability analysis according to Nunnally (1994) who suggested a minimum value of 0.7. Therefore, it can concluded that the items have high internal consistency.

Table 5.1: Showing the Reliability and Validity Tests

Variables	No. of Items	Factor Loadings	KMO	Bartlett's Test for Sphericity	Eigen Values	Variance Explained (%)	Cronbach's Alpha (α)
Shared services	17	0.740	0.661	3796.408	5.191	70.21	0.804
Quality of solid waste service delivery	5	0.803	0.666	326.226	2.427	83.44	0.727
Community satisfaction with solid waste services	13	0.779	0.669	2253.159	2.719	70.76	0.841
Improving solid waste service delivery	21	0.741	0.667	9678.848	3.911	77.60	0.832

Source: Author Calculation

Kaiser-Mayer Olkin test (KMO), Bartlett's test for sphericity, Eigen value and factor loadings were used to examine the validity. Based on Hair et al. (1995) guidelines, these results showed that; (1) All research variables had KMO values greater than 0.6. (2) all research variables were significant in Bartlett's test for sphericity, (3) all research variables had eigen values larger than one and (4) the items for each research variable exceeded factor loadings of 0.50. These statistical analyses confirm that the measurement scales in this study met the acceptable standards of validity and reliability analyses.

5.2 Respondent Profile

There were 568 respondents out of 723 questionnaires distributed, yielding a 78.6% response rate. The respondents' characteristics are summarized in Table 5.2.Respondents in the study were KCCA health and solid waste staff and residents in the five divisions of Kampala.

Of the solid waste workers that participated in the study, majority (26.6%) were from Nakawa division, 20.3% from Kawempe, 14.8% from Lubaga, 21.9% from the central and 16.4% came from Makindye division.

Of the residents, majority (27.6%) were from Nakawa division, 20.4% from Kawempe, 13.5% from Lubaga, 20% from the Central and 18.4% came from Makindye division.

In terms of gender, 60.45% of the residents and 72.2% of the solid waste workers that participated in the study were male, 39.5% of the residents and 27.8% of the solid waste workers were female as shown in Table 5.2.

Majority of the solid waste workers (44.5%) had 3 to 5 dependents, 21.2% had 1 to 2, 28.1% had 6 to 10 and 6.3% had above 10 dependents. For the residents, majority (59.19%) had 6 to 10 dependents, 23.09% had 3 to 5, 5.83% had 1 to 2 and 11.88% had more than 10 dependents.

Majority of the solid waste workers (35.4%) aged between 20 to 29 years, 33.1% aged 30-39 years, 20.5% aged 40 to 49 years, 6.3% aged 50 to 59 years, 2.4% aged 60 to 69 years and 2.4% are aged 70 years and above. For the residents majority (27.3%) were aged 40 to 49 years, 25.7% aged 30 to 39, 21.4% aged 20-29 years, 18.0% aged 50-59 years, 4.7% aged 60 to 69 years and 3.0% aged 70 years and above.

Majority of solid waste workers (27.3%) had Secondary education, 20.3% had Diploma education, 20.3% had certificate education, 19.5% had a Bachelor's degree, 9.4% had Primary education, and 3.1% had a Master's Degree. For residents majority (29.2%) had diploma education, 24.7% had Bachelor's degree, 14.5% had Certificate education, 11.8% had a Master's degree, 10.0% had Secondary education, 7.0% had Primary education and 2.9% had PhD degree.

In terms of institution, majority of solid waste workers (66.67%) were employed under KCCA, 11.11% government, 11.11% private sector and 11.11% self-employed. Majority of the residents (33.9%) were employed with the private sector, 30.0% employed with KCCA, 22.0% employed with government, 12.7% were self-employed and 1.3% were in others.

For position level, majority of the solid waste workers (46.88%) were at junior level, 31.25% middle level, 13.63% were at senior level and 6.25% at executive level.

In terms of working experience of the respondents, majority of solid waste workers (38.9%) had worked 6 to 10 years, 34.9% had worked 0 to 5 years and 13.3% had worked for 11 to 15 years. For residents majority (29.3%) had a working experience of 11 to 15 years, 26.3% had a working experience of 6 to 10 years, 24.5% had a working experience of 0 to 5 years and 20.0% had worked for 16 to 20 years.

For service division, majority of solid waste workers (31.3%) work in Kawempe, 28.1% were from Central, 16.4% were from Makindye, 14.07% were from Nakawa and 10.1% were from Lubaga.

In terms of level of income, majority of solid waste workers (46.9%) earned more than 2m (>2m), 16.4% earned between 1.5m to 2m, 14.9% earned between 1m to 1.5m, 13.3% earned between 0.5m to 1m and 8.6% earned less than 5m (<0.5m). For residents, majority (41.2%) earned less than 5m (<0.5m), 27.2% earned between 0.5m to 1m, 11.0% earned between 1m to1.5m, 11.0% earned more than 2m (>2m), and 9.6% earned between 1.5m to 2m.

Of the solid waste workers, majority (38.28%) stayed in slums, 31.25% stayed in town flats, 15.7% stayed in unplanned places, 11.8% stayed in planned scale housing estates and 3.1% stayed in upper scale housing places. For the residents, majority (36.6%) stayed in unplanned places, 22.1% stayed in planned scale houses, 19.8% stayed in slums, 11.8% stayed in town flats, 3.1% stayed in upper scale housing places.

Of the solid waste workers majority of the solid waste workers (46.9%) were married, 24.21% were separated, 20.23% were single and 8.6% were others. For the residents, majority of respondents in this study (51.2%) were married, 29.5% were single, 15.4% were separated and 3.8% others.

Table 5.2: Showing the Respondents' Social Demographic Characteristics

Variable	Groups	Solid waste workers	Residents
Residence Division	Nakawa	34(26.6%)	123(27.6%)
	Kawempe	26(20.3%)	91(20.4%)
	Lubaga	19(14.8%)	60(13.5%)
	Central	28(21.9%)	89(20%)
	Makindye	21(16.4%)	82(18.4%
Gender	Male	91(72.2%)	266(60.45%)
	Female	35(27.8%)	174(39.5%)
Dependents	1 to 2	27(21.1%)	26(5.83)
	3 to 5	57(44.5%)	103(23.09)
	6 to 10	36(28.1%)	264(59.19)
	Above 10	8(6.3%)	53(11.88)
Age Group	20-29	45(35.4%)	95(21.4%)
	30-39	42(33.1%)	114(25.7%)
	40-49	26(20.5%)	121(27.3%)
	50-59	8(6.3%)	80(18.0%)
	60-69	3(2.4%)	21(4.7%)
	70+	3(2.4%)	13(3.0%)
Education Level	None	0(0.0%)	0(0.0%)
	Primary	12(9.4%)	31(7.0%)
	Secondary	35(27.3%)	44(10.0%)
	Certificate	26(20.3%)	64(14.5%)
	Diploma	26(20.3%)	129(29.2%)

	Bachelors	25(19.5%)	109(24.7%)
	Masters	4(3.1%)	52(11.8%)
	Phds	0(0.0%)	13(2.9%)
Institution	Kcca	72(66.67%)	132(30.0%)
	Government	12(11.11%)	97(22.0%)
	Private sector	12(11.11%)	149(33.9%)
	Self employed	12(11.11%)	56(12.7%)
	House wife	0(0.0%)	0(0.0%)
	Others		6(1.3%)
Position level	executive	8(6.25%)	-
	senior	20(13.63%)	-
	middle	40(31.25%)	-
	junior	60(46.88%)	-
Length in Service	0 to 5	39(34.9%)	108(24.5%)
	6 to 10	44(38.9%)	116(26.3%)
	11 to 15	15(13.3%)	129(29.3%)
	16 to 20		88(20.0%)
	21+years		0(0.0%)
Service Division	Nakawa	18(14.07%)	-
	Kawempe	40(31.3%)	-
	Lubaga	13(10.1%)	-
	Central	36(28.1%)	-
	Makindye	21(16.4%)	-
Level of Income	<0.5m	11(8.6%)	180(41.2%)
	0.5m-1m	17(13.3%)	119(27.2%)
	1m-1.5m	19(14.9%)	48(11.0%)

	1.5m-2m	21(16.4%)	42(9.6%)
	>2m	60(46.9)	48(11.0%)
Housing	upper scale	4(3.1%)	42(9.7%)
	planned scale	15(11.8%)	96(22.1%)
	unplanned	20(15.7%)	159(36.6%)
	town flats	40(31.25%)	51(11.8%)
	slums	49(38.28%)	86(19.8%)
Marital Status	single	26(20.13%)	130(29.5%)
	married	60(46.9%)	226(51.2%)
	separated	31(24.21%)	68(15.4%)
	others	11(8.6%)	17(3.8%)

5.3 Respondents Opinions on Solid Waste Management Services in KCCA

The study revealed that the public is knowledgeable about solid waste management in their divisions. This is because a big percentage (56.3%) of the solid waste employees who understand it very well, 34.9% quite well and only 0.6% somewhat well and 1.6% fairly. It is clear from Table 5.3 that no solid waste employees were lacking knowledge on solid waste. For the residents, majority 51.4% understand solid waste quite well, 3.8% very well, 21.1% somewhat well, 14.3% fairly, 1.9% somewhat poor and 0.8% quite poorly and 0.3% very poor as seen in Table 5.3.

It is revealed that the major source of solid waste is domestic as supported by majority of the employees (40.5%) and residents (31.6%). 10.8% of the solid waste employees and 26.2% of the residents say that it commercial sources, 1.8% of employees and 2.7% of residents support industries as the source, 1.8% of employees and 27.5% of residents argue that the

major source of solid waste are markets, 4.5% of employees and 0.5% of residents support hospitals, 10.9% of employees and 11.5% of residents support institutional sources. From the solid waste employees interviewed, 39.6% suggested all the above sources as seen from Table 5.3.

The solid waste generated by the above sources is mainly disposed of through burning as supported by 44.0% of the employees and 32.1% of the residents. Other disposal methods include garbage skips as supported by 14.4% of employees and 15.7% of residents, throwing on road sides as supported by 16.8% and 26% of employees and residents respectively, private companies as supported by 2.4% and 16.1% of employees and residents respectively, scavengers as supported by 21.6% and 7.8% of employees and residents respectively. Other methods such as dust bins, garbage banks among others were supported by 0.8% of the solid waste employees and 2.2% of the residents.

Kampala capital city authority is the key player responsible for garbage collection as supported by most solid waste employees that's 59.5%. Other bodies participating in garbage collection and management include private contracted companies such as Nabugabo up-deal as supported by 14.3%, scavengers supported by 9.5%, 16.7% said that all the above are responsible. Majority of the residents (90.4%) supported KCCA as the responsible body for garbage collection. Only 8.8% selected private contractors like bin-it and 0.89% supported CBOs.

The study revealed that there are enough private contractors in garbage collection and management. Of the solid waste employees that responded, majority (31%) suggested more

than between 51 and 60, 26.2% from 31 to 40, 19.0% from 41 to 50, 16.7% 21 to 30 and 7.1 said that there are more than 60 private contractors.

Land filling is the major safe disposal method used as supported by 78.6% of the employees and 89.5% of the residents. Recycling accounts for 20.6% and 4.7% of the employees and residents respectively. 4.5% of the residents suggested incineration and 0.4 % compositing into manure. 0.9% of the residents supported all the above as shown in Table 5.3.

In KCCA, it has been revealed that there is a solid waste ordinance. The major policies or regulations used are solid waste law as supported by 43.7%, pollution control standards by 13.6%, solid waste management reduction and recovery by 5.8%.

It is revealed that KCCA's open and sealed trucks are the major means of transport for the solid waste as supported by majority of the employees and residents. Some of the trucks are hired as supported by 6.8% of the residents.

The study revealed that solid waste collection and management is a free service. 91.3% of the employees supported this and only 8.7% refuted. However, it is further revealed that much as this is meant to be a free service, the residents pay some money in order to be attended to. This is so because the 90.6% of the respondent say that solid waste collection and management is not free. Only 5.7% say that it is a free service and 3.7% are not sure as seen in Table 5.3.

Of the employees that argued that solid waste collection is not a free service, 66.7% say that residents are charged more than 30000 shillings a month. 8.3% say that the cost ranges from 10000 to 20000, 8.3% says that the cost is between 20000 and 30000 and only 16.7% say that the cost is between 5000 and 10000. Majority of the respondents (38.2%) say that they are charged between 20000 and 30000 shillings a month, 32.5% are charged between 10000and 20000, 19.1% are charged between 5000 and 10000 shillings and only 10.2% argue that the garbage collection and management costs are beyond 30000 shillings a month.

The garbage containers are over spaced and this may be the reason behind the garbage littered on the road sides. Majority of the solid waste employees (66.9%) and residents (33.8%) said that these containers are between 100 to 500 meters apart. 25.8% of employees and 22.1% of residents say that the distance between these containers is between 500 and 1000meters, 4.8% of employees and 6.3% of residents said that the distance between these containers is between 1km and 2km. only 2.4% of employees and 27.7% of residents have garbage containers in a distance of less than 100 meters.

Areas near the land fill are polluted. This is because 60% of employees and 4.8% of residents strongly agree, 35.2% of employees and 50.6% of residents agree. Only 1.6% of employees and 0.5 of residents are not sure, 4.1% of the residents somewhat agree, 31.2% quite disagree, 3.8% disagree and 0.2% strongly disagree.

There are good practices in KCCA on how to manage solid waste as supported by 76.4% of the employees. Only 21.1% refuted and 2.4% are not sure about the existence of these practices. The major good practices cited include box body vehicles as supported by 21.3%,

garbage skips as supported by 21.3%, self-loading as supported by43.6%, cleaning as supported by 4.3% and garbage loaders as supported by 9.6%.

Facilities and equipment to facilitate in solid waste collection are limited. Majority of employees and residents supported this that's 97.6% and 93.8% respectively. The major reasons behind this scarcity of these facilities and equipment were lack of funds as supported by 47.5% of employees and 36.5% of residents, poor management and administration as supported by 4.9% of employees and 9.6% of residents, low technical capacity as supported by 29.5% of employees and 37.5% of residents, misuse as supported by 10.7% of employees and 4.7% of residents, poor policies as supported by 11.3% of residents, and corruption as supported by 9.8% of employees.

Solid waste collection and management is mainly funded by KCCA from its collected revenues as 68.5% of the employees supported this. Other sources of funding include the government supported by 29.9% and others like religious bodies, NGOs and CBOs among others were supported by only 1.6% of the employees.

Table 5.3: Respondents Opinions on Solid Waste Management Services

		Solid Waste Employees	Residents
Variable	**Categories**	**Freq (percentage)**	**Freq (percentage)**
Knowledge on solid waste	Very well	71(56.3)	24(6.5)
	Well	8(6.3)	14(3.8)
	Quite well	44(34.9)	190(51.4)
	Somewhat well	1(0.8)	78(21.1)
	Fairly	2(1.6)	53(14.3)
	somewhat poor	-	7(1.9)
	quite poorly	-	3(0.8)
	very poor	-	1(0.3)
Types of solid waste	Domestic	45(40.5)	140(31.6)
	Commercial	12(10.8)	116(26.2)
	Industrial	2(1.8)	12(2.7)
	Market	2(1.8)	122(27.5)
	Hospital	5(4.5)	2(0.5)
	Institutional	1(0.9)	51(11.5)
	All the above	44(39.6)	-
Disposal ways	Burning	55(44.0)	143(32.1)
	Containers	18(14.4)	70(15.7)
	Road side	21(16.8)	116(26)
	Companies	3(2.4)	72(16.1)
	Individual	27(21.6)	35(7.8)
	Others	1(0.8)	10(2.2)
Responsible Collectors	KCCA	75(59.5)	-
	Private contractors	18(14.3)	-
	Individuals	12(9.5)	-
	All the above	21(16.7)	-
Common collectors	Kcca	113(90.4)	-
	Private contractors	11(8.8)	-
	Cbos/ngos	1(0.8)	-
Number of private contractors	1-10	0(0)	-
	11-20	0(0)	-
	21-30	21(16.7)	-
	31-40	33(26.2)	-
	41-50	24(19.0)	-
	51-60	39(31.0)	-
	>60	9(7.1)	-
Safe disposal methods	Land filling	99(78.6)	399(89.5)
	Recycling	26(20.6)	21(4.7)
	Incineration	-	20(4.5)
	Compositing	-	2(0.4)
	All the above	1(0.8)	4(0.9)

Policies/regulations	law on solid waste	45(43.7)	-
	pollution control standards	14(13.6)	-
	SWM	6(5.8)	-
	all the above	38(36.9)	-
Transport means	KCCA open trucks	13(10.7)	25(5.7)
	KCCA sealed trucks	7(5.8)	149(33.9)
	Individual	-	30(6.8)
	hired agent trucks	1(0.8)	36(8.2)
	all the above	100(82.6)	200(45.5)
Is it a free service	Yes	115(91.3)	25(5.7)
	No	11(8.7)	397(90.6)
	not sure	-	16(3.7)
Cost	5000-10000	2(16.7)	84(19.1)
	10001-20000	1(8.3)	143(32.5)
	20001-30000	1(8.3)	168(38.2)
	>30000	7(66.7)	45(10.2)
Container spacing	<100m	3(2.4)	109(27.7)
	101-500m	83(66.9)	133(33.8)
	501-1km	32(25.8)	87(22.1)
	1km-2km	6(4.8)	25(6.3)
	>2km	-	40(10.2)
Pollution by land fill	strongly agree	75(60)	20(4.8)
	Agree	44(35.2)	211(50.6)
	quite agree	4(3.2)	145(34.8)
	somewhat agree	-	17(4.1)
	not sure	2(1.6)	2(0.5)
	quite disagree	-	5(1.2)
	Disagree	-	16(3.8)
	strongly disagree	-	1(0.2)
Good practice	Yes	94(76.4)	-
	No	26(21.1)	-
	not sure	3(2.4)	-
Good practices named	box body vehicles	20(21.3)	-
	garbage skips	20(21.3)	-
	Cleaning	4(4.3)	-
	garbage loaders	9(9.6)	-
	self loading	41(43.6)	-
Facilitiesand equipments' availability	Yes	2(1.6)	8(1.8)
	No	123(97.6)	409(93.8)
	not sure	1(0.8)	19(4.4)
Reasons	Funds	58(47.5)	149(36.5)
	poor management	6(4.9)	39(9.6)

	technical capacity	36(29.5)	153(37.5)
	Misuse	13(10.7)	19(4.7)
	SWM policy	-	46(11.3)
	Corruption	12(9.8)	-
Source of funding	KCCA revenue	87(68.5)	
	Government	38(29.9)	
	Others	2(1.6)	

5.4 Data Description

In this section, survey data of questionnaires I and II are presented in the form of mean and total mean scores of different labeled sub- scales which will be used for further analysis in chapter five. The details of survey data of Questionnaire I and II can be found in the Appendix A1 and 2.

Table 5.4: Survey Data of Questionnaire I

S/no	Questions	No of items	Mean score
A	**Cost Saving as a result of shared services in SWM**		
1	Partnerships (public-public) reduce costs	1	4.71
2	Greater capacity	1	6.65
3	Scale of production	1	6.60
4	Reducing duplication	1	8.07
5	Sharing overhead costs	1	5.21
6	Administrative costs	1	7.12
	Total mean score	**6**	**6.393**
B	**Economies of scale**		
1	Small jurisdictions	1	2.20
2	Larger size division	1	6.36
3	Fragmentation	1	6.94
4	Independent division	1	7.87
5	A large division possess ability	1	5.73
6	Small divisions bring & competition	1	4.57
7	Freeing managers	1	5.56
8	Shared services & diseconomies of scale	1	6.57
	Total mean score	**8**	**5.725**
C	**Efficiency**		
1	Divisions & exploiting the resources	1	6.62
2	Shared service & efficiency	1	7.34
3	Shared service &policies and plans	1	5.44
	Total mean score	**3**	**6.47**
D	**Effectiveness**		
1	Public-public partnerships & effective performance	1	7.57
2	Success & effective implementation process	1	8.58
3	Shared service & high levels supervision	1	5.71
4	Shared service & high trust of the partners	1	8.64

5	Shared services and selfish interests	1	7.59
6	Partnerships & control and supervision	1	7.03
7	Distrust & dissolving of the partnership	1	8.11
	Total mean score	**7**	**7.604**
E	**Welfare**		
1	Low social class	1	7.03
2	Reliability	1	5.61
3	Strategies for social welfare	1	5.07
4	Welfare policy	1	3.62
5	SWM activities &welfare programs	1	5.26
6	Responsiveness towards welfare services	1	5.59
	Total mean score	**6**	**5.36**
F	**Quantity**		
1	Number and spacing of SWM containers	1	4.72
2	SWM partnerships increased amount of equipments	1	6.82
	Total mean score	**3**	**5.77**
G	**Standardization**		
1	Garbage collection standards	1	5.75
2	Changes in the standards	1	5.05
3	The practices of SWM	1	5.39
4	Complaint process	1	4.40
5	Residents' satisfaction	1	5.53
	Total mean score	**5**	**5.23**
H	**Equity**		
1	Social classes	1	6.95
2	Quality of waste programs & social classes	1	5.79
3	Same techniques for different classes	1	5.74
4	SW containers equal and same.	1	6.04
	Total mean score	**4**	**6.13**
	Tangible service quality dimension of KCCA SWM services		

1	Equipment	1	5.27
2	Sensitization	1	5.27
3	Satisfaction with standards	1	6.19
4	Technology	1	5.94
	Total mean score	**4**	**5.025**

5.5 Comparison between Demographic Data

This section provides an analysis of differences in mean scores among various respondents' groups such as gender in relation to different sub–scales of Questionnaire I. This analysis was conducted by using an independent–sample *t* test and ANOVA.

5.6 Differences of Sub – Scales among Employees of Different Divisions

Table 5.4 predicts the responses of the gender on different sub – scales of questionnaires I and II. As evident, there are significant differences in the opinions of males and females on the sub – scales except for cost, quantity, standards and economies of scale among the KCCA employees and the residents. On the whole, this could be interpreted that shared solid waste services perception is almost the same for both male and female.

Table 5.5: Respondents Gender Differences on Nine Variable Sub – Scales of Questionnaire II

Sub scales	**Gender**	**N**	**Mean**	**df**	**t**	**F** **Sig. (2-tailed)**
Cost	Male Female	266 180	2.70 2.79	445	-1.236	.217
Effectiveness	Male Female	266 179	1.92 2.11	443	-2.254	.005
Quality	Male Female	266 180	1.72 1.53	444	2.852	.003
Standards	Male Female	266 180	2.14 1.84	445	3.416	.001
Equity	Male Female	266 180	1.72 1.49	447	3.011	.002
Economies of scale	Male Female	266 180	1.71 1.72	446	- .46	.000
Quantity	Male Female	266 180	2.15 1.96	445	1.913	.056
Social welfare	Male Female	266 180	2.73 1.81	443	3.517	.050

Significant at 5 percent level; sample size 446

Source: Author

Responses regarding differences in perception of respondents with different service groups from different divisions on nine sub–scales of questionnaire I are organized the Table 5.5. It shows that there is significant difference in the perception of respondents with different service groups in the different divisions of KCCA in relation to Sub- scales of the questionnaire used.

Table 5.6: Respondents Gender Differences on Nine Variable Sub – Scales of Questionnaire I

Sub scales	**Gender**	**N**	**Mean**	**df**	**t**	**F** **Sig. (2-tailed)**
Cost	Male Female	91 36	3.19 3.28	125	- .849	.036
Effectiveness	Male Female	91 36	1.48 1.53	127	- .252	.001
Quality	Male Female	91 36	2.00 2.44	126	-2.878	.005
Standards	Male Female	91 36	1.65 1.72	126	- .390	.023
Equity	Male Female	91 36	2.26 2.28	125	- .102	.000
Economies of scale	Male Female	91 36	2.09 2.47	125	- .2.722	.007
Quantity	Male Female	91 36	7.26 7.56	126	- .1.186	.004
Social welfare	Male Female	91 36	6.58 6.56	128	.312	.002

Significant at 5 percent level; sample size 127

Source: Author

The next analysis investigates the differences in perception of respondents who stay in different divisions on the nine sub – scales of Questionnaire I and results are presented Table 5.6. It is clear from the table that there are differences in perception on sub – scales of cost, efficiency, effectiveness, quality, quantity, standardization, welfare and equity are significant. This means, there is significant difference in the perception of respondents depending on how long they have stayed in the divisions. It can be observed that the highest mean is on the sub–scale quality among respondents who stay in the division between Kawempe and Rubaga division.

Table 5.7: ANOVA Showing Difference among Respondents with Different Service groups in Divisions of KCCA on nine Sub – Scale of Questionnaire II

Sub scales	Central n=89	Nakawa n=124	Lubaga n=60	Makindye n=82	Kawempe n=91	f	f Sig. (2-tailed)
Cost	2.60	2.95	2.83	2.66	2.60	4.447	.000
Effectiveness	1.89	2.22	1.83	1.85	2.04	3.515	.000
Quality	5.27	5.27	6.19	5.94	6.38	13.203	.000
Standards	2.21	1.62	2.47	1.94	2.14	11.952	.000
Equity	1.60	1.39	2.30	1.56	1.60	16.440	.000
Economies of scale	1.63	1.91	2.73	2.13	2.25	12.594	.000
Quantity	1.28	1.36	2.10	1.26	1.30	11.051	.000
Social welfare	1.56	1.81	1.97	1.68	1.60	7.545	.000

Significant at 5 percent level; sample size 446

Source: Author

The next analysis investigates the differences in perception of respondents who have different length of stay in division on the nine sub – scales of Questionnaire I and results are presented in Table 5.8. It is clear from the table that there are differences in perception on sub – scales of cost, efficiency, effectiveness, quality, quantity, standardization, welfare and equity since they are significant. This means that, there is significant difference in the perception of respondents depending on how long they have stayed in the divisions. It can be observed that the highest mean is on the sub – scale cost among respondents who have stayed in the division between 6-10 years.

Table 5.8: ANOVA Showing Differences among Respondents with Different Length of stay in the Divisions on Nine Sub – Scales of Questionnaire I

Sub scales	**Less than 5 years n=113**	**6-10 years n=117**	**11-15 years n=130**	**More than 15 years n=86**	**f**	**f Sig. (2-tailed)**
Cost	2.79	2.97	2.58	2.60	6.422	.000
Effectiveness	1.95	1.91	1.86	2.38	7.356	.000
Quality	1.50	1.39	1.82	1.92	15.773	.000
Standards	1.89	1.67	2.12	2.51	16.654	.000
Equity	1.53	1.52	1.56	2.00	8.647	.000
Economies of scale	2.12	1.86	2.25	2.06	2.841	.000
Quantity	1.39	1.41	1.85	1.78	14.139	.000
Social welfare	1.66	1.74	1.67	1.81	1.772	.152

Significant at 5 percent level; sample size 446

Source: Author

5.7 Factor Analysis

The validity of sub–scales of employees is also tested through factor analysis using principal component analysis and maximum likelihood with varimax rotation to yield the results as shown in Table 5.8. The details of factor analysis of different sub- scales of questionnaire 1 and II can be found in Appendix A1 and 2.

The suitability of data for factor analysis was assumed by examining the correlation matrix, where presence of many coefficients of 0.30 and above according to Pallant (2010), are considered adequate. Bartlett's test of sphericity and Kaiser-Mayer Olkin (KMO) were also employed to assess the factor ability of the data. An inspection of results revealed that the Bartlett's test (Bartlett, 1934) reached statistical significance at 0.00 levels and KMO

measure sampling adequacy was 0.60 and 0.70, exceeding recommended value of 0.5 (Kaiser, 1974) and therefore, factor analysis of data is considered appropriate.

Literature review has suggested guiding principles on two perspectives for identifying significant loadings. Concerning practical significance, (Hair et al., 1995) states that a loading with an absolute of 0.5 or more is significant. Concerning statistical significance as stated in Chapter Four sample size decides the significant loadings. For a sample size of 568 a loading value of .0.5 can be considered significant. Since the sample size is 574, a loading value of .0.5 can be considered significant.

(i) Validity of Sub-scale of Cost

The sub-scale has six items, other items showed high loading in the factor analysis using principle component analysis and maximum likelihood when varimax rotation was carried out. Looking at Table 5.1, one can see that items 5 and 6 are substantially loaded on Factor 1 with factor loadings above 0.5. These items are taken to represent **Factor 1 (cost),** while items 1, 2, 3 and 4 load highest on Factor 2 with loadings above 0.5.

(ii) Validity of sub- scale Economies of Scale

This sub-scale consists of eight items. The results of factor analysis 5.8 indicate that all items are relating to scale. Of these items, almost are loaded high in factor 1 with factor loadings ranging from 0.723-0.949, after from item 1 and 7 which loaded at factor 2 but still above 0.5. All loading are above 0.5 and none of the items is dropped.

(iii) Validity of sub- scale Efficiency

This sub- scale represents the efficiency and has only 3 items. The exploratory factor analysis on these items produces the results as shown in Table 5.1 It can be seen from that table that all items loaded highly in the first factor with loading above 0.5 ranging from 0.5 to 0.958. For more details on factor loading please refer to Appendix B.

(iv) Validity of sub- scale effectiveness

This sub-scale comprises of 8 items and measures the effectiveness of sharing on solid waste services. The results for each of the items in sub- scale by applying exploratory factor analysis with component analysis and varimax rotation are shown in Table 5.8 It appears from the table that, all the eight items rate of above 0.5 have a high loading. All items load high on factor I with factor loading ranging from 0.596 to 0.980. All items have loading of more than 0.5 ranging from 0.632 to 0.994. Therefore, none of the items is dropped (Table, See Appendix B).

(v) Validity of sub- scale Welfare

There are only 6 items in sub-scale. For this sub- scale, factor analysis yields the results as depicted in Table 5.9**.** In this case, only two factors were extracted; therefore solution cannot be rotated. It is clear from the table that all items relate to social welfare and items loaded highest on the factor 1 and 2 with factor loading above 0.5. These loadings range from 0.586 to 0.846; therefore, none of the items is dropped (Table Appendix B).

(vi) Validity of sub- scale Quantity

This sub-scale consists of two items. The results of factor analysis (Table 5.8) indicate that all items are relating to scale. Of these items, all are loaded high in factor 1 with factor loading ranging from 0.623-0.949 and none of the items is dropped. One of the components was not extracted so the solution could not be rotated.

(vii) Validity of sub- scale Standardization

This sub-scale comprises of 5 items and measures the standardization of sharing on solid waste services. The results for each of the items in sub- scale by applying exploratory factor analysis with component analysis and varimax rotation are shown in Table 5.8 It appears from the Table that all the items eight relate to above 0.5 have a highest loading. Two items, 2, 3 load high on factor I, 3 items loaded on factor 2 with factor loading ranging from 0.596 to 0.980.(Table , See Appendix B).

(viii) Validity of sub- scale equity

This sub- scale represents the equity and has only four items. The exploratory factor analysis on these items produces the results as shown in Table 5.8. It can be seen from that table all items loaded highly in the first factor with loading above 0.5 ranging from 0.5 to 0.958.

(ix) Validity of sub- scale Quality

This sub-scale consists of five items. The results of factor analysis Table 5.8 indicate that all items are relating to scale apart from one item i.e., quality of treatment of solid waste. Of these items, 2 are loaded high in factor 1 with factor loading ranging from 0.523-0.949. Seven factors had a reverse loading were removed.

These labeled factor components of nine sub- scales of questionnaire 1 and their items are used to carry out further analysis in the study for instance reliability tests, measurement of different dimensions of sharing in KCCA in Chapter Seven.

Table 5.9: Factor Loadings for Nine – Scales' Items of Questionnaire I

S/no	Item	Highest loaded component No.	Factor Components
	Item		**Cost**
1	Partnerships (public-public) reduce costs	2	"
2	Partnerships enhance greater capacity to serve	2	"
3	Scale of production increases the proportion cost falls	2	"
4	Do you think reducing duplication lowers costs	2	"
5	Sharing overhead costs lowers costs	1	"
6	Administrative costs stem from sharing information	1	"
			Economies of scale
1	Small jurisdictions capture citizens' true preference	2	"
2	Larger size division realize economies of scale	1	"
3	Fragmentation limits ability to gain scale	1	"
4	Independent division's operation are costly than partnerships	2	"
5	A large division possess ability to address externalities	1	"
6	Small divisions bring competition & improved performance	1	"
7	Freeing managers form day- day activities	2	"
8	Shared services & diseconomies of scale	1	"
			Efficiency
1	Divisions & exploiting the resources	1	"
2	Shared service & efficiency	2	"
3	Shared service &policies and plans	1	"
			Effectiveness
1	Public-public partnerships & effective performance	1	"
2	Success & effective implementation process	1	"
3	Shared service & high levels supervision	2	"
4	Shared service & high trust of the partners	1	"
5	Shared services and selfish interests	2	"
6	Partnerships & control and supervision	2	"
7	Distrust & dissolving of the partnership	1	"
			Welfare

1	Low social class receive free garbage collection services	2	"
2	Reliability in terms of welfare services in divisions	1	"
3	Strategies for social welfare existence	2	"
4	Welfare policy meets expectations	2	"
5	SWM activities & welfare programs satisfaction	1	"
6	Responsiveness towards welfare services	1	"
			Quantity
1	Number and spacing of SWM containers	1	"
2	SWM partnerships increased amount of equipments	1	"
			Standardization
3	Garbage collection standards & community satisfaction	2	"
4	Changes in the standards emphasizing consistency	7	"
5	The practices of SWM & technology	1	"
6	Complaint process & SWM	2	"
7	Residents' satisfaction with standards	2	"
	Equity		**Equity**
1	Social classes & fairness	1	"
2	Quality of waste programs & social classes	1	"
3	Same techniques for different classes	1	"
4	SW containers equal and same.	1	"
	Quality		**Quality**
1	Improvement in technology used	1	"
2	Satisfied with standards	2	"
3	Quality of equipments used in garbage collection	1	"
4	Sensitization programs	2	"

Source: Author

5.8 Research Objective One

To critically evaluate CQS of public sector (KCCA) by measuring their performance.

Table 5.10: Indicating Indices and Weights Used to Measure the Performance in KCCA

Division	Cost Weight	Index	Economies of scale Weight	Index	Efficiency Weight	Index	Effectiveness Weight	Index	Quality	Index	Quantity Weight	Index	Standdization Weight	Index	Social welfare	Index	Equity Weight	Index	KCCA
central	0.12	38.4444	0.12	46.3333	0.2	19.3077	0.15	52.0370	0.1	30.6207	0.1	11.4815	0.06	25.9259	0.08	32.1111	0.07	23.9259	31.84989
Lubaga	0.12	40.1053	0.12	45.2105	0.2	19.7895	0.15	54.2105	0.1	31.9167	0.1	11.2105	0.06	25.8421	0.08	31.6842	0.07	25.5263	32.51219
Kawempe	0.12	37.2500	0.12	44.5417	0.2	19.2917	0.15	52.6250	0.1	31.1333	0.1	11.4800	0.06	24.8400	0.08	32.1250	0.07	24.5200	31.60522
Makindye	0.12	38.6190	0.12	46.0000	0.2	19.2857	0.15	52.5714	0.1	28.9146	0.1	11.4286	0.06	26.8095	0.08	32.1429	0.07	24.1905	31.80479
Nakawa	0.12	37.5758	0.12	46.4706	0.2	19.4412	0.15	52.5882	0.1	29.4754	0.1	11.8824	0.06	26.7059	0.08	32.6061	0.07	24.5588	31.92778
Total Indices		**191.9945**		**228.5561**		**97.1158**		**264.0321**		**152.0607**		**57.843**		**130.1234**		**160.6693**		**122.7215**	**31.93998**

Source: Author

The overall effectiveness of KCCA i.e., Kampala Central, Nakawa, Makindye,Lubaga and Kawempe. To find whether they are effective and have achieved objectives for which they were designed. In order to assess their effectiveness, the overall effectiveness index is calculated by adding effectiveness indices of all the five divisions from Table 5.10, (please refer to Table 7.12 and section 4.5.7, Chapter Four for details). Other dimensions are also considered to get a better picture of how KCCA generally performs in the nine different sub dimensions of CQS.

5.9 Research Objective Two

To analyse the relationship between sharing and CQS and how sharing has impacted on service satisfaction and service quality.

5.9.1 The Relationship between Solid Waste Shared Services and Nine Variables of Sharing

The chi-square test was used to test whether sharing services has significant effects in improving solid waste management services. Improvement in the services was measured in terms of sufficiency of resources, cost, service delivery, effectiveness, quality, standards, equity, unit cost of service delivery, social welfare, coordination, untrusted partners, participation and involvement, visions, distribution, communication.

5.9.1.1 Interdependence between Shared Solid Waste Services and Cost Saving

Cost saving was measured in terms of client base, number of services offered, reduced duplication, overhead cost, and administrative costs. The chi-square test was performed to test whether sharing health services has a significant impact on cost reduction. The study revealed that sharing solid waste services has a significant effect on costs. The correlation analysis in Table 5.11 revealed that the relationship is negative and significant that's sharing these services reduce the costs and this improves on service delivery.

Sharing solid waste management services significantly determines the input costs, the number of services offered, the duplication rate of the services, overhead and administrative costs since the corresponding p –values are all less than 0.05.as seen from Table 5.11. The correlation test in Table 5.12 revealed a significant negative relationship between sharing SWM services and input costs incurred due to the number of clients served (ρ= -0.342**). This implies that the more the sharing the lower the costs incurred since more clients will be served at the same cost as it would be for one client as seen from Table 5.12.

The more the sharing of solid waste services the lower the production costs (ρ=-0.129**) and this negative relationship is significant since the p-value is less than 0.05. Sharing SWM services reduces on duplication of services (ρ=-0.277**). This implies that that there is job segmentation between the different solid waste departments.

Shared solid waste services are negatively correlated with overhead (ρ=-0.046) and administrative costs (ρ=-0.258**) as seen from Table 5.11 and 5.12. This implies that

services that would not have reached other divisions because of high costs that can be obtained through sharing. It can therefore be concluded that through sharing, less is spent for more.

Sharing solid waste services has a significant impact on economies of scale. This implies that a combination of divisions working together through sharing services can deliver 'economies of scale through taking a more robust relationship. The chi-square tests revealed that shared solid waste services significantly determines the preferences of the services, division size, fragmentation, independence in service delivery, externalities, completion and diseconomies of scale as seen p –values less than 0.05 in Table 5.11.

The study in Table 5.13 revealed a positive correlation between shared solid waste services and preference (ρ=0.279**). This implies that the more the sharing the more the representation of people's preferences in terms of services delivered. It can therefore be concluded that divisions can perform through shared services if the services offered better match the preferences of citizens in their own areas of jurisdiction.

The more the sharing the less the need for fragmentation of divisions (ρ=-0.291**) and this leads to competitive contracting of private sector to provide services and yields progressive effect on performance hence achieving greater efficiency in service delivery. Sharing services is also linked to the ability of the divisions to provide independent services. The study revealed that the more the sharing the less the ability of a single division (ρ=-0.195**) as seen in Table 5.13.

There is an association between sharing solid waste services and the externalities. The correlation test in Table 5.13 revealed that sharing solid waste services is positively related with externalities (ρ=0.090). These externalities can affect cost efficiency; can affect service provision if for example one division refuses to share with another.

The study also revealed that the more the sharing of the solid waste services, the more competition for the services (ρ=0.385**). This therefore implies that there is no wastage. The competition is also reflected in service providers and this will bring about improved performance. Through sharing services, the managers of solid waste management are freed from the day to day front office management and servicing of clients and therefore they can concentrate on the goals of their business.

The study also showed that sharing solid waste services is also associated with some diseconomies of scale which at times retard performance as seen from Table 5.11 where the p-value is less than 0.05. The positive correlation between sharing services and diseconomies (ρ=0.182**) implies that the more the sharing the more the diseconomies. This is so because sharing means increasing the boundary of operation and this makes it more difficult to manage all the activities.

Sharing solid waste services significantly determines the efficiency of solid waste service delivery. Efficiency which is measured in terms of time taken to deliver the services, the degree of exploitation of the services, and policy implementation is revealed to be increasing

as sharing increases. The study shows that the impact of sharing on efficiency is significant as seen from Table 5.11 where the p-values are all less than 0.05.

The correlation test in Table 5.14 shows that there is a positive relationship between sharing solid waste services and the exploitation of management resources (ρ=0.251**), the level of responsiveness that's the time taken to deliver the services (ρ=0.126), and the implementation of policies and plans (ρ=0.130). However, the relationship was only significant between sharing solid waste services and exploitation of management resources as seen in Table 5.14. It is further revealed that sharing solid waste services also had a significant effect on the degree of effectiveness of service delivery. Sharing solid waste services significantly affects the implementation process, the supervision, trust between the community members, partnerships as seen in Table 5.11 where the p –values are all less than 0.05. This enhances effectiveness in service delivery.

The study also revealed that sharing solid waste services had a significant impact of social welfare. Results indicate that through sharing solid waste services even the low social class can receive the services, the provision of services is also made reliable, the welfare policy is strengthened to meet the people's expectations and also sharing services enhances the divisions' responsiveness towards the services as seen with p-values less than 0.05 as in Table 5.11 below.

The correlation test in Table 5.14 between sharing solid waste services and social welfare showed that there is a positive relationship between sharing solid waste services and the level of social welfare. It is also revealed that sharing solid waste services significantly impacts on

the quality and quantity of the services offered. Through sharing services, the equipment can be shared and this reduces on the cost incurred on procuring equipment. Communities' complaints can easily be addressed through sharing hence improving on the quality of the services. The correlation test indicated that that there is a positive and significant relationship between sharing solid waste services and quality as seen in Table 5.16

Table 5.11: Chi-square Results for the Association between Shared Solid Waste and Costs, Economies of Scale, Quality and Quantity, Efficiency, Effectiveness in Service Delivery and Social Welfare

Variable	**Chi-square value**	**P-value**
Costs		
Input costs	126	0.000
Production costs	45.35	0.000
Duplication of services	87.756	0.000
Overhead costs	42.458	0.000
Administrative costs	62.898	0.029
Economies of Scale		
Preferences of service	93.732	0.000
Division size	41.666	0.000
Fragmentation	85.844	0.000
Independence in service delivery	48.628	0.000
Externalities	20.693	0.001
competition	74.371	0.000
Freeing managers	0.581	0.989
Diseconomies of scale	42.742	0.000
Efficiency		
exploitation of resources	84.249	0.000
responsiveness	41.753	0.000
policies and plans	8.933	0.063
Effectiveness		
inefficiencies	51.623	0.000
Implementation process	38.927	0.000
Supervision	48.556	0.000
Trust of partners	126	0.000
Selfishness	85.127	0.000
Control	62.246	0.000

Distrust	43.378	0.000
Welfare		
Social class	5.113	0.276
Reliability	42.516	0.000
Strategies	82.013	0.000
People's expectations	50.707	0.000
Satisfaction	83.670	0.000
Response	48.556	0.000
Quality& Quantity		
Number & space of waste containers	83.482	0.000
Partnerships	45.073	0.000
Equipments	44.028	0.000
Sensitization	52.301	0.000
Satisfaction with standards	51.305	0.000
Technology	65.766	0.000
Practices	84.241	0.000
Complaint process	43.729	0.000

Source: Author

Table 5.12: Relationship between Shared Solid Waste Services and Cost Saving

		shared solid waste services	partnership	input costs	production costs	duplication	overhead costs	Administrative costs
Spearman's rho	shared solid waste services	1.000	0.090	-.342(**)	-0.129	-.277(**)	-0.046	-.258(**)
	Partnership	0.090	1.000	.288(**)	.731(**)	-0.020	.860(**)	0.076
	input costs	-.342(**)	.288(**)	1.000	.285(**)	.581(**)	.371(**)	.491(**)
	production costs	-0.129**	.731(**)	.285(**)	1.000	0.110	.734(**)	.221(*)
	Duplication	-.277(**)	-0.020	.581(**)	0.110	1.000	-0.023	.810(**)
	over head costs	-0.046	.860(**)	.371(**)	.734(**)	-0.023	1.000	0.175
	Administrative costs	-.258(**)	0.076	.491(**)	.221(*)	.810(**)	0.175	1.000

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

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

Table 5.13: Relationship between Shared Solid Waste Services and Economies of Scale

	share solid waste services	preferences of service	division size	Fragmentation	independence in service delivery	externalities	competition	freeing managers	diseconomies of scale
Share solid waste services	1	.279(**)	-.209(*)	-.291(**)	-.195(*)	0.090	.385(**)	0.117	.182(*)
preferences of service	.279(**)	1	-0.045	-.435(**)	-.416(**)	.317(**)	.592(**)	0.131	0.056
Division size	-.209(*)	-0.045	1	.197(*)	0.047	.230(**)	0.144	.514(**)	0.105
fragmentation	-.291(**)	-.435(**)	.197(*)	1	.916(**)	-.179(*)	-.526(**)	-0.140	-.188(*)
independence in service delivery	-.195(*)	-.416(**)	0.047	.916(**)	1	-.298(**)	-.563(**)	-.229(**)	-.378(**)
externalities	0.090	.317(**)	.230(**)	-.179(*)	-.298(**)	1	.400(**)	.257(**)	.474(**)
Competition	.385(**)	.592(**)	0.144	-.526(**)	-.563(**)	.400(**)	1	.604(**)	.623(**)
freeing managers	0.117	0.131	.514(**)	-0.140	-.229(**)	.257(**)	.604(**)	1	.456(**)
diseconomies of scale	.182(*)	0.056	0.105	-.188(*)	-.378(**)	.474(**)	.623(**)	.456(**)	1
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

Table 5.14: Relationship between Shared Solid Waste Services and Efficiency and Effectiveness in Service Delivery

		Shared solid waste services	Exploitation of resources	Responsiveness	Policies and plans	Inefficiencies	Implementation process	Supervision	Trust of partners	Selfishness	Control	Distrust
Spearman's rho	Shared solid waste services	1.000	.251(**)	0.126	0.130	0.046	0.062	-0.033	-0.017	-0.093	0.075	0.012
	Exploitation of resources	.251(**)	1.000	.183(*)	-.300(**)	0.112	0.077	-.354(**)	-0.050	-.178(*)	-0.008	0.147
	Responsiveness	0.126	.183(*)	1.000	0.120	.854(**)	.770(**)	0.016	.838(**)	.416(**)	0.046	.581(**)
	Policies and plans	0.130	-.300(**)	0.120	1.000	-0.013	-0.018	.837(**)	0.045	.269(**)	.559(**)	0.110
	Inefficiencies	0.046	0.112	.854(**)	-0.013	1.000	.910(**)	-0.070	.773(**)	.317(**)	-0.103	.435(**)
	Implementation process	0.062	0.077	.770(**)	-0.018	.910(**)	1.000	0.010	.774(**)	.464(**)	0.005	.537(**)
	Supervision	-0.033	-.354(**)	0.016	.837(**)	-0.070	0.010	1.000	0.111	.550(**)	.730(**)	.360(**)
	Trust of partners	-0.017	-0.050	.838(**)	0.045	.773(**)	.774(**)	0.111	1.000	.732(**)	0.158	.687(**)
	Selfishness	-0.093	-.178(*)	.416(**)	.269(**)	.317(**)	.464(**)	.550(**)	.732(**)	1.000	.605(**)	.774(**)
	Control	0.075	-0.008	0.046	.559(**)	-0.103	0.005	.730(**)	0.158	.605(**)	1.000	.546(**)
	Distrust	0.012	0.147	.581(**)	0.110	.435(**)	.537(**)	.360(**)	.687(**)	.774(**)	.546(**)	1.000

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

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

Table 5.15: Correlation between Sharing Solid Waste and Social Welfare

		Shared solid waste services	Social class	Reliability	Strategies	People's expectations	satisfaction	response
Spearman's rho	Shared solid waste services	1.000	0.046	-0.017	0.072	.259(**)	0.061	-0.003
	Social class	0.046(**)	1.000	.723(**)	-.292(**)	-.514(**)	.634(**)	.537(**)
	Reliability	0.017(**)	.723(**)	1.000	0.002	-.712(**)	.961(**)	.856(**)
	Strategies	0.072	-.292(**)	0.002	1.000	.263(**)	0.102	.276(**)
	People's expectations	.259(**)	-.514(**)	-.712(**)	.263(**)	1.000	-.689(**)	-.556(**)
	Satisfaction	0.061	.634(**)	.961(**)	0.102	-.689(**)	1.000	.837(**)
	Response	-0.003	.537(**)	.856(**)	.276(**)	-.556(**)	.837(**)	1.000

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

Table 5.16: Relationship between Shared Solid Waste Services and Quality and Quantity of the Services

Correlations(a)											
		shared solid waste services	number & space of waste container	Partnerships	equipments	sensitization	satisfaction with standards	Technology	Practices	Compliant process	satisfaction
Spearman's rho	shared solid waste services	1.000	0.164	0.156	0.045	-0.031	-.217(*)	.181(*)	.266(**)	.200(*)	-0.030
	number &space of waste container	0.156	.702(**)	1.000	.338(**)	.444(**)	.627(**)	.752(**)	.354(**)	.722(**)	.394(**)
	Partnerships	0.045	.373(**)	.338(**)	1.000	.737(**)	-0.021	.610(**)	.506(**)	0.024	.312(**)
	equipments	0.048	.312(**)	.489(**)	-.204(*)	0.076	.624(**)	0.103	.201(*)	.277(**)	.587(**)
	sensitisation	-0.031	.483(**)	.444(**)	.737(**)	1.000	.214(*)	.513(**)	.465(**)	-0.047	.436(**)
	satisfaction with standards	-.217(*)	.368(**)	.627(**)	-0.021	.214(*)	1.000	.317(**)	-0.083	.425(**)	.403(**)
	Technology	.181(*)	.696(**)	.752(**)	.610(**)	.513(**)	.317(**)	1.000	.531(**)	.616(**)	.461(**)
	Practices	.266(**)	.453(**)	.354(**)	.506(**)	.465(**)	-0.083	.531(**)	1.000	0.125	.575(**)
	Compliant process	.200(*)	.360(**)	.722(**)	0.024	-0.047	.425(**)	.616(**)	0.125	1.000	0.171
	satisfaction	-0.030	.427(**)	.394(**)	.312(**)	.436(**)	.403(**)	.461(**)	.575(**)	0.171	1.000

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

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

Table 5.17: The Impact of Shared Services on Standardization

Variable	Chi-square value	P-value
Standards satisfaction	142.859	0.000
Changes in standards	97.563	0.000
Good practices in collection	164.219	0.000
Complaint process	36.063	0.000
Standards Mgt	101.622	0.000

Standardization was measured in terms of standard satisfaction, changes in standards, good practices while managing solid waste, complaint process and standards management. The chi-square test was performed to test whether sharing solid waste services has a significant impact on standardization as seen in table 5.17.

The study revealed that sharing solid waste services has a significant effect on the standards. The correlation analysis in Table 5.18 revealed that the relationship is positive and significant, thus sharing these services increases the standards in solid waste management and improves on service delivery.

Sharing solid waste management services significantly determines the changes in the standards, the good practices exhibited while collecting garbage and transporting it, the complaint management process and standards management since the corresponding p – values are all less than 0.05 as seen from Table 5.17.

The correlation test in Table 5.18 revealed a significant positive relationship between sharing SWM services and changes in the standards (ρ=.079**). This implies that the more the sharing the more the standards improve as seen from Table 5.18.

The more the sharing of solid waste services the better the practices in solid waste management (ρ=.147**) and this positive relationship is significant since the p-value is less than 0.05. The more the sharing of solid waste services the better the complaint process and responsiveness to solid waste management reported cases (ρ=.210**) and this positive relationship is significant since the p-value is less than 0.05.

Sharing solid waste management services reduces on the standards management in solid waste services (ρ=-.130**). This implies that the scope becomes too wide to monitor standards in different solid waste departments in the five divisions.

Table 5.18: Correlation Results between Shared SW Services and Standardization

	Shared services	Standards satisfaction	Changes in standards	Good practices	Complaint process	Standards management
Shared services	1	.109	.079	.147	.210*	-.130
Standards satisfaction	.109	1	.328**	.004	.475**	.476**
Changes in standards	.079	.328**	1	.566**	.634**	.446**
Good practices in collection	.147	.004	.566**	1	.154	.542**
Complaint process	.210*	.475**	.634**	.154	1	.273**
Standards mgt	-.130	.476**	.446**	.542**	.273**	1
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 5.19: The Impact of Shared Services on Equity

Variable	**Chi-square value**	**P-value**
Fairness among groups	205.906	0.000
Program quality	136.938	0.000
Techniques	166.219	0.000
Waste containers (skips)	133.375	0.000

Equity was measured in terms of fairness, program quality, techniques used while collecting garbage and the size of waste containers (skips). The chi-square test was performed to test whether sharing solid waste services has a significant impact on equity.

The study revealed that sharing solid waste services has a significant effect on equity. The correlation analysis in Table 5.20 revealed that the relationship is positive and significant thus sharing these services increases the fair treatment among different classes of people while collecting garbage and improves domestic garbage management which results into service delivery improvement.

Sharing solid waste management services significantly determines the program quality, techniques used while collecting garbage and the size of skips allocated to different social classes since the corresponding p –values are all less than 0.05.as seen from Table 5.19 above.

The correlation test in Table 5.20 revealed a significant positive relationship between sharing SWM services and program quality (ρ=.155**). This implies that the more the sharing the better the monthly program activities for the different social classes in terms of general cleaning to improve sanitation and prevent diseases.

The more the sharing of solid waste services the better the techniques used in management of solid waste activities for all social classes (ρ=-.217**) and this positive relationship is significant since the p-value is less than 0.05. This implies that the same techniques used while collecting garbage are the same for all social classes.

Sharing SWM services indicates that the skips used for all social classes is the same in size and type (ρ=.049**). This implies that collection of solid waste does not discriminate among different social classes of people.

Table 5.20: Correlation Results between Shared Solid Waste Services and Equity

	Shared services	Fairness	Program quality	Techniques	Waste containers
Shared services	1	-.210*	.155	.217*	.049
Fairness	.210*	1	.092	.372**	.373**
Program quality	.155	.092	1	.635**	.793**
Techniques	.217*	.372**	.635**	1	.775**
Waste container (skips)	.049	.373**	.793**	.775**	1
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 5.21: Chi-square Test Results for the Impact of Shared Solid Waste Services on Service Satisfaction in KCCA

Variable	**Chi-square value**	**P-value**
Availability of SW resources	24.794	0.003
Solid waste equipment	35.362	0.000
Distribution of skips	203.095	0.000
Level of treatment of solid waste	103.711	0.000
Working hours	9.835	0.000
SW personnel	214.077	0.000
Professionalism and care	76.877	0.000

The correlation analysis revealed that sharing solid waste services has a significant positive effect on service satisfaction. It is indicated in Table 5.22 that sharing solid waste services has a positive relationship (ρ=0.095*) with the availability of the resources. This implies that

the resources are enough to serve all the communities in all the divisions. The equipments are inadquate as a result of sharing solid waste services (ρ=0.045). The more the sharing of solid waste services, the higher the level of treatment of solid waste offered. The distribution of the solid waste skips services is uniform across the different divisions as a result of sharing the services.

Due to the increase in the number of clients as a result of sharing services, the solid waste employees are few to serve the clients and as a result of sharing, the casual employees are forced to work extra hours. It is also revealed that sharing solid waste services is positively related to the level of professionalism and care given to the residents as seen in Table 5.22.

Table 5.22: Correlation Results between Shared Solid Waste Services and Service Satisfaction

		Shared services	Availability of resources	SW equipment	Distribution of skips	Level of treatment of waste	Working hours	SW personnel	Professionalism & care
Spearman's rho	Shared services	1.000	-.095(*)	-0.045	-.354(**)	-.220(**)	0.069	-.479(**)	-.393(**)
	Availability of resources	.095(*)	1.000	-0.036	-0.027	-0.007	-0.003	-.104(*)	-.158(**)
	SW equipments	0.045	-0.036	1.000	-.314(**)	-.232(**)	0.016	-.319(**)	-.239(**)
	Distribution of skips	.354(**)	-0.027	-.314(**)	1.000	.628(**)	-0.032	.721(**)	.435(**)
	Level of treatment	.220(**)	-0.007	-.232(**)	.628(**)	1.000	-.268(**)	.701(**)	.450(**)
	Working hours	0.069	-0.003	0.016	-0.032	-.268(**)	1.000	-.204(**)	-0.055
	SW personnel	-.479(**)	-.104(*)	-.319(**)	.721(**)	.701(**)	-.204(**)	1.000	.679(**)
	Professionalism& care	.393(**)	-.158(**)	-.239(**)	.435(**)	.450(**)	-0.055	.679(**)	1.000

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

5.10 Quality of Solid Waste Services According to Parasuraman's Theory

Table 5.23: Impact of Shared Solid Waste Services on Quality Using Parasuraman Service Quality Dimensions

Variable	Chi-square value	P-value
Tangibility		
Equipment	69.613	0.000
Waste treatment	5.433	0.490
Appearance	15.806	0.015
Reliability		
providing services as promised	21.493	0.006
Solving solid waste needs	13.301	0.102
Providing services on Time	25.637	0.000
Responsiveness		
solid waste promises	39.590	0.000
Prompt collection	18.224	0.006
Helpful	10.775	0.096
Assurance		
Confidence in residents	23.286	0.001
Residents feel safe	24.886	0.002
Consistency and courteous	168.092	0.000
Empathy		
Operating hours	76.337	0.000
Best interests	83.217	0.000

The study indicated that in terms of tangibility, sharing solid waste services significantly determines the number of modern solid waste equipment (p=0.000) and the number of solid waste personnel that have a neat and professional appearance (p=0.000) but not the number of visually appealing solid waste facilities (p=0.015) as seen in Table 5.23.

The correlation test in Table 5.24 indicated a positive and significant relationship between sharing solid waste services and number of modern solid waste equipment (ρ=.102*) but an

insignificant negative relationship between the number of solid waste personnel that have a neat and professional appearance (ρ=-0.060).

The relationship between sharing solid waste services and the number of visually appealing solid waste facilities is also positive and insignificant (ρ=0.077) as seen in Table 5.24. The study indicated that in terms of reliability, sharing solid waste services significantly determines the number of solid waste services provided as promised (p=0.006) and the number of solid waste services provided at the promised time (p=0.000) as seen in Table 5.23.

The correlation test in Table 5.24 indicated a negative but insignificant relationship between sharing solid services and number of services provided as promised (ρ=-0.069), a significant negative relationship between sharing solid waste services and the number of services provided at the promised time (ρ=-.161**).

It is further revealed that sharing solid waste services has a significant effect on the degree of responsiveness in terms of promptness in delivery of the services (p=0.006). The correlation analysis indicated a positive relationship between sharing solid waste services and the promptness in service delivery (ρ=0.007) implying that the more the sharing of the solid waste services, the less the delay in service delivery.

In terms of assurance in service delivery, it is revealed that sharing solid waste services has a significant effect on residents' confidence and safety and the level of consistency and courtesy of the employees as seen with p values that are less than 0.05 as seen in Table 5.23.

The correlation test in Table 5.24 showed a positive and significant relationship between sharing and residents' confidence (ρ=0.001) implying that as people share the services, the more is their confidence is boosted.

A positive relationship is also revealed between sharing solid waste services and residents' safety. It is also revealed that the level of consistency and courtesy of the employees is higher as sharing solid waste services increases as indicated with a positive significant correlation coefficient (ρ=0.220**) in Table 5.24.

Sharing solid waste services also had a significant effect on service empathy. It is revealed that sharing solid waste services significantly affects operating hours and the best interests of the community satisfied as indicated with p-values less than 0.05 in Table 5.23 above.

The correlation analysis revealed that with sharing solid waste services, the satisfaction of communities' best interests increases (ρ= 0.202**).

Table 5.24: Correlation Results between Shared Solid Waste Services and Service Quality

		Shared services	Equipment	Waste treatment	Appearance	Effectiveness Efficiency	Solving solid waste needs	Time	Solid waste promises	Prompt collection	Helpful	Residents' confidence	Residents' safety	Consistency & Courteous	Operating hours	Best interests
Spearman's rho	Shared services	1.000	-.102(*)	0.077	0.060	-0.069	0.049	-.161(**)	0.083	0.007	0.046	0.005	0.034	.220(**)	0.082	.202(**)
	Equipment	-.102(*)	1.000	.782(**)	0.083	.504(**)	-.366(**)	-.287(**)	-.297(**)	.320(**)	-.284(**)	-.270(**)	-.356(**)	-.149(**)	-.495(**)	0.089
	Waste treatment	0.077	.782(**)	1.000	.103(*)	.529(**)	-.392(**)	-.329(**)	-.297(**)	.398(**)	-.373(**)	-.226(**)	-.228(**)	-0.081	-.444(**)	.226(**)
	Appearance	0.060	0.083	.103(*)	1.000	.216(**)	.194(**)	.255(**)	.119(*)	.181(**)	.140(**)	.229(**)	.183(**)	.291(**)	0.065	.392(**)
	providing services as promised	-0.069	.504(**)	.529(**)	.216(**)	1.000	-.409(**)	-.109(*)	-.444(**)	.253(**)	-.406(**)	.158(**)	-.354(**)	-0.002	-.572(**)	.233(**)
	Solid waste needs	0.049	-.366(**)	-.392(**)	.194(**)	-.409(**)	1.000	-0.034	.440(**)	.122(*)	.803(**)	.269(**)	.550(**)	.256(**)	.377(**)	.223(**)
	Providing services on Time	-.161(**)	-.287(**)	-.329(**)	.255(**)	-.109(*)	-0.034	1.000	.192(**)	-.140(**)	-.150(**)	0.025	.160(**)	.239(**)	.280(**)	.144(**)
	Solid waste promises	0.083	-.297(**)	-.297(**)	.119(*)	-.444(**)	.440(**)	.192(**)	1.000	-.139(**)	.439(**)	.209(**)	.496(**)	-0.070	.545(**)	.227(**)
	Prompt collection	0.007	.320(**)	.398(**)	.181(**)	.253(**)	.122(*)	-.140(**)	-.139(**)	1.000	0.074	.196(**)	.105(*)	.126(**)	-.109(*)	.222(**)
	Helpful	0.046	-.284(**)	-.373(**)	.140(**)	-.406(**)	.803(**)	-.150(**)	.439(**)	0.074	1.000	.284(**)	.488(**)	0.081	.355(**)	0.062
	Residents' confidence	0.005	-.270(**)	-.226(**)	.229(**)	.158(**)	.269(**)	0.025	.209(**)	.196(**)	.284(**)	1.000	.163(**)	.192(**)	0.088	.234(**)
	Residents' safety	0.034	-.356(**)	-.228(**)	.183(**)	-.354(**)	.550(**)	.160(**)	.496(**)	.105(*)	.488(**)	.163(**)	1.000	0.036	.495(**)	.148(**)
	Consistency & courteous	.220(**)	-.149(**)	-0.081	.291(**)	-0.002	.256(**)	.239(**)	-0.070	.126(**)	0.081	.192(**)	0.036	1.000	-0.035	.452(**)
	Operating hours	0.082	-.495(**)	-.444(**)	0.065	-.572(**)	.377(**)	.280(**)	.545(**)	-.109(*)	.355(**)	0.088	.495(**)	-0.035	1.000	-.201(**)
	Best interests	.202(**)	0.089	.226(**)	.392(**)	.233(**)	.223(**)	.144(**)	.227(**)	.222(**)	0.062	.234(**)	.148(**)	.452(**)	-.201(**)	1.000

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

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

5.11 Objective Two: To Analyze the Impact of Shared Solid Waste Services on Service Satisfaction in KCCA

Service satisfaction was measured in terms of Availability of SW resources, solid waste equipment, distribution of skips, level of treatment of waste, working hours, solid waste personnel. Professionalism and care while collecting SW as illustrated in Table 5.25 below.

Results indicate that sharing solid waste services has significant effects on the availability of solid waste resources, solid waste equipment, distribution of skips, level of treatment waste, working hours, solid waste personnel. Professionalism and care as seen with p-values less than 0.05 in Table 5.24 below.

Table 5.25: Chi-square Test Results for the Impact of Shared Solid Waste Services on Service Satisfaction in KCCA

Variable	**Chi-square value**	**P-value**
Availability of SW resources	24.794	0.003
Solid waste equipment	35.362	0.000
Distribution of skips	203.095	0.000
Level of treatment of solid waste	103.711	0.000
Working hours	9.835	0.000
SW personnel	214.077	0.000
Professionalism and care	76.877	0.000

The correlation analysis revealed that sharing SW services has a significant positive effect on service satisfaction as seen in table 5.25 and 5.26 since all P-values are less than (p=0.05).

It is indicated in Table 5.26 that sharing SW services has a positive relationship (ρ=0.095*) with the availability of the resources. This implies that the resources are enough to serve all the communities in all the five divisions. The equipment is also inadequate as a result of sharing solid waste services (ρ=0.045).

The more the sharing of solid waste services, the higher the level of treatment of solid waste offered. The distribution of the solid waste skips services is uniform across the different divisions as a result of sharing the services.

Due to the increase in the number of clients as a result of sharing services, the solid waste employees are few to serve the clients and as a result of sharing, the casual employees are forced to work extra hours.

It is also revealed that sharing solid waste services is positively related to the level of professionalism and care given to the residents as seen in Table 5.26.

Table 5.26: Correlation Results between Shared Solid Waste Services and Service Satisfaction

		Shared services	Availability of resources	SW equipment	Distribution of skips	Level of treatment of waste	Working hours	SW personnel	Professionalism & care
Spearman's rho	Shared services	1.000	-.095(*)	-0.045	-.354(**)	-.220(**)	0.069	-.479(**)	-.393(**)
	Availability of resources	.095(*)	1.000	-0.036	-0.027	-0.007	-0.003	-.104(*)	-.158(**)
	SW equipments	0.045	-0.036	1.000	-.314(**)	-.232(**)	0.016	-.319(**)	-.239(**)
	Distribution of skips	.354(**)	-0.027	-.314(**)	1.000	.628(**)	-0.032	.721(**)	.435(**)
	Level of treatment	.220(**)	-0.007	-.232(**)	.628(**)	1.000	-.268(**)	.701(**)	.450(**)
	Working hours	0.069	-0.003	0.016	-0.032	-.268(**)	1.000	-.204(**)	-0.055
	SW personnel	-.479(**)	-.104(*)	-.319(**)	.721(**)	.701(**)	-.204(**)	1.000	.679(**)
	Professionalism& care	.393(**)	-.158(**)	-.239(**)	.435(**)	.450(**)	-0.055	.679(**)	1.000

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

5.12 Hypothesis Testing

To analyze whether shared services have an impact on service satisfaction and service quality in Kampala City Capital Authority.

The effect of sharing solid waste services on service satisfaction was examined.

Ho: Sharing services does not lead to service satisfaction

H1: Sharing services leads to service satisfaction.

The results in Table 5.27 show a regression analysis to test whether sharing solid waste services can predict service satisfaction. Controlling variables were included to examine whether the results of the regression are affected by these variables. The control variables were entered together with the independent variable as shown in Table 5.27.

In both step 1 and step2 in Table 5.27, results show that sharing solid waste services has a significant impact on service satisfaction. The coefficients are positive implying that the more the sharing, the more the satisfaction derived by the community. Therefore the null hypothesis is rejected.

The study revealed that community satisfaction is negatively associated with division and gender. The relationships are significant since the corresponding p-values are less than 0.05 as seen from the Table 5.27 below.

It is further revealed that marital status, age, and education level had a positive and significant impact on service satisfaction. Similar results were obtained at both step 1 and step 2.

The disposal method also had a positive and significant impact on community satisfaction. It is further revealed that the more the costs, the lower the satisfaction derived by the community. This is significant as seen from Table 5.27.

From step1 and step 2, it is also revealed that distance to the garbage containers negatively affects community satisfaction and its impact is statistically significant at a 5% level of significance. The effect of KCCA equipment and facilities on community satisfaction is however revealed to be insignificant as seen from Table 5.27 below.

The study revealed that the percentage of variance in service satisfaction explained by sharing solid waste services is 25.8% as seen below.

Table 5.27: Hierarchical Linear Regression Results between Sharing Solid Waste Services and Service Satisfaction

Dependent Variable-Community Satisfaction	**Model 1**	**Model II**
Variable	**β**	**β**
(CONSTANT)	1.742*	1.640*
Shared solid waste services	0.342*	0.314*
Division	-0.069*	-0.056*
Gender	-0.018	-0.034
Married status	0.118*	0.093*
Age	0.094*	0.102*
Education level	0.060*	0.058*
Types of waste	-0.031*	-0.033
Disposal method	0.096*	0.094*
Cost	-0.351*	-0.406*
Distance of containers	-0.112*	-0.141*
Landfills	0.114*	0.141*
Facilities	-0.010	
R Square	0.262	0.258
F-Value	10.199*	10.539*

* **Implies that the p-value is less than 0.05**

5.13 The Impact of Sharing Solid Waste Services on Service Quality

Ho: Sharing solid waste services does not impact on service quality

Ha: Sharing solid waste services improves service quality

The study revealed that sharing solid waste services has a positive and significant effect on service quality and thus the null hypothesis above is rejected as seen from Table 2.28.

It was found out that division, marital status and facilities have positive and significant effects on service quality. However, gender, management, time of service delivery, neatness of staff has negative effects on service quality.

34.5% of the variations in service quality are explained by sharing the solid waste services. The variables in the table below are good predictors of service quality since the F-statistics are significant as seen in Table 5.28.

Table 5.28: Hierarchical Linear Regression Results between Sharing Solid Waste Services and Quality of the Services

Variable- Quality	**Model 1**	**Model II**
Variable	β	β
(Constant)	1.330*	1.201*
Sharing solid waste services	0.241*	0.244*
Division	0.051*	0.053*
Gender	-0.144*	-0.146*
Married status	0.084*	0.091*
Age	0.034	0.037
Education level	0.011	0.002
Facilities	0.235*	0.231
Management	-0.071	-0.077
Time	-0.053	-0.059
Neatness of staff	-0.215*	0.113*
Keenness	-0.009	0.186*
R-Square	0.340	0.345
F-Value	13.991	13.372

5.14 Summary

This chapter has described reliability and validity. It was discovered that the entire Alpha coefficient showed that questionnaires were reliable and internally consistent measures for

use in this study. The correlation coefficients as carried out in the validation of instruments have also indicated that they are valid measures. The chapter also presented respondents' profile, opinions on solid waste, data descriptions and comparisons between demographic data. It was discovered that there were adequate representations of the various groups in the study. The chapter also focused on the investigation of whether shared services bring performance improvement, relationships among variables and shared services, service improvement, community satisfaction and service quality. This chapter has identified and labelled different factor components, which are extracted through factor analysis, of nine dimensions of shared services i.e., CQS. The items which showed low loading in the analysis under sub-scale quality were eliminated. These labelled factor components were used as performance measures while measuring performance. The chapter also presented survey data of questionnaire I and II in form of mean scores of different sub-scales. This will provide impetus for further analysis and discussion in chapter Seven, which will answer the research questions as set out in Chapter One and also obtain rank order of performance of five divisions of KCCA.

CHAPTER 6

QUALITATIVE DATA RESULTS AND DISCUSSION

6.1 Introduction

This chapter sets out findings that explored solid shared services within KCCA (public service). The chapter assesses the rationale for sharing solid waste services. Section 6.2.1 begins implementation. 6.2.2 models used in implementation. 6.2.3 describes what is shared i.e., garbage collection trucks. Section 6.2.4 analyses who is sharing with whom in KCCA. Section 6.2.5 discusses why sharing is important. Section 6.2.6 explains how sharing was initiated and Section 6.2.7 discusses factors behind sharing solid waste management in Kampala.

As indicated in Chapter Two during background of KCCA, sharing is a new phenomenon and in spite that, this research has established that shared services are likely reduce costs for solid waste services, improve quality of service, social welfare, service quality, service satisfaction and improves service delivery. The results are reinforced by the experimental frameworks resulting from Ruggini (2006a) and Schulman et al. (1999) shared services leads to economies of scale, through partnership working to increase on performance (Lowndes & Skelcher, 1998) due to great-trust in the partnership association hence lowered administration costs (Brown & Potoski, 2003), the effectiveness of partnership engagements under shared services is also thought to depend on the success of its implementation process (Borins, 2001b; Brown & Potoski, 2003; Piening, 2011) and the knowledge ,satisfaction and

opinion of quality from the consumer (Osborne & Brown, 2011a). The analysis below specifies comparable remarkable resemblances in the justification for sharing; to address complex social challenges, efficiency, access to additional resources, enhancing service delivery, effectiveness, trust, improved quality, cost and economies scale which is in line with the theory (Andrews & Entwistle, 2010b; Brown & Potoski, 2003; DCLG, 2006a; Redman et al., 2007b).

There were sixteen respondents (interviewees) and three focus groups from operational staff, majority of the respondents were male from public health department, solid waste management section, and aged between 25-40 years and categorized as public servants as seen in Table 6.1 below.

Of all the interviews carried out, five where female interviewees, majority are aged 20-40 rom public health section department of solid waste management, aged between 25-40 years and categorized as public servants as seen in Table 6.1.

Table 6.1: Showing the Respondents Demographic

No	Name	Sex	Codes	Age Group	Occupation	Country of Birth
1	Andrew SWM Staff	male	C001	25-40	Civil servants	Uganda
2	Andrew SWM Staff	male	C002	25-40	Civil servants	Uganda
3	Environmental officer	female	C003	25-40	Civil servants	Uganda
4	Farouk SWM Supervisor Nakawa division	male	C004	25-40	Civil servants	Uganda
5	Gubya Phoebe Landfill Manager	female	C005	35-50	Civil servants	Uganda
6	Kitaka Josephine SWM Manager Makindye division	female	C006	25-40	Civil servants	Uganda
7	Kyambadde SWM Supervisor Nakawa division	male	C007	35-50	Civil servants	Uganda
8	Linda Mparana SWM Supervisor Kawempe	female	C008	25-40	Civil servants	Uganda
9	Najibu Manager Environmental management	male	C009	35-50	Civil servants	Uganda
10	Ronald	male	C010	35-50	Civil servants	Uganda
11	Rubaga Division garbage supervisor	male	C011	25-40	Civil servants	Uganda
12	Soyita James SWM Makindye Division	male	C012	40-60	Civil servants	Uganda
13	Town clerk Kampala Central Division	female	C013	35-50	Civil servants	Uganda
14	Town Clerk Kawempe	male	C014	40-60	Civil servants	Uganda
15	Town clerk Makindye Division	male	C015	35-50	Civil servants	Uganda
16	Town clerk Rubaga Division	male	C016	40-60	Civil servants	Uganda
17	3 Focus group discussions		C017			

Majority of the respondents who registered the highest frequencies were under divisions which share solid waste and specifically to address social complex challenges and enhancing service delivery with majority of frequencies (54 and 46) respectively (see Appendix D1). However, the familiarity of using shared services was generally effective, positive and successful for solid waste services across all divisions. Sharing continues to operate since according to the employees, it improves service delivery as indicated in the pictorial (Figure 6.1). Though the model used in implementing shared solid waste services was more informal and truly remarkable it is more at the supervisory level and so mixed up, this could be because shared services are still new and taking shape as KCCA structures are not fully developed as stated by the senior interviewee Code C06 that:

" We are trying to put systems in place so basically its top bottom- bottom-up but mixed up ("katoogo") and we are under staffed yet there is a lot to be done. May be when structures are fully in place all be even much better than it is now. "

Tura road

Garbage truck removing garbage

Improved Sanitation on Kawempe Road

Improved sanitation along Kawempe police road

Figure 6.1: Improved Status of Solid Waste in Kawempe Division

The announcement of the (KCCA, 2010) led to the birth of shared services in 2012. It was envisioned that the Authority would become an institution that would transform the past challenges of inadequate and poor quality service, lack of operational guidelines and standards, Inadequate professionalism, poor inspection to confirm compliance to approved

specifications, corruption, among many other service delivery issues into operations with clearly defined administrative and technical structures that would enable government to deliver the much needed services to the residents of Kampala City.

6.2 Objective Three: To explore shared services within public service, how are they implemented, which services are shared, with whom, why and which model is used?

6.2.1 Implementation of Shared Solid Waste Management Services

The categories of implementation of shared services, with whom, why and which model, when was there initiation and what is shared were created as nodes for coding references and the concepts were coded to different categories in Nvivo a qualitative software tool as shown in figures 6.2 and 6.3.

The categories of how shared solid waste services are implemented and these consisted of the availability, communication and situation analysis as the main nodes or categories (theme) and under them, there are sub nodes i.e., availability consists of allocations. The use of the term category refers to a mixture of numerous concepts and concepts refers to the minor level of items under the sub nodes (Strauss, 1998). Allocations refers to refuse trucks routes i.e., parishes and zones from where to collect garbage, fuel allocations in litres and trips per day per refuse truck to the landfill at Kitezi. In the solid waste management, sharing starts from the refuse trucks' mechanical condition as interviewee code C005 stated that:

> *"Each supervisor is allocated 15 roads to supervise on a daily basis and if you found garbage on the road for a different division you supposed to remove it since we are all working to achieve a common goal, i.e.,* ***"keep Kampala clean".*** *Each truck is allocated thirty litres per day to take four trips of garbage to Kitezi landfill….."*

Communication as a category, consists of pre-planned arrangements, supervisor to manager, daily sharing of information and availability of resources. Pre-planned arrangements is where they do weekly and monthly clean ups of parishes and zones in the different divisions. Special arrangements are made among stake holders and necessary arrangements are done i.e., each division pulls resources like refuse trucks and casual workers to enable access to additional resources for the successful implementation of the task. The interviewee from Makindye division code C004 has this say about planned activities:

> *"On a weekly basis there is a program of pulling resources to one division and each division has a special day to enable clear garbage backlogs that have been in existence for three decades in Kampala……."*

Another sub-category under communication is supervisor to manager communication. For any activity under solid waste that goes beyond seventy two hours, the head of business (town clerk) at the division and transport officer KCCA head office have to be involved because the team may need additional resources like fuel to execute the task. Accountability is a key success factor and is evidenced by return reciepts from refuse truck drivers as evidence that they utilized the fuel for the right purpose and returns are given as receipts from the Kitezi Landfill manager. The interviewee C003 said:

> *"If an activity will take more than three days, then the head of business operations at the division town clerk and transport officer have to be informed about the exercise to enable them plan and approve the necessary resources….."*

Daily communication between the supervisors and other stake holders is another category under communication. Daily reports and next day's programs have to be disseminated with justifications and accountability for the previous day's released resources. One of the employee interviewed in the solid waste section in Kampala central code C007 expressed that:

> *"On a daily basis, supervisors are required to report back to senior managers informing them how operations were done and which actions were taken……"*

Availability of resources is also a category and it depends on whether the refuse trucks are available. This coupled with timely communication between the stakeholders in the different divisions the sharing is made easy among the different divisions in Kamapla. Situational analysis as a category under implementation of shared solid waste established sub categories like relationships, lending and mutual understanding. In solid waste management, the relationship the operational team develops is very important in executing their day to day duties since most of the emergencies are managed at the supervisory level. Emergency in solid waste, is a situation where a garbage truck carrying waste to the landfill gets a mechanical fault as alleged by interviewee code C008.

> *"Depends on the relationship you built with other supervisors, administrators and politicians in the division……"*

Lending as a sub category of situational analysis depends on conditions i.e., if allocations are done and a refuse truck has not completed the four trips allocated for the day, then fuel refund is guaranteed so the sharing then turns into paying the other division for resources involved while sharing. This form of sharing is similar to the one where the division would be

contracted for a service and later paid for the services rendered as claimed by interviewee code C002:

> *"However, if the refuse truck had not completed the four trips and it is shared among two divisions, then the division that initiated the request to share is supposed to refund the fuel……"*

Mutual understanding is among the supervisors i.e., supervisor – supervisor relationship can increase efficiency in solid waste given the high level of mechanical breakdowns of the refuse trucks in all the divisions of KCCA that turns out into emergency cases that need immediate attention. The level of understanding among solid waste supervisors in the public health department solid waste section happens informally through calling one another for support as stated by interviewee code C001:

> *"Mutual understanding at supervisory level through calling and explain that you need help, and that you will fuel the truck, and this happens during emergency……"*

The categories for how shared solid waste is implemented in different divisions are shown below under nodes i.e., availability, communication and situation analysis in Figure 6.2.

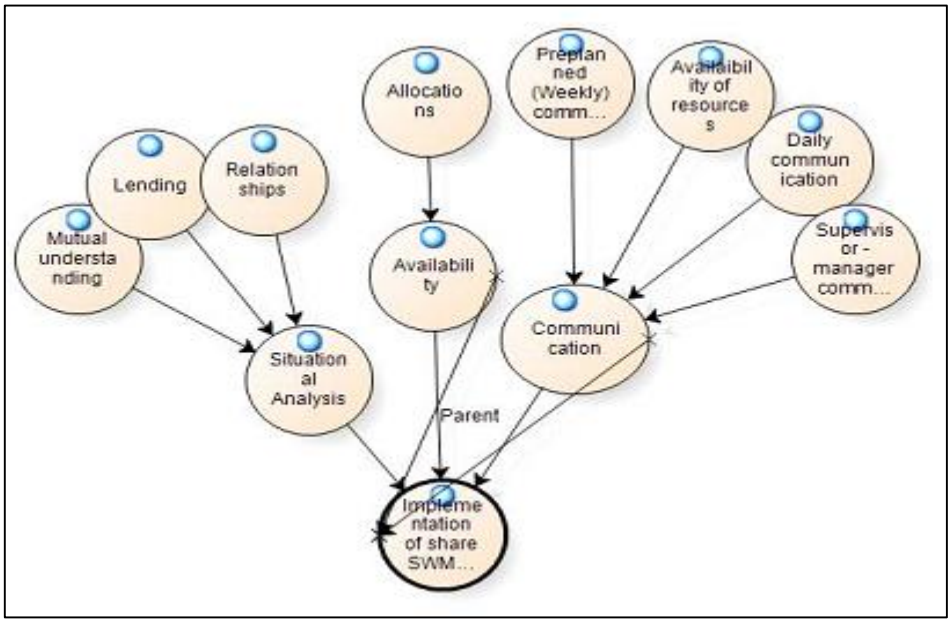

Figure 6.2: The Model Showing the Implementation Categories

From the above model, the implication of implementation depends on availability of resources, timely communication and it's a case by case basis. All situations are not handled in the same way especially for emergencies, planned clean ups and timing when resources are shared determines the form of sharing either free or lending.

A number of interviewees (12) pointed towards situational analysis which also includes sub nodes like relationships among partners mutual understanding and lending. The creation of shared services was driven by internal reform and a good relationship with partners and neighbors. From the results, we notice that they accepted to try and test the new service delivery technique and wait for the results. This notion of sharing took on supervisors in garbage collection and interviewee cod C001 commented that:

"It is an "innovation to manage service delivery" in the era of limited resources……."

Considering the implementation of shared solid waste management services, situational analysis, had the highest number of occurrences as shown in figure 6.3. This may imply that shared services in Kampala seem to operate well informally. It was observed that most of garbage truck are too old and in poor mechanical shape hence technical break downs are the order of the day and shared services is seen as a means to fix such challenges while improving collection efficiency.

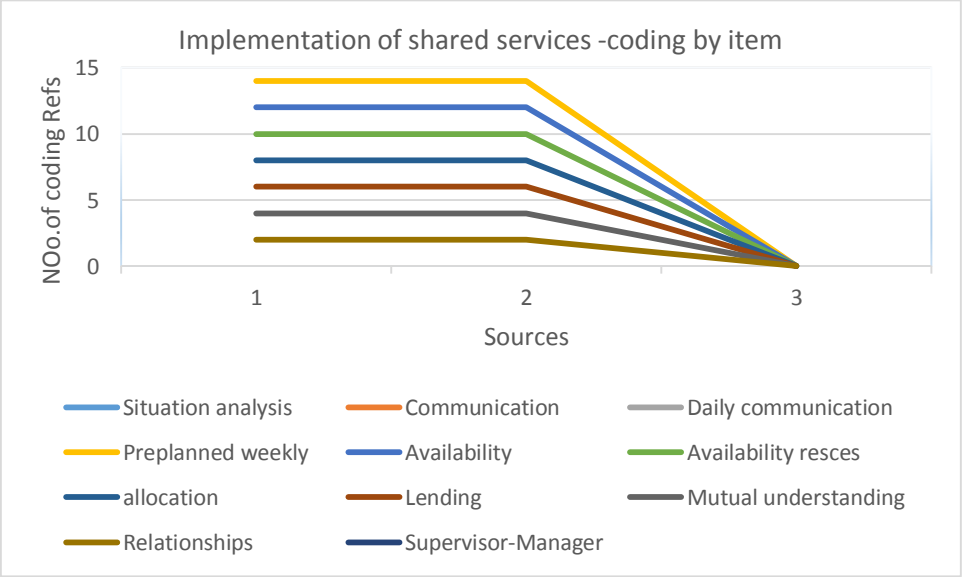

Figure 6.3: Graph Showing the Implementation Categories

This explains why situational analysis model is frequently used, however, it cannot operate in isolation since communication among stakeholders is key and they depend on the availability of resources in all divisions. According to Hawkins (2010), collaboration on joint

ventures among United States local government governments is influenced by (i) presence of high levels of networks of relationships among people and (ii) frequent communication among important shareholders, thus his findings are in line with pasted studies.

The word similarity shows the most frequent words interviewees used for the implementation of shared services. These words can be potential words for future investigation and theme generation. The tree map, shows patterns of the implementation coding i.e., the themes that are highly coded with highest frequencies, word frequency query shows the frequency of different themes and how they were used by the interviewees. Hence grouping words depending on their frequencies and the word tree, the branches show the context of the interviewees and help to identify the current themes or phases in the project. The big words could be explored in future or used as additional themes in this research project. Please see appendix (D1-D6)

6.2.2 The Model Used in Implementation of Solid Waste Services

According to the theoretical works, shared services are anticipated to value from the gaining economies of scale, and use of a partnership mechanism to maximise use of resources (McQuaid & Scherrer, 2010; Sullivan & Skelcher, 2002). Furthermore, the relationships are projected to be comparatively flexible, allowing for calmer disagreement resolution and supervision (Williamson, 1991). It was predicted that the models used in local authorities would prove an establishment of scale, a semi-formal or formal arrangement, and strong partnership relationships.

The category of the model used consists of the formal and informal models. The formal model is where sharing of solid waste services is fixed or is conventionally known, there are procedures in place to manage the process and it involves sub categories i.e., top- bottom hierarchy, Bottom- Top hierarchy, supervisor to supervisor, both formal and informal and all levels. The informal model involves supervisor to supervisor through making calls especially for emergency purposes. One of the interviewees from Kawempe division pretty disagreed with formalities factoring time and need. This led to a statement from one of the interviewees code C009 that:

> *"Well, formality needs to be respected but time may not allow. That is why as supervisors we have been entrusted to make things happen so for emergencies we handle them at supervisory level as much as possible……"*

According to past studies (Pike, 2012) discovered an informal sharing model in the English local authorities. From the results, we see supervisor to supervisor informal relationship has the highest number of frequencies. This implies that if there is a good relationship among supervisors then the informal model between supervisors to supervisors will prevail smoothly. Formality or no formality in the sharing model, sharing should prove to achieve maximization of resources, economies of scale and reduce supervision. From the qualitative data, it is evident that mutual understanding and building a working relationship among the technical staff is a key success factor yet the element of trust was insignificant in the quantitative data.

The categories for shared solid waste models used in different divisions include, formal and informal as shown in the Figure 6.4.

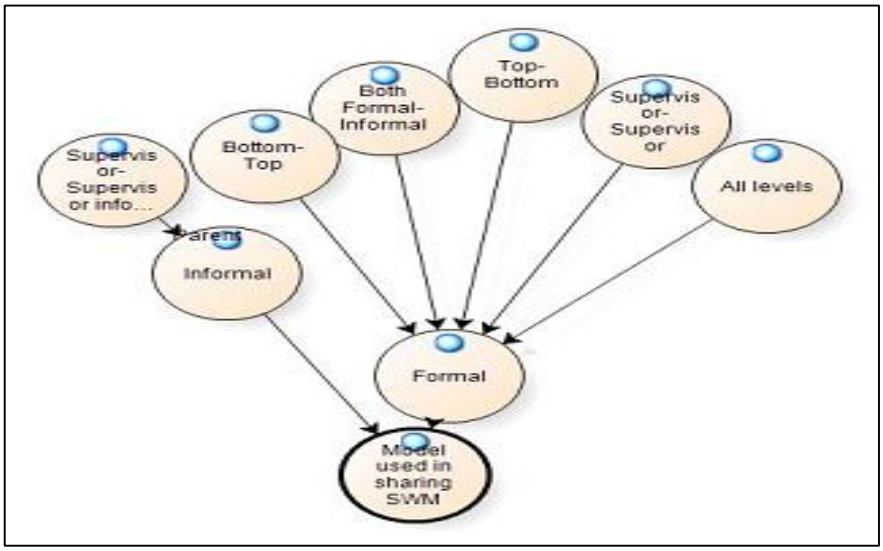

Figure 6.4: Model Showing Distribution by the Categories

From the above categories, the model used while sharing solid waste depends on the condition. There is a conventional model of sharing but time may not allow in case of emergencies as a result of mechanical break downs of refuse trucks. Besides, there is a desperate need to increase efficiency in garbage collection and everyone knows about it. There is a time when the informal way of sharing prevails among supervisors. In sharing models, different situations are handled differently i.e., monthly clean ups are planned to involve corporate companies, NGOs and CBOs.

Considering the model used in sharing solid waste services, both formal and informal category between supervisor to supervisor registered 10 frequencies hence the highest occurrences as shown in Figure 6.5.

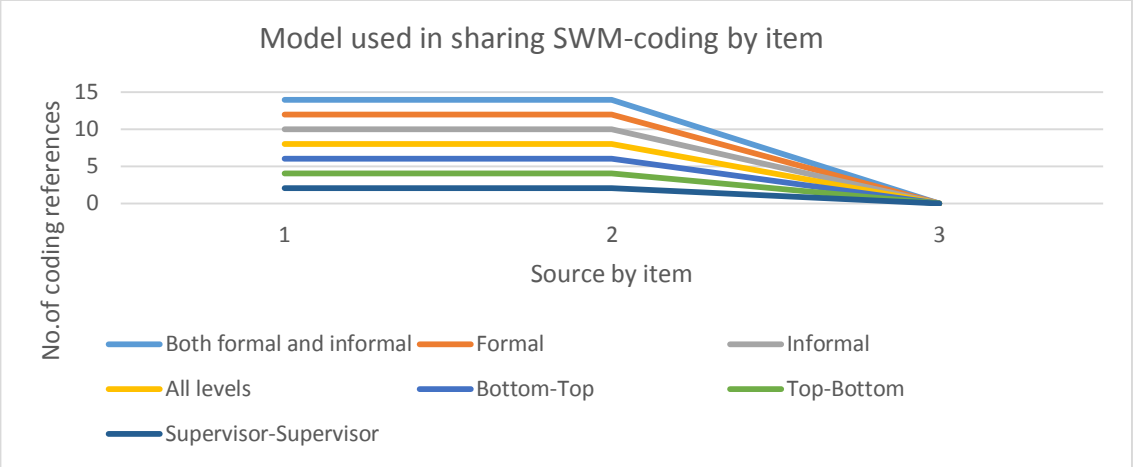

Figure 6.5: Graph on Model Categories

From the distribution graph it is evident that both formal and informal and at all levels are necessary models while sharing in solid waste though each situation is treated differently. This implies that during operations both models are used and it is known to them since there exists a reporting structure and supervisors are required to send reports on the occurrences and action taken on a daily basis. It may also mean that supervisors in solid waste management are empowered to take instant decisions without consulting their immediate bosses, a management style that motivates employees and develops team work hence enhancing service delivery. One of the senior employees code C010 from Kawempe division had this to say concerning the models of sharing:

> *"Whether which model is in use is not the issue here, the point is that we have to get things moving and by doing that we give an opportunity to everyone to do it so that in the end we yield positive results……"*

Another interviewee code C011 a senior employee at Makindye division also commented on the informal model of operation arrangement that:

> *"Informal models are supervising working miracles, when you trust your employees they want to prove to you that they can do it. Secondly protocol has its own challenges because it involves a lot of red tapism that end up causing un necessary delays hence hindering effectiveness in service delivery. So we intend to let it work the best way it can and the informal relationships and cooperation at supervisory level are wonderful……"*

Interviewee code C012, a senior employee at Kampala central division describes the beauty of informality in sharing and the positive results:

> *"I think having had experience in shared services for two years, i observe that the model has a high level of flexibility and which way you share it works because there are points at which the supervisor can jump and he needs a senior administrator to help. Having said that everything done reflects an informality arrangement and its beauty in making an impact in service delivery. The models used are large scale due the since we have to address many complex social challenges in our communities……."*

The word similarity shows the most frequent words interviewees used for the implementation of shared services. These words can be potential words for future investigation and theme generation. The tree map, shows patterns of the implementation coding i.e., the themes that are highly coded with highest frequencies, word frequency query shows the frequency of different themes and how they were used by the interviewees. Hence grouping words depending on their frequencies and the word tree, the branches show the context of the interviewees and help to identify the current themes or phases in the project. The big words could be explored in future or used as additional themes in this research project. Please see appendix (D2-1 to D2-6).

6.2.3 What is Shared in Solid Waste Management?

The category of what is shared in solid waste management consists of the landfill, casual employees, equipment and transport. In transport they share refuse trucks and small tractors, heavy equipment i.e., wheel loaders and back hoes, casual workers, garbage loaders, day and night scouts and distiller who empty the drainages and landfill is a common place for all divisions to dump their garbage. The landfill project manager code C006 felt that it was only fair not to charge for dumping garbage because:

> *"Landfill was a partnership government and World Bank so dumping is free no charge."*

Across all the categories sharing transport has the highest occurrences in terms of frequencies at (35), this implies that they are sharing transport more which may result in over utilization of resources which is a disadvantage in the long run. Therefore management of KCCA should invest more in refuse trucks, and tractors since the rate of mechanical breakdown will be high as a result of over utilization of the trucks. An interviewee code C013 at supervisory level in Kampala central division tried to stress the level at which transport is shared among the five divisions that:

> *"In fact we overshare refuse (garbage) trucks since the rate of mechanical breakdown is high, these trucks are not only old model, but they were inherited from KCC (Kampala city council) and beaucracies are frustratingly slow in procuring new refuse trucks……"*

The same interviewee code C013 also felt that the shared services have provided a remedy for the serious mechanical refuse break downs and he say that:

> *"In spite of the fact that the trucks are old model and break down more frequently, KCCA tries its best to fix them in good time and even when there is deliver, sharing is there to help the situation. This indicates the beauty of continuity that comes with the sharing that work doesn't pend due to mechanical breakdown unless if all the five division trucks break down in large numbers at the same time which is not the case….."*

The categories of what is shared in solid waste is illustrated as shown in the Figure 6.6.

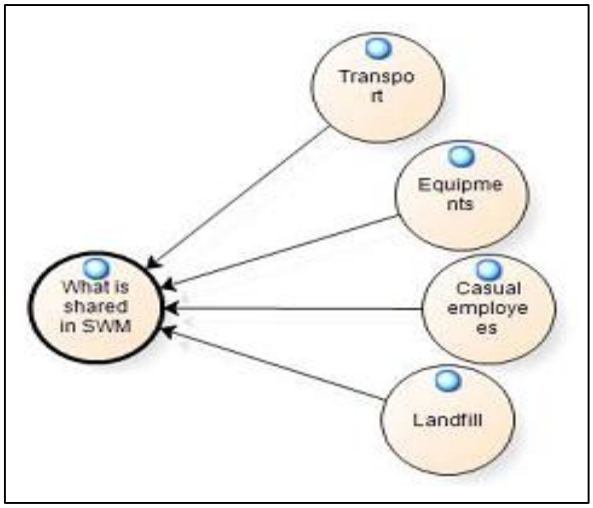

Figure 6.6: Shared Categories in Solid Waste Management

Considering what is shared in solid waste, transportation had the highest occurrences standing at (35) compared to sharing employees, equipment and landfill, as shown in Figure 6.7.

The word similarity shows the most frequent words interviewees used for the implementation of shared services. These words can be potential words for future investigation and theme

generation. The tree map, shows patterns of the implementation coding i.e., the themes that are highly coded with highest frequencies, word frequency query shows the frequency of different themes and how they were used by the interviewees. Hence grouping words depending on their frequencies and the word tree, the branches show the context of the interviewees and help to identify the current themes or phases in the project. The big words could be explored in future or used as additional themes in this research project. Please see appendix (D3-1-D3-6)

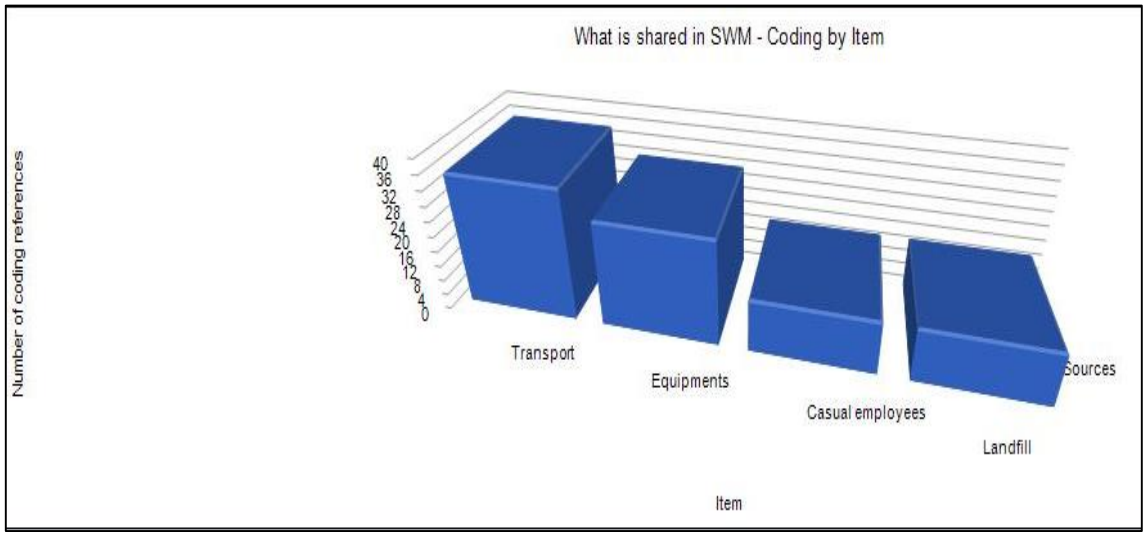

Figure 6.7: Sharing Categories

From the distribution graph it is evident that in operations of solid waste in KCCA divisions mainly share refuse trucks. This may imply that the frequent mechanical breakdowns facilitated sharing and transportation seems to be a problem that cuts across all divisions. From the observation, it is clear that KCCA inherited very old model and worn-out refuse truck hence frequent mechanical break downs that hinder the efficiency in garbage collection.

6.2.4 Who is Sharing with Whom?

The category of whom they share with in the different divisions consists of the sharing among the nearby districts and the five divisions. Sharing of service has worked differently in many ways for different countries that have tested it and the interviewee code C014 at supervisor level in Makindye division complemented this argument:

> *"Sharing takes place differently and also the structures that set it up matters. It is important to note that KCCA structures are still under construction in fact were are under staffed and since sharing provides support in many ways this helps the situation. The sharing and who they share with has not matured since this is an early assessment of the innovative way to improve service delivery…."*

Sharing solid waste operations with other districts only applies to the landfill but the main sharing is among the five divisions of KCCA specifically in sharing refuse trucks used in collection of garbage in Kampala city as shown in the Figure 6.8.

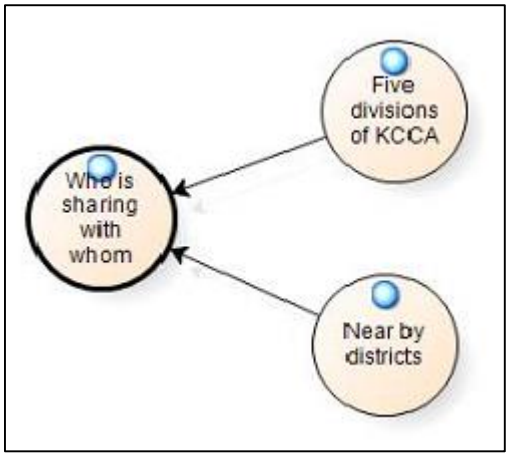

Figure 6.8: Sharing Categories

Considering who is sharing with whom, among the five divisions of KCCA indicates that sharing among the five divisions has the highest occurrences (15) compared to sharing with other districts, as shown in Figure 6.9.

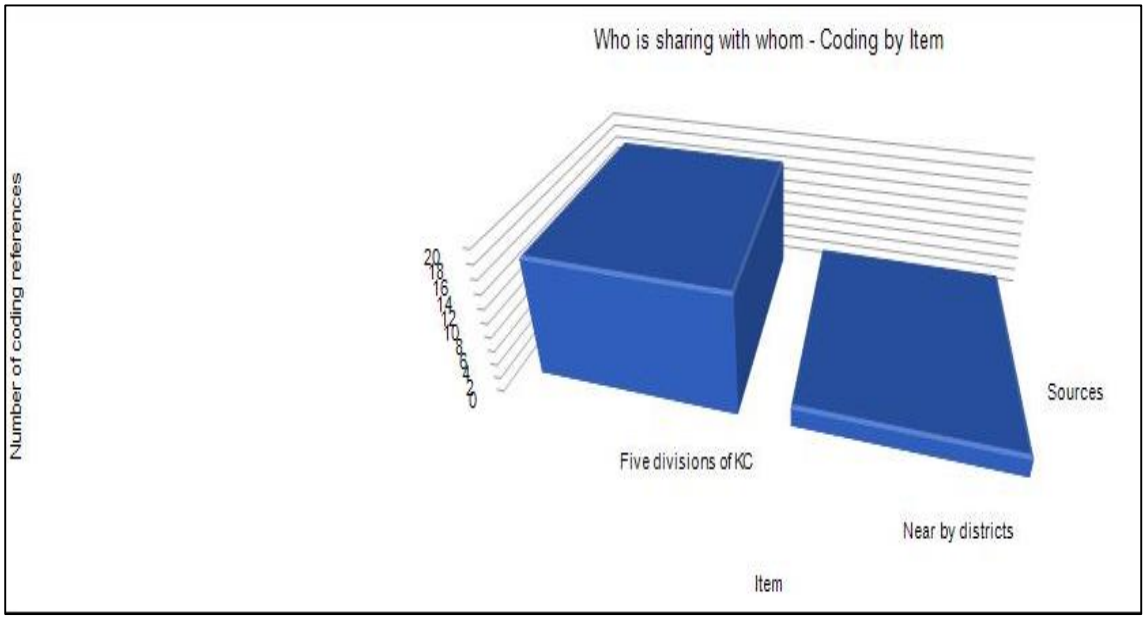

Figure 6.9: Graph Sharing Categories

The word similarity shows the most frequent words interviewees used for the implementation of shared services. These words can be potential words for future investigation and theme generation. The tree map, shows patterns of the implementation coding i.e., the themes that are highly coded with highest frequencies, word frequency query shows the frequency of different themes and how they were used by the interviewees. Hence grouping words depending on their frequencies and the word tree, the branches show the context of the interviewees and help to identify the current themes or phases in the project. The big words could be explored in future or used as additional themes in this research project. Please see appendix (D4-1-D4-6)

6.2.5 Why Shared Services?

The category of why sharing takes place consists of economies of scale, cost reduction, improved quality, trust, effectiveness, enhancing service delivery, access to additional resources, efficiency and address complex social challenges.

Evidence related to the advantages of local authorities working within partnership with other public sectors suggests that public-public partnerships are linked with 'public service equity,' (Andrews & Entwistle, 2010b; Warner & Bel, 2008) maintains that public-public corporations can deliver better productivity and cheap transaction costs and the proposition related to the advantages of local governments operating with in partnership with other public services propose that public-public partnerships are associated with 'public service effectiveness, efficiency, and equity' (Andrews & Entwistle, 2010b). Dollery and Akimov (2008) argues, the theoretical foundation for shared services in local governments is the argument in favor of equality and efficiency with devolved, independent (democratic) decision-making. Three garbage supervisors from Kawempe, Kampala central and Nakawa respectively code C0015, C0016 and C0014 explained why sharing is a key success factor for their day to day operations:

> *"Without shared services the performance would be very poor in garbage collection, it bridges the gap since the model supports politicians 'councilors' and KCCA employees work together and many places that were dumping sites are now clean as a result of sharing like."*

"People have embarked on "self-loading" exercise programs. People "dumping recklessly" in the areas has reduced tremendously. In some areas, sanitation and hygiene has improved i.e., reduced diseases as a result of "self – loading "cholera, diarrhea and dysentery."

"Many places that were dumping sites are now clean as a result of sharing like; "Bugolobi, Naguru Kasenke, Nakalima, Quality chemicals, Ntinda, Kyambogo, Kyambogo valley, Makerere bussiness school, Muwanda zone, Luzira rd, Kiwatule Ntinda and Bugolobi are model sites for Nakawa" were illegal dumping has become history in some areas like; Kinawataka."

The categories of why sharing solid waste service are as shown in the Figure 6.10.

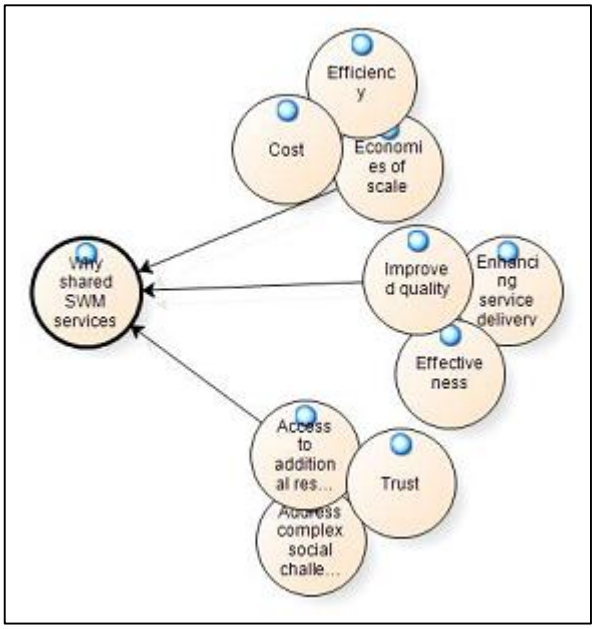

Figure 6.10: Why Sharing Categories

Considering why divisions in KCCA share solid waste services addressing complex social challenges has the highest occurrences compared to economies of scale, enhancing service delivery, effectiveness, improving quality, reducing costs, access to additional resources,

trust and improving efficiency (Andrew & Feiock, 2010; Brown & Potoski, 2005; DCLG, 2006d; Redman et al., 2007b) as shown in Figure 6.11.

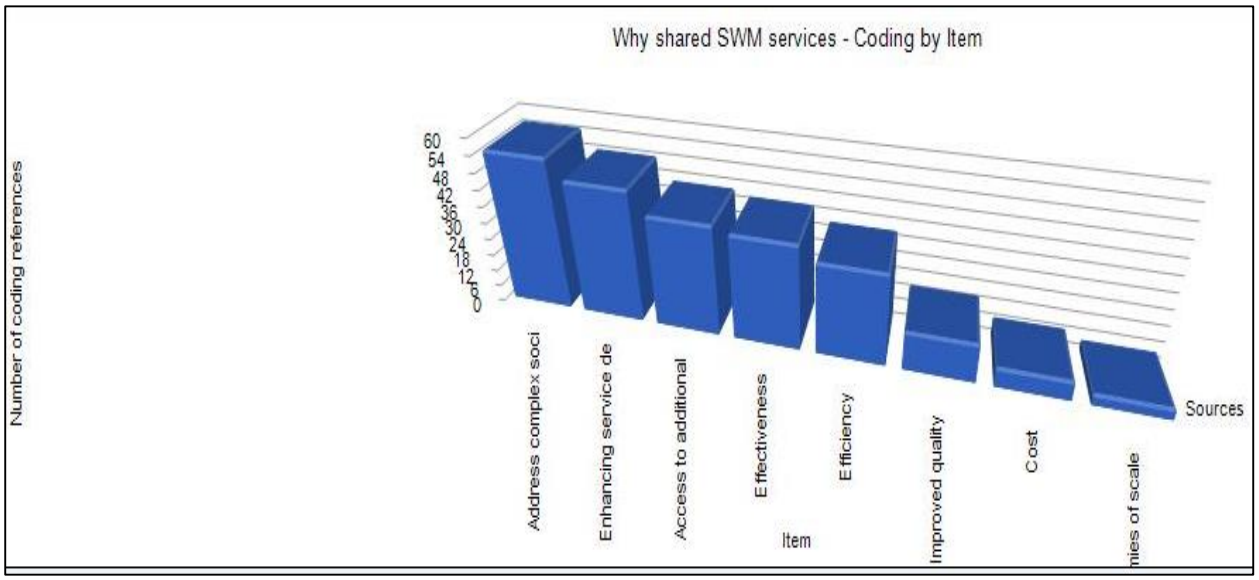

Figure 6.11: Graph Why Sharing Categories

Theory of shared services argue that the reasons for sharing are economies of scale, enhancing service delivery, effectiveness, improving quality, reducing costs, access to additional resources, trust and improving efficiency. Among other reasons stated, in Uganda sharing solid waste is largely because they need to address complex social challenges that cannot be addressed by an independent division like limited resources.

The word similarity shows the most frequent words interviewees used for the implementation of shared services. These words can be potential words for future investigation and theme generation. The tree map, shows patterns of the implementation coding i.e., the themes that are highly coded with highest frequencies, word frequency query shows the frequency of

different themes and how they were used by the interviewees. Hence grouping words depending on their frequencies and the word tree, the branches show the context of the interviewees and help to identify the current themes or phases in the project. The big words could be explored in future or used as additional themes in this research project. Please see appendix (D5-1-D5-6)

6.2.6 Initiation of Shared Services

The shared service initiation categories among divisions of KCCA in Kampala are before the inception of KCCA and after inception of KCCA. The interviewees code C0017 in a focus group interview from Rubaga division sacrificed his time to help the interviewer understand the inception of shared services and he said:

> *"One time a meeting was held with senior managers at city hall, garbage efficiency was not improving infact they were doing so badly. They analyzed a situation where each division has seven trucks and four trips per day per truck. Residents see us as KCCA not independent divisions. Due to the continuous refuse truck breakdowns, the meeting decided that let all divisions help one another by allowing the division trucks to serve in another division when there is need. The meeting agreed and all supervisors shared their experiences to enable others learn and also avoid making same mistakes as well as taking chances."*

The interviewee code C007 from Kawempe division had a different idea on sharing initiation since for her the challenges are many yet:

> *"There is need and quite often we keep looking for better ways to solving the complex challenges in solid waste. Shared services were born after a dialogue having seen that one division cannot manage on its own since challengers were many yet the new law had already joined us. What was left was to embrace sharing the new challenges and thus work towards achieving the same vision…."*

From the onset, it was theorized that the fruitful process of shared services would be reliant on effective implementation (Piening, 2011), knowing from both balanced management and political negotiation processes (Borins, 2001b; Boyne, 2003a; Osborne & Brown, 2005). If these features are existent, the sharing should disclose formal processes to deliberate shared services choices.

The categories of shared service initiation as shown in the Figure 6.12.

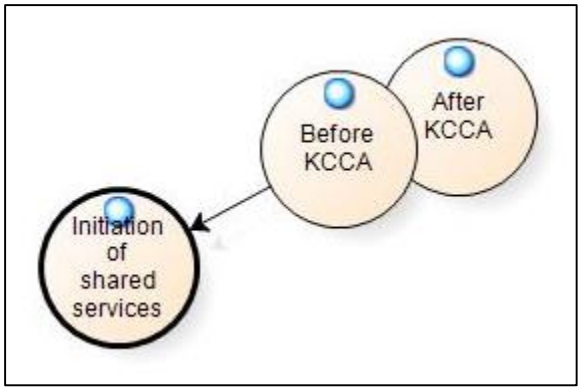

Figure 6.12: Initiation Categories

Considering the initiation of shared solid waste services, after KCCA has the highest occurrences than before KCCA, as shown in Figure 6.13.

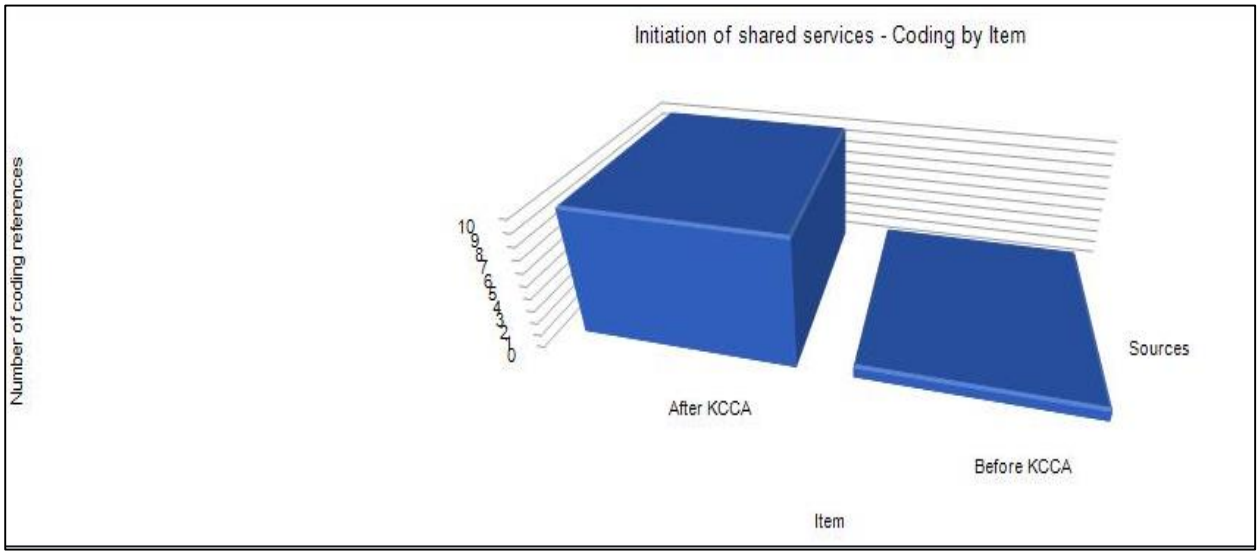

Figure 6.13: Graph Sharing Initiation Categories

From the above graph it is clear that shared services are more prevalent, known and operating after the inception of KCCA hence the (11) registered occurrences compared to one. The word similarity shows the most frequent words interviewees used for the implementation of shared services. These words can be potential words for future investigation and theme generation. The tree map, shows patterns of the implementation coding i.e., the themes that are highly coded with highest frequencies, word frequency query shows the frequency of different themes and how they were used by the interviewees. Hence grouping words depending on their frequencies and the word tree, the branches show the context of the interviewees and help to identify the current themes or phases in the project. The big words could be explored in future or used as additional themes in this research project. Please see appendix (D6-1-D6).

6.3 Objective Four: Factors that Explain the Observed Performance

Shared services' operations are offered to increase performance through sharing resources, learning and skills development, creating scale, or reducing supervision costs (Andrews & Entwistle, 2010b; Smith et al., 2006). This category of factors that explain the observed performance consists of social, political, administrative and economic factors. Under economic factors there negative i.e., limited resources and positive i.e., need for improved efficiency and effectiveness as shown in the Figure 6.14.

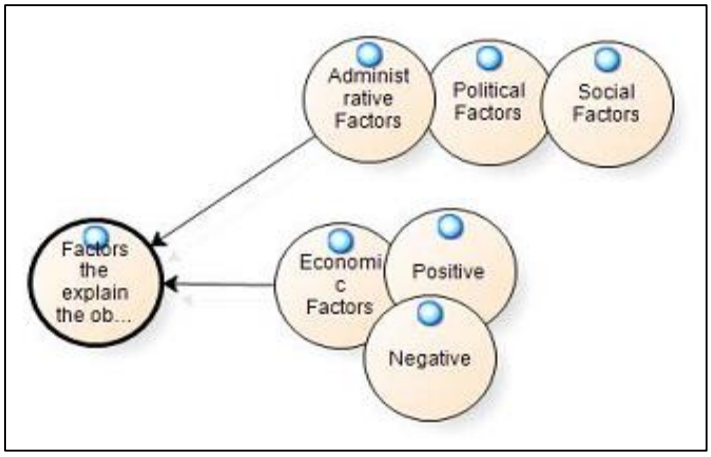

Figure 6.14: Observed Performance Categories

Economic factors which are negative i.e., limited resources has a higher frequency of (33) occurrences compared to the positive economic factors i.e., need for efficiency, effectiveness and enhancing service delivery. These findings are in line with Pike (2012) were United Kingdom local councils registered some improvement in the quality. This explains that they share due to the complex social issues that cannot be solved by one division rather divisions

sharing to support of one another. The interviewees code C004 from Makindye division explained why situation is the way it is through trusted partners:

> *"As relationships improved, divisions operation staff started trusting one another and the trust developed with time. The relationships started by sharing one refuse truck now it grown to mobilizing resources per division on a weekly and monthly basis to deal with complex social challenges…."*

It is envisaged that political factors sparked off sharing due to the new KCCA Act that changed the status of Kampala and its divisions from the district status to a municipality. It was envisioned that the Authority would become an institution that would transform the past challenges of inadequate and poor quality service, lack of operational guidelines and standards, Inadequate professionalism, poor inspection to confirm compliance to approved specifications, corruption, among many other service delivery issues into operations with clearly defined administrative and technical structures that would enable government to deliver much needed services to the residents of Kampala City and with the limited resources in place there was need for an innovative un tested model to help save the situation instantly. Other interviewees had a different opinion to this political issue and the mayors from one division code C0017 in Kampala had this to say:

> *"Instructions were drawn by the executive director and forwarded to the public service and it contradicts the KCCA Act. We have a pseudo town clerk, who cannot make any decision and cannot account for anything. She does not know how much tax is collected at the division and how much is spent. There is no streamlined method of work…"*

The same group of interviewee code C0017 continued to argue that the:

> *"Currently, we are still using the Local Government Financial Regulations Act and the same cycle where the division must contribute to the authority budgeting process before it is discussed at the authority level, and finally forwarded to the centre for implementation. Before this is done, our respective division committees must discuss the budget proposals. Unfortunately this has never happened. Our involvement in the budget [making process] is minimal…."*

Social factors explain the need for corporate social responsibilities that KCCA is implementing through general clean ups in the parishes, zones and villages on a weekly and monthly basis. They are planned and from the observation the exercise are picking momentum from the NGOs, corporate companies, private garbage contracted companies and the public. The interviewees code C0017 from the Kampala central elaborated on the need for sharing responsibility in the community:

> *"KCCA is encouraging people to open up CBO so that they can be funding as startup capital as long as the activities they are involved in will help and benefit the whole community in form of sharing responsibilities for the good of society….."*

The administrative factors require management by objective through institutionalizing key performance indicators and appraisal tools to monitor all stake holders to ensure that they are in line with achieving the same goal.

Considering the factors that explain the observed performance economic factors have the highest occurrences with (55) frequencies than administrative, social and political as shown in Figure 6.15.

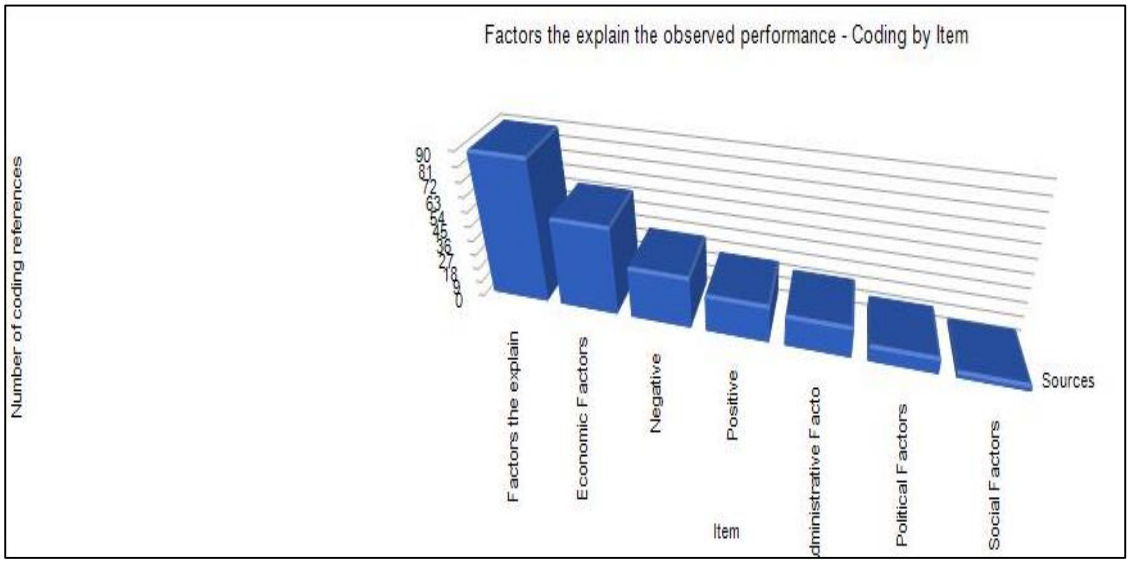

Figure 6.15: Graph factors for Observed Performance Distribution Categories

From the above graph sharing health services is mainly brought up by negative economic factors i.e., limited resources. From the observation and the above situation analysis, divisions in KCCA have less choice other than continuing to share.

Qualitative data evidently indicates that sharing solid waste has addressed complex issues, enhanced service delivery, effectiveness, enabled access to additional resources, improved efficiency, and value for money (quality), built a robust natural relationship that natures informality, reduced costs and economies of scale which factors were theorized to be optimized from sharing services.

The word similarity shows the most frequent words interviewees used for the implementation of shared services. These words can be potential words for future investigation and theme generation. The tree map, shows patterns of the implementation coding i.e., the themes that are highly coded with highest frequencies, word frequency query shows the frequency of

different themes and how they were used by the interviewees. Hence grouping words depending on their frequencies and the word tree, the branches show the context of the interviewees and help to identify the current themes or phases in the project. The big words could be explored in future or used as additional themes in this research project. Please see appendix (D7-1-D6).

6.4 Validating of Theoretical Propositions

This part of the chapter reflects on results from qualitative study. It is organized around the objectives and the theoretical propositions concerning the practice and performance of shared solid waste services to reflect how they share the execution and performance of the models in KCCA.

6.4.1 Does Sharing Create Economies of Scale?

There was good evidence that significant scale has been created through the sharing arrangements in the study. In theory, sharing arrangements result from serving a larger client base which is true for KCCA; they joined resources and started serving all catchment areas under their municipality. There is good evidence that duplication has been reduced after the re-organization of KCC into KCCA is strong evidence and by the time this data was collected, structures were taking shape and some positions were not filled. Observation revealed that old staff from KCC were terminated though few who had qualifications and good track record were retained. Those who left were replaced with qualified, young and energetic staff to drive performance, properly allocate resources and share the available

resources to reduce on input costs.

Reports indicated a mixed feeling on shared services; it was observed that there are two systems in operation running simultaneously. The old local government structures and laws are still operational at the divisions' head offices. The public health staff in the health section, insist that they are still under local government system after all, even the salary structure for solid waste employees is ten–twelve times higher that of health workers. The sentiments of bad feeling, segregation, low morale, and negativity towards work were very alive among the health workers at the level that they do not want to participate in the research activities as they believe, subsequently there will be nothing in it for them.

Documented evidence from KCCA indicated improvement in performance. There were many responses from interviewees who suggested that the use of shared services actually improve performance. The data pointed towards why they share was so positive and eventually improved performance i.e., reduce costs, improve efficiency, effectiveness, quality, access to resources and solving social complex issues. Documented evidence indicated collection of garbage has increased to 55%, there is evidence to improved financial performance especially in revenue collection while reducing expenditure. There is some sign of greater efficiency, from observation, Kampala city is now clean compared to before sharing services.

In summary, there is a visible relationship between the form of sharing and scale creation. There is good evidence that the shared solid waste management arrangements studied actually improved performance.

6.4.2 Does Sharing Solid Waste Reduce Costs?

In theory, sharing arrangements have mechanisms to ensure this takes off (McQuaid & Scherrer, 2010), due to high trust relationships and reduced supervision costs (Andrews & Entwistle, 2010b). While sharing, features of difficult partner relationships can cause opposing influence on performance (Wiseman, Cuevas-Rodríguez, & Gomez-Mejia, 2012). Sharing proved to nurture longer-term-relations among divisions. Most outstanding and consistent since the quantitative data indicates that relationship. The changes have been significant in terms of skill development, work planning and managing by objectives. Central of shared solid waste service model described in this research, is specifically termed as the collaboration arrangement between two public-public partners i.e., among the five divisions of KCCA. The interviewees mentioned reduction in costs but they did not have supporting documents to prove.

Supervision costs within a shared arrangement indicate that, if the relationship is strong, high levels of trust, positive and supportive political alignment were cited. Even though supervision is high from documented evidence and observation results, the use of professional touch observing prearrangement seems to have led to some reduction of the cost of service provision.

The results of this study indicate that, divisions are seeing each other as potential associates, this coupled with robust relationships and trust in supporting each other results into improved performance. Nevertheless, there are both financial and

performance implications caused by tensions of two systems operating concurrently which can result in opposing performance.

It is worth noting that sharing services does not necessarily deal with issues of the principal agents. The tension among stakeholders, failure to agree on goal alignment, diversion from agreed arrangement, priorities and objectives can destroy the good formal and informal working relationships. It is evidenced in this study that some supervisors and managers do not want to share hence affecting performance. All the discrepancies and misalignment of the KCCA vision have an impact on performance decline.

The effective operation of sharing solid waste services dependent on how they are implemented. As a new and untested innovation for effective service delivery improvement in KCCA, the empowering staff to make decision and report, inter-division partnership, techniques used in management, planning, work allocations, systems, political cooperation style and resources allocation, all determined implementation process (Osborne & Brown, 2005).

Across all divisions, the design of sharing has informality and the naturalness in this form has facilitated smooth operations of sharing health and solid waste which in turn results into improved performance. This form of arrangement has been facilitated by the new management in KCCA since there is a great and desperate need for efficiency and effective service delivery improvement in Kampala.

The qualitative analysis suggests that there is effectiveness of the shared services and their implementation flaws in the process. In the study, there is a positive link: between KCCA operations and political good will. This gave strong foundations to improve services using different forms like sharing. A big vision and design was linked to a strong implementation process thus transforming into essential performance and fiscal benefits and service improvement.

Shared solid waste management can be summarized in the figure below by word for justification that the nature of words used by interviewees correspond with the themes of the study or the study objectives. Words that Nvivo identified in the 100 commonly used words include; sharing garbage, KCCA, refuse trucks, garbage, divisions etc. The size of the word signifies the frequency of the word and the colors shows the correlation as seen in the word cloud below.

Figure 6.16: Diagram Showing Word Cloud for Shared Solid Waste Management

Shared solid waste management model used while sharing can be sealed in a text that shows frequency query. This query provides an explanation through the words used by the interviewees while responding to this theme. This can be illustrated with the correlation of model theme as seen below.

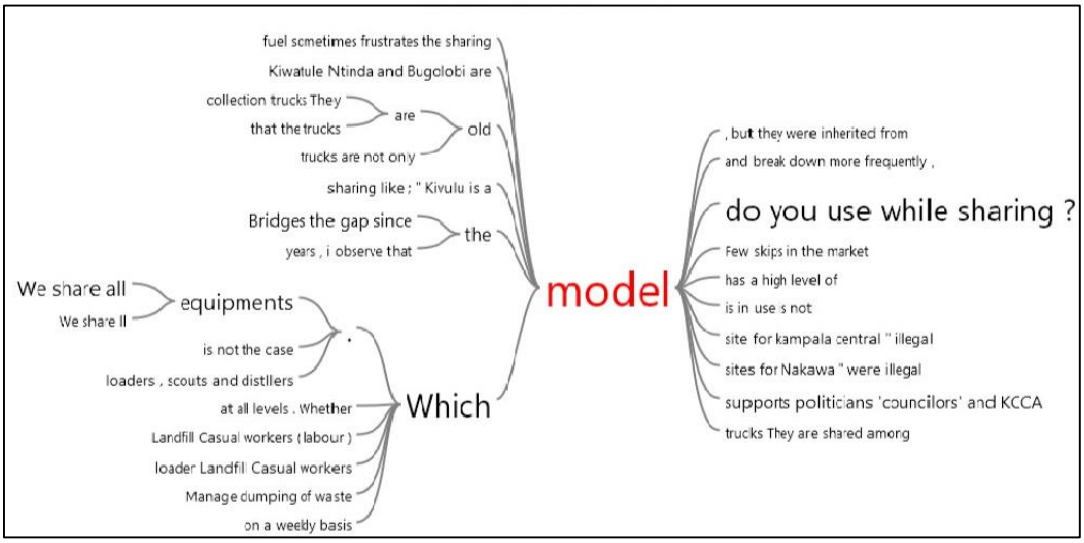

Figure 6.17: Diagram Showing Model Frequency for Solid Waste Management

6.5 Integrating Quantitative and Qualitative

6.5.1 Quantitative Findings

The quantitative research approaches produced strong findings. The study revealed data to demonstrate that sharing health services results in better performance except quality under health. When we consider whether sharing health and solid waste services improves service quality; the study revealed that sharing solid waste services has a positive and significant effect on service quality and the variables have 34.5% variations in service quality

is explained by sharing solid waste services whereas sharing health services impacts on service quality.

On considering whether sharing solid waste services improves service performance. The study has found that sharing solid waste services has a positive, significant impact on improving service delivery, community satisfaction and quality. Better still, the study established that sharing reduces costs, improves quality and social welfare.

The quantitative data offers evidence of improved performance from the use of shared solid waste services with three different analyses performed i.e., Person's product correlations, chi-square, means and regressions show that there is a strong, moderate, weak, positive and negative relations between the nine variable of shared services i.e., cost, economies of scale, efficiency, effectiveness, quality, quantity, standardization, welfare and equity. The regression analysis tested the three hypothesizes i.e., whether sharing solid waste services improves service performance, whether sharing solid waste services improves service quality and whether sharing solid waste services improves service performance.

The data available from the qualitative research exercise can provide a richer understanding of how the shared services were initiated, why sharing is important, which model is used in sharing, its implementation, who shares with whom, what is shared and factors that explain the situation.

6.5.2 Summary of Qualitative Findings

Evidence from interviewees suggests that sharing of solid waste were initiated after the inception of KCCA following the new Act (KCCA, 2010), which was envisioned to bring efficiency in service delivery in Kampala that was much needed at that time.

Sharing is implemented in two forms; accessibility and availability and for solid waste management the forms used are availability, communication and situation analysis. Why sharing of solid waste is important in divisions in KCCA, i.e., to reduce costs, economies of scale, because they trust each other, improve quality, to improve efficiency, effectiveness, enhance service delivery and address social complex issues.

The study revealed a number of factors that are behind sharing solid waste and these include, social, political, administrative and economic.

6.5.3 Relationship between Quantitative and Qualitative

There are clear points of continuity between the findings of both research methods. The quantitative data suggests large scale shared services arrangements, with some positive improved efficiency in the solid waste. The qualitative data enforces the view that shared services assessment is early since KCCA has been in existence for two years.

Quantitative research method revealed good evidence of performance improvement using shared services. The qualitative research proves the same by presenting data which suggests that costs have been reduced by use of the shared service model.

There is no area where qualitative research has differed in results in this research. The regression analysis has indicated that sharing impacts on quality of services, service improvement and community satisfaction. Similarly, qualitative research has indicated that there are a lot of changes which are more visible in preventive (garbage collection) than curative health. The overall impression of performance remains consistent as there is clear evidence that sharing services results into improved performance. Additionally, both methods have provided better analysis not only to answer the objectives but also the theoretical propositions, suggesting that shared service arrangements are on a large scale, impacting and enabling richer analysis of the relationship with theoretical propositions.

6.6 Summary

Findings from qualitative component of the study results in the similar picture from the findings in quantitative research. From those that qualitative research has given an elaborative explanation right from the initiation of sharing to factors that explain the situation, the propositions from the theory have also been explained. Sharing of solid waste services is done in the five divisions of KCCA, the model they use is both formal and informal. There has been a large scale use of shared services arrangements considered in this study that resulted into improved performance in solid waste services. Sharing discussed is

from operational services i.e., solid waste with a collaboration of five divisions that generally have a strong relationship as explained by (Oakerson, 1999) coordination model.

The changes effected by using sharing are significant with main emphasis being access to additional resources, enhancing service delivery, addressing complex issues, improving quality, economies of scale, effectiveness, trust and efficiency.

Across all divisions, shared services take on a natural informal model as part of managing shared service operations. The existence of good working and negotiation relationships with the political wing has enhanced financial support that in turn improved efficiency in services delivered. Trust and strong relationships were frequently cited as important factors in the establishment of any good working relationship; lack of trust, results in difficulties with partners and stake holders which can result into refusal to share and deterioration of shared service arrangement.

Findings linked effectiveness to implementation processes and results, the better performance of shared services discussed in this study explains how successful the implementation process was managed to achieve great financial savings and more robust foundation for the arrangements including the governance process.

The consideration of qualitative results and related them with quantitative findings of the study, the following chapter brings together this study through a discussion. The discussions will review the key points of each finding within the study, offering reflections on the performance of shared operational services i.e., solid waste with the theoretical foundations

underpinning them. The discussion then will close by drawing out key lessons for theory, methods and policy for Chapter Seven.

CHAPTER 7

DISCUSSION

7.1 Introduction

This chapter contains the interpretation of the results. The purpose of this chapter is to discuss the findings of the research. The findings of the research are compared and contrasted with previous studies. It is mainly divided into two sections. Section 6.1 attempts to analyse and answer the research questions as set out in section 1.5, Chapter One. In Section 6.2, the ranking of five divisions in KCCA is obtained by using their performance indices. This will be followed by concluding remarks.

7.2 Analysis of Various Research Questions

7.2.1 Overall Effectiveness

The first research question discusses the overall effectiveness of KCCA i.e. whether the divisions have achieved the objectives for which they were designed. In order to assess their effectiveness, the overall effectiveness index is calculated by adding effectiveness indices of all the five divisions from Table 7.12, which is equal to 264.0321 (please refer to Table 3.14, Chapter Three for details). This clearly indicates that the state of effectiveness index (7.9) of divisions under KCCA overall is well above average (5.0, threshold as explained in Section 3.14 Chapter Three and table 7.12 for details) on a ten point scale suggesting effectiveness and serving the purpose for which it was created. This is evidenced in the many changes in the like modest improved sanitation and these findings are in line with Golooba-Mutebi (2003) who identified positive changes in the general performance of KCC in 2003.

Table 7.1: The Overall Performance of Divisions in KCCA per Each Dimension

Division	Cost Index	EOS Index	Efficiency Index	Effectiveness Index	Quality Index	Quantity Index	Standardization Index	Social welfare Index	equity Index	KCCA
Central	38.4444	46.3333	19.3077	52.0370	30.6207	11.4815	25.9259	32.1111	23.9259	31.84989
Rubaga	40.1053	45.2105	19.7895	54.2105	31.9167	11.2105	25.8421	31.6842	25.5263	32.51219
Kawempe	37.2500	44.5417	19.2917	52.6250	31.1333	11.4800	24.8400	32.1250	24.5200	31.60522
Makindye	38.6190	46.0000	19.2857	52.5714	28.9146	11.4286	26.8095	32.1429	24.1905	31.80479
Nakawa	37.5758	46.4706	19.4412	52.5882	29.4754	11.8824	26.7059	32.6061	24.5588	31.92778
Total Indices	191.9945	228.5561	97.1158	264.0321	152.0607	57.843	130.1234	160.6693	122.7215	31.93998

Source: This Table is derived from Table 7.12

7.2.2 Effectiveness from Employees of KCCA

In addition to overall effectiveness index, to assess effectiveness of former employees and current employees, the mean scores of each sub – scales 'shared service effectiveness' from questionnaire I were calculated and summarized in Table 7.2.

The sub – scales are analyzed by testing the following hypothesis. This hypothesis has been tested using one- sample *t* test. The level of significance is less than 0.05 ($p<0.05$).

Hypothesis: The level of effectiveness for components of sub – scale i is equal to the specified standard i.e., 5.0.

Where i is equal to all the components of the sub – scale shared service effectiveness of Questionnaire I. If this hypothesis is found to be true, then it may be considered that the shared services bring effectiveness. The results are depicted in Table 7.2.

7.2.3 Effectiveness

The sub – scales on effectiveness as shown in Table 7.2, includes effective implementation process of shared services. To measure effectiveness of divisions, the outcome can be compared to the objectives and the degree of realization through the implementation process of sharing. It is an undeniable fact that sharing services depends on how best they are implemented in achieving the organizational objectives. When effectiveness was analyzed by testing a hypothesis, it became apparent that the mean score of this sub – scale is significantly higher than the 5.0 (which is a threshold on a ten- point scale as explained in Section 3.9.7, Chapter Three) Therefore, the above hypothesis is accepted.

Table 7.2: Assessing 'Effectiveness' from Questionnaire I (Employees and Former Employees of KCCA) by Using One- Sample *t* Test

Questionnaire I Effectiveness	**Sub - Scales**	**No of Items**	**Mean scores**	**P Sig. (2- tailed)**
	Public-public partnerships & effective performance	1	7.57	0.000
	Effective implementation process	1	8.58	0.000
	High levels supervision	1	5.71	0.000
	High trust of the partners	1	8.64	0.000
	Selfish interests	1	7.59	0.000
	Partnerships & control and supervision	1	7.03	0.000
	Distrust	1	8.11	0.000
Total mean score	**Effectiveness**	**7**	**7.3**	**0.000**

Source: Chapter Five (Table 5.4) and Appendices A1 (survey data, & mean score)

The reactions of respondents are also supplemented by the interviews with former employees, current employees and report documents. According to them, the objectives of divisions under KCCA are being achieved. Fortunately recentralization of former KCC to KCCA through the KCCA Act 2010 realigned goal attainment and because it's an authority, achieving the objectives becomes a critical success factor, and this coupled with government support in terms of security and finance has undoubtedly improved the performance of divisions in Kampala.

The proper policy, plan and targets are evidently crucial in the effectiveness of an organization. The main aim of policy and plan in advance is to prevent wastage of resources and it also greatly facilitates the operations and functioning of an organization. However, during interviews, and discussions with employees and former employees, they explained that government has been very supportive to KCCA administration in all aspects than it was on KCC. This has reinforced performance improvement as discovered by Forst (2001).

7.3 Public–Public Partnerships are Apparent to Effective Measurement of Performance

It is another important factor in evaluating the divisions' effective performance. According to literature of shared services, public–public partnerships will not be apparent in the effective measurement of performance due to ambiguity of goals, many stakeholders involved and also working towards the breadth of given population. Concerning this factor, it is clear as shown in Table 7.2 that, its mean score is (7.6) which is significantly higher than 5.0. Hence, the hypothesis is approved which indicates that, according to employees and

former employees, shared services lead to increased effectiveness. This suggests that the former employees appreciate the work that KCCA is doing to keep the city clean. This may be because during KCC, there was no separation between politics and administration. This culminated into conflict of interest, thereby causing collusion for the benefit of politicians rather than the common tax payer which later deteriorated service delivery. Indeed shared services are increasingly becoming popular as evidenced by Grant et al. (2007).

7.3.1 Effective Implementation Process

In shared services the implementation process of the model impacts greatly on the way it performs. Therefore this factor was analyzed and tested against the hypothesis. The results are shown in Table 7.2, it can be observed that the mean score (8.6) of this factor is significantly higher than the specified standard (hypothesis is accepted). In addition, the total mean score (7.3) of all sub – scale for 'effectiveness' is also significantly higher than 5.0 which is in line with what is assumed in the hypothesis. This indicates that, the former and current employees agree that the implementation process is a fundamental success factor in partnerships. In other words, one can say that shared services were implemented successfully and this is why effectiveness has improved as recommended by Dollery and Akimov (2008).

7.3.2 High Levels of Supervision

Public- public partnerships are assumed to build high levels of trust and by so doing the model will reduce on the supervision costs. Regarding this factor, it is clear as shown in Table 6.2 that its mean score is (5.8) which is significantly higher than 5.0. Hence, the hypothesis

is approved which indicates that, according to current and former employees, shared services lead to increased levels of trust among employees working together to achieve a common objective. This may imply that employees in KCCA appreciate that goals have to be achieved and also encounter similar challenges. This puts them in a right position to support one another in order to achieve a common objective and the findings are in line with Wang and Wang (2007).

7.3.3 Selfish Interests

In this regard, partnerships dissolve due to selfish interests of the agent and failure to deliver the services as promised. Therefore, this factor was analyzed and tested against the hypothesis. The results are shown in Table 7.2. It can be observed that the mean score (7.6) of this factor is significantly higher than the specified standard (hypothesis is accepted). In addition, the total mean score (7.3) of all sub – scale for 'effectiveness' is also significantly higher than 5.0 which is in line with what is assumed in the hypothesis. This indicates that a partnership can only survive the test of time if partners are not involved in misalignment of goals for their selfish interests. The findings of this research are in line with the Agency theory (Klijn, 2008). The practice of corporate governance, as being conquered by an anxiety with the agency association between stakeholders and administrators and with the rules and contractual terms through which clashes arising from such associations might be addressed.

7.3.4 Partnership Control and Supervision

Public–Public partnerships are not apparent to much control, a peaceful and just society will only exist when individual passion is controlled. It can be perceived that the mean score (7.03) of this factor is significantly higher than the specified standard (hypothesis is accepted).This may imply that public and public to private partnership do allow less costly monitoring hence reducing transaction costs as control and mobilization remains in the hands of local authorities since the partners work towards achieving same goal and objectives are shared as advocated and recommended in past studies such as Brown and Potoski (2003).

7.3.5 Mistrust

Mistrust can lead to dissolving of the partnership, on this factor, it is clear as shown in Table 7.2 that its mean score is (8.11) which is significantly higher than 5.0. Hence, the hypothesis is approved which indicates that, according to current and former employees, they try to maintain the highest level of trust needed for the success of partnerships. Trust has been considered as one of the key considerations for team best designs in order to avoid crisis situations amore partners and is considered as a social capital (Leach & Sabatier, 2005).

7.4 Overall Efficiency

Hypothesis: The level of efficiency for factor component i is equal to the specified standard i.e., 5.0. Where i is equal to all dimensions of sub – scale of efficiency of Questionnaire one.

If this hypothesis is shown to be true then it can be considered that sharing improves efficiency among the divisions.

This inquiry concerns the overall efficiency of divisions in KCCA, have they achieved their intended target in a most reasonably economic way? For assessing efficiency of these institutes, the overall efficiency index (4.980) and it is achieved by adding efficiency indices of all the five divisions of KCCA from the table 7.1, which is almost 5.0 (please refer to Table 3.14, Chapter Three and table 7.12 for details and Appendix C). This clearly shows that efficiency index of divisions of KCCA is on the overall is satisfactory since it is almost equal to the threshold of (5.0) on a 10 point- scale thus hypothesis accepted. Comparing with other indices, efficiency is second among the nine variables this may mean that there are many grey areas that need to be worked on especially in increasing the rate of waste collection and transportation to the landfill, otherwise the levels are still far from optimal.

7.4.1 Efficiency from the Perspective of KCCA Divisions

Service delivery is an expensive process and thus efficiency and effectiveness carries a lot of meaning and importance. To compute efficiency of divisions, data was converted into index (the process of converting data into an index is explained in section 3.5.7, Chapter Three), ranging from 1 to 10. The three types of indicators (a) exploitation of resources (b) time taken to deliver services and (c) implementation of policies and plans were used to measure division efficiency. The analysis of these components is calculated and summarized in Table 7.3. The one - sample *t* test was used.

Table 7.3: Assessing 'Efficiency' from Questionnaire I (Employees and Former Employees of KCCA) by Using One- Sample *t* Test

Questionnaire I Efficiency	**Sub - Scales**	**No of Items**	**Mean scores**	**P Sig. (2- tailed)**
	Exploitation of resources	1	6.62	0.000
	Time taken	1	7.3	0.000
	Policies and plans	1	5.44	0.000
Total mean score	**Efficiency**	**3**	**6.453**	**0.000**

Source: Chapter Five (Table 5.4) and Appendices B2 (survey data, questionnaire & mean score).

7.4.2 Exploitation of Resources

Efficiency is so much related to what has been achieved by the divisions after sharing, its concern is more related to the use of available resources. When the three dimensions involved are examined, it is clear from the table that 7.3 that the output component mean score of (6.62), time taken to deliver services has (7.3) and policies and plans measures a mean of (5.4), which indicates that efficiency of division nowadays is satisfactory though far from being optimal.

The total mean score (6.46) of sub–scale efficiency is still slightly above the specified standards of 5.0.This indicates that overall efficiency in divisions of KCCA is reasonably satisfactory. However, there are many grey areas which need to be highlighted. Data from interviews analyzed using Nvivo, indicates that refuse trucks are not enough and there are frequent mechanical break downs which hamper efficiency in collecting garbage. These findings are consistent with section 6.8.2, which stated that, the reasons they share solid

waste management services is for purposes of increasing efficiency (Andrews & Entwistle, 2010b; Klijn, 2008).

7.5 Overall Cost

Hypothesis: The level of cost for factor component i is equal to the specified standard i.e., 5.0. Where i is equal to all dimensions of sub – scale of cost of Questionnaire one. If this hypothesis is shown to be true then it can be considered that sharing reduces costs in the divisions.

To assess the cost under shared services, we focus on overhead cost reduction that happens when partners share for a common goal, reducing input prices, scale of production, reduced duplication lowering costs in delivering of services and reducing administrative costs. When the six dimensions involved are examined, it is clear from the table that 7.4, the output component means score (4.71) cost reduction, capacity to serve (6.65), scale of production (6.60), reducing duplication (8.07), overhead costs (5.21) and administrative costs measured a mean of (7.21), which indicates that cost reduction is not satisfactory compared to other costs. This may imply that sharing does not necessarily reduce costs but increase costs especially where weak points have been identified and supervision has been strengthened. However (4.71) is close to the specified standards of 5.0 and one can argue that indeed shared services reduce costs as identified by Quinn et al. (2000a).

Table 7.4: Assessing 'Cost' From Questionnaire I (Employees and Former Employees of KCCA) by Using One- Sample *t* Test

Questionnaire I Cost	**Sub - Scales**	**No of Items**	**Mean scores**	**P Sig. (2- tailed)**
	Partnerships reduce costs	1	4.71	0.000
	Greater capacity	1	6.65	0.000
	Scale of production	1	6.60	0.000
	Reducing duplication	1	8.07	0.000
	Sharing overhead costs	1	5.21	0.000
	Administrative costs	1	7.12	0.000
Total mean score	**Cost**	**7**	**6.39**	**0.000**

Source: Chapter Five (Table 5.4) and Appendices B2 (survey data, questionnaire & mean score)

7.6 Overall Economies of Scale

Hypothesis: The level economies of scale for factor component i is equal to the specified standard i.e., 5.0. Where i is equal to all dimensions of sub – scale of economies of scale of Questionnaire one. If this hypothesis is shown to be true then it can be considered that sharing improves scale in production in the divisions.

Over all economies of scale under shared services is expected through saving after attracting additional partnerships hence great supply. When the eight dimensions involved are examined, it is clear from the table 7.5 that the output component total mean score of (5.8). However, from the results we observe that small municipalities do not capture citizens' true

preference and do not enhance competition as represented by a low mean score 2.20 and 4.57 respectively.

However, larger divisions are preferred for realizing economies of scale 6.36, fragmentation limits economies of scales 6.94, working as a single division is more costly than partnerships 7.87, larger divisions address externalities 5.73, managers are freed to concentrate on the strategic management of the division 5.56 and sharing results into diseconomies of scale 6.57. This may imply that sharing does not necessarily put local people's preference into consideration and small divisions which refuse to share may not be in position to deliver services to the citizens more efficiently and effectively. These findings are not in line with Public choice that argued that small municipalities lead to competition hence improved service delivery (Boyne, 1996b; Vining & Boardman, 1992).

Table 7.5: Assessing 'Economies of Scale' From Questionnaire I (Employees and Former Employees of KCCA) by Using One- Sample *t* Test

Questionnaire I Economies of scale	**Sub - Scales**	**No of Items**	**Mean scores**	**P Sig. (2- tailed)**
	Small jurisdictions	1	2.20	0.000
	Larger size division	1	6.36	0.000
	Fragmentation	1	6.94	0.000
	Independent division	1	7.87	0.000
	Large size & ability	1	5.73	0.000
	Small size & competition	1	4.57	0.000
	Freeing managers	1	5.56	0.000
	Diseconomies of scale	1	6.57	0.000
Total mean score	**Economies of scale**	**8**	**5.725**	**0.000**

Source: Chapter Five (Table 5.4) and Appendices B2 (survey data, questionnaire & mean score)

7.7 Overall Quality

Hypothesis: The level quality for factor components i is equal to the specified standard i.e., 5.0. Where i is equal to all dimensions of sub – scale of quality of Questionnaire one. If this hypothesis is shown to be true then it can be considered that sharing improves quality of service delivery in the divisions.

The question of quality deals with type of equipment, sensitization programs, Satisfaction with standards and technology. To measure quality of divisions in KCCA, subscales for the four dimensions were used to get their total mean scores. We tested the hypothesis and it is clear that the mean score of dimensions of service quality is significantly higher 5.27 than 5.0 (which is a benchmark on a ten- point scale as explained in section 3.9.7, Chapter Three). This implies that that divisions under KCCA are achieving quality even though it is far from optimal hence sharing solid waste management services improves quality in solid waste management (DCLG, 2006a). Table 7.6 below shows clearly that all the four dimensions of service quality are met in the sharing model.

Table 7.6. Assessing 'Quality' From Questionnaire II (Employees and Former Employees of KCCA) by Using One- Sample *t* Test

Questionnaire I Quality	**Sub - Scales**	**No of Items**	**Mean scores**	**P Sig. (2- tailed)**
	Equipment	1	5.27	0.000
	Sensitization	1	6.38	0.000
	Satisfaction with standards	1	5.27	0.000
	Technology	1	6.19	0.000
Total mean score	**Quality**	**5**	**5.8**	**0.000**

Source: Chapter Five (Table 5.4) and Appendices B2 (survey data, questionnaire & mean scores)

7.8 Overall Quantity

Hypothesis: The level quantity for factor components i is equal to the specified standard i.e., 5.0.Where i is equal to all dimensions of sub – scale of quantity of Questionnaire one. If this hypothesis is shown to be true then it can be considered that sharing improves quantity of solid waste equipment in the divisions.

Another important factor in evaluating shared services performance in divisions is quantity. Concerning this dimension, it is clear that as shown in Table 7.7 its means score is 5.77 which is significantly higher than 5.0. Therefore the hypothesis is proved which indicates that according to employees of KCCA, they share the available equipment to raise a reasonable number of tools needed to achieve the objectives. The former and current employees' support these results since the mean scores are retrieved from Questionnaire I which they answered thereby accepting the above hypothesis. This may imply that, better quantity can also be realized since all resources from all divisions are put together to achieve a common objective,

as the findings show similar results from the past studies done by Cress and resulted into improved quantity (Cress, Barquero, Schwan, & Hesse, 2007).

Table 7.7. Assessing 'Quantity' From Questionnaire I (Employees and Former Employees of KCCA) by Using One- Sample *t* Test

Questionnaire I Quantity	**Sub - Scales**	**No of Items**	**Mean scores**	**P Sig. (2- tailed)**
	Increased waste collection containers	1	4.72	0.000
	Increased number of equipments	1	6.82	0.000
Total mean score	**Quantity**	**2**	**5.77**	**0.000**

Source: Chapter Five (Table 5.4) and Appendices B2 (survey data, questionnaire & mean scores)

7.9 Overall Standardization

Hypothesis: The level standards for factor components i is equal to the specified standard i.e., 5.0. Where i is equal to all dimensions of sub – scale of standardization of Questionnaire one. If this hypothesis is shown to be true then it can be considered that sharing improves standards in service delivery in the divisions.

In addition to quantity, shared serviced can be assessed through standardization of processes and operations. To measure standardization we focus on continuous effort for continuous practice to ensure consistency. It is an indisputable fact that setting standards in advance greatly facilitates the operation and functioning of the organization. When the above hypothesis was tested, it became apparent that the mean score of the sub- scale variables is significantly higher than 5.0 (which is the threshold on ten – point scale as explained in

section 3.9.7, Chapter Three). This means that the hypothesis was accepted implying that sharing solid waste management among divisions in KCCA improves standards hence performance improvement. This could be as a result of standardization of all resources used in solid waste management like number of garbage trucks, resources providers and fuel allocations. The findings of this study are in with a study done on shared bank cards standardization and service improvement (Phillips, 1987).

Table 7.8: Assessing 'Standardization' From Questionnaire I (Current and Former Employees of KCCA) by Using One- Sample *t* Test

Questionnaire I Standardization	**Sub - Scales**	**No of Items**	**Mean scores**	**P Sig. (2- tailed)**
	SWM standards	1	5.75	0.000
	Improved technology	1	5.05	0.000
	Practices	1	5.39	0.000
	Compliant process	1	4.40	0.000
	Satisfaction with standards	1	5.53	0.000
Total mean score	**Standardization**	**5**	**5.23**	**0.000**

Source: Chapter Five (Table 5.4) and AppendicesB2 (survey data, questionnaire & mean scores)

7.10 Overall Social Welfare

Hypothesis: The level social welfare for factor components i is equal to the specified standard i.e., 5.0. Where i is equal to all dimensions of sub – scale of social welfare of Questionnaire one. If this hypothesis is shown to be true then it can be considered that sharing improves social welfare in service delivery among social classes in all the divisions.

Another important factor to assess shared solid waste services is social welfare. Concerning social welfare, the total mean score is 5.23 slightly above the 5.0 as indicated in Table 7.9. There is no significant difference between sample mean and the hypothesized mean (hypothesis is proved). On the other hand, the fourth sub-scale i.e., welfare policies meet peoples' expectation mean score of 3.62 is significantly lower than hypothesized mean (hypothesis is contracted). This implies that divisions are really not taking care of the poor slum residents through collecting garbage, it is clear that the claimed free of charge garbage collection does not reach the intended target. Besides that, divisions are trying by being reliable in collecting garbage, not discriminating the poor, designing programs which are satisfactory to residents and increasing responsiveness. One would not be wrong to conclude that sharing solid waste services among divisions has helped them raise enough resources to take care of all social classes.

Table 7.9: Assessing 'Social welfare' From Questionnaire II (Employees and Former Employees of KCCA) by Using One- Sample *t* Test

Questionnaire I Social welfare	**Sub - Scales**	**No of Items**	**Mean scores**	**P Sig. (2- tailed)**
	Social class	1	7.03	0.000
	Reliability	1	5.61	0.000
	Strategies	1	5.07	0.000
	People's expectations	1	3.62	0.000
	Satisfaction	1	5.26	0.000
	Response	1	5.59	0.00
Total mean score	**Social welfare**	**6**	**5.37**	**0.000**

Source: Chapter Four (Table 5.4) and Appendices A1 (survey data, questionnaire & mean scores)

7.11 Overall Equity

Hypothesis: The level equity for factor components i is equal to the specified standard i.e., 5.0. Where i is equal to all dimensions of sub – scale of equity of Questionnaire one. If this hypothesis is shown to be true then it can be considered that sharing improves equity in service delivery among social classes in all the divisions.

For assessing equity in Solid waste collection among different classes, they use the same techniques and equal garbage skips in terms of size and numbers to ensure that garbage is collected regularly. When the sub – scales were examined, it is clear from the table 7.10 that, output mean scores of 6.13 is higher than the benchmarked i.e., 5.0, which indicates that the equity in terms of equipment and efficiency in collecting garbage from all classes is fair. One can argue that KCCA judges its technical efficiency through improved sanitation in the city which results in improved collection rate thus achieving increased efficiency levels in garbage collection which findings are similar to a study done on efficiency and equity in ecological economics and environmental services (Pascual, Muradian, Rodríguez, & Duraiappah, 2010).

Table 7.10: Assessing 'Equity' from questionnaire II (employees and former employees of KCCA) by using One- Sample *t* Test

Questionnaire I Equity	**Sub - Scales**	**No of Items**	**Mean scores**	**P Sig. (2- tailed)**
	Equal services	1	6.95	0.000
	Quality among classes	1	5.79	0.000
	Same techniques	1	5.74	0.000
	Waste container are equal	1	6.04	0.000
Total mean score	**Equity**	**6**	**6.13**	**0.000**

Source: Chapter Four (Table 5.4) and Appendices B2 (survey data, questionnaire & mean scores)

7.12 Overall Performance from the Perspective of Current and Former Employees?

In addition to the overall performance index, the total mean scores of all the factor components of the sub-scales cost, economies of scale, efficiency, effectiveness, quality, quantity, standardization, social welfare and equity from Questionnaire I are calculated and placed in the Table 7.11.

This question is analyzed by testing the following research hypothesis, using one-sample *t* test. The level of significance is less than 0.05.

Hypothesis: The level of overall performance for sub-scales I is equal to the specified standards i.e., 5.0.

Where i is equal to sub-scales cost, economies of scale, effectiveness, quality, quantity, standardization, social welfare and equity. If this hypothesis is shown to be true, then it may

be considered that KCCA divisions are performing well. The results are depicted in the Table 7.11.

It is evident from the table that the overall performance of divisions of KCCA reveals that there is satisfactory performance in all dimensions of CQS. It can be seen from the table that the overall mean scores of subscales cost, efficiency, economies of scale, effectiveness, quantity, standardization, social welfare, quality and equity from the employees are significantly at threshold score of 5.0, which indicates that divisions have not reached the optimal performance level in solid waste management though it's clear from the Table 7.11 that there is improved performance. However it should be noted that shared services have their own flaws since they highly depend on how best they are implemented hence making generalization difficult (Dollery & Akimov, 2008).

Table: 7.11: Assessing Overall Performance from Questionnaire (Employees) and II (Residents) by Using One-Sample *t* Test

Questionnaire	**Sub-scales**	**No of items**	**Means scores**	**Sig.(2-tailed)**
I	cost	127	6.39	.000
	economies scale		5.42	.000
	efficiency		6.46	.000
	Effectiveness		7.60	.000
	welfare		5.35	.000
	Quantity		5.76	.000
	standards		5.21	.000
	equity		6.13	.000
II	Quality	446	6.38	.000

Source: Author

7.13 Ranking Divisions in KCCA

This section intends to rank the performance of divisions under KCCA by establishing their performance indices. The performance indices of these divisions are calculated by using average mean scores of different sub-scales of questionnaire I and questionnaire II employees. The details of survey data of questionnaire AI and AII can be found in the Appendix A1 and A2.

To establish the rank order of the performance of divisions, the following model was considered, which essentially correspondents to Kuppusamy et al. (2006) formula used for measuring performance of Local Authorities in Malaysia. Please refer Section 3.9.7. Chapter Three, where this model and all the calculations are explained in details.

$$PKD = \frac{W1(C1) + W2(E2) + W3(E3) + W4(E4) + W5(Q) + W6(Q) + W7(S) + W8(S) + W9(E)}{W1 + W2 + W3 + W4 + W5 + W6 + W7 + W8 + W9}$$

These nine dimensions of performance indices of SSEEEECQQ are summed up with an assigned set of weights to calculate the composite performance index of divisions. The highest index or score would mean that the performance of solid waste is deemed superior to others with lower scores. The performance indices (KCCA) of the five divisions are calculated and placed in Table 7.12.

Table 7.12 shows the results of the calculations. The results indicate that Rubaga carried the ranking to the best among all the five divisions followed by Nakawa, Central, Makindye and Kawempe obtained the third, fourth and fifth positions respectively. It is important to note that central government regulated KCCA Act 2011 to centralize the budgets for the different divisions but this did not hinder divisions from delivering services to people within and beyond their catchment areas.

Upon examining Table 7.12, it is apparent that all the divisions score high in all the nine dimensions i.e., cost, efficiency, economies of scale, effectiveness, quantity, standardization, social welfare and equity. It seems there is competition among divisions since results from Table 7.12 indicate close scores in the index per division, there is no doubt competition results into improved performance.

Table 7.12: Shows the Results of the Calculations and Ranking among Divisions

Divisions	Cost	Economies of scale	Efficiency	Effectiveness	Quality	Quantity	Standardization	Social welfare	Equity	Total for all Variables	Total Performance per Divisions	Rank
Central	4.613	5.56	4.96	7.805	3.062	1.15	1.555	2.569	1.674	31.85	6.36906	3
Lubaga	4.813	5.425	6.31	8.132	3.191	1.12	1.55	2.534	1.786	32.51	6.50182	**1**
Kawempe	4.47	5.345	3.858	7.893	3.113	1.15	1.49	2.57	1.716	31.6	6.32064	**5**
Makindye	4.634	5.52	3.856	7.886	2.891	1.14	1.608	2.571	1.693	31.8	6.36028	4
Nakawa	4.51	5.576	5.92	7.887	2.947	1.19	1.602	2.608	1.719	31.92	6.3849	2
Total	23.04	27.43	**4.980**	39.60	15.20	5.75	7.805	12.852	8.588	23.04	31.9367	
Overall performance per variable	4.6	**5.5**	4.96	**7.921**	3.0	1.15	1.6	2.6	1.7	4.6	**6.39**	

Source: Author

7.14 Relationships among Variables

The general purpose of this study is to investigate how solid waste services is affected by shared services. As a whole, results of this study in terms of solid waste support that shared service context i.e. cost, quality and welfare can influence solid waste service performance. With the aim to achieve the objectives of this study of determining the magnitude of the relationship between the variables in this study, correlation analyses were conducted.

A correlation of +1 designates a perfect, positive correlation. Perfect indicates that one variable is precisely predictable from the other variable. Positive means that as one variable increases in value, the other variables also increases in value (or conversely, as one variable decreases, the other variable also decreases). George Darren and Mallery (1999), George and Mallery (2000) Positive ($0<r<1$) correlation: A positive (but not perfect) correlation indicates that as the value of one variable increases, the value of the other variable also tends to increase and No ($r=0$) correlation indicates no relation between the two variables (George & Mallery, 2000).

Positive ($-1<r<0$) correlation: A negative correlation indicates a relation in which as one variable increases the other variable has a tendency to decrease (George, 2003) and the closer the correlation value is -1, the stronger is that tendency. The closer the correlation value is to 0, the weaker is that tendency. An example of strong negative correlation is the relation between anxiety and emotional stability ($r= -.73$). George (2003); George and Mallery (2001) Persons who score higher in anxiety tend to score lower in emotional stability Persons who scores lower in anxiety tend to score higher in emotional stability. A weak negative

correlation is demonstrated in the relation between a Person's anger towards a friend suffering a problem and the quality of help given to the friend (r= -.13). If a Person's anger is less the quality of help given is more, but the relationship is weak. George and Mallery (2003). Perfect negative (r=-1) correlation: These only exist in mathematics not social sciences.

Significance: The significance (or p valve) represents the degree of rarity of certain results. A significance less than .05 (p<.05) means that there is less than a 5% chance that this relationship occurred by chance (George & Mallery, 2012; Norusis, 2012) and (P<.001) the value indicates a strong positive relationship between the scores.

7.14.1 Sharing Solid Waste Services and Cost Saving

As previously mentioned in the earlier chapter, a number of significant relationships were observed among the variables in this study. Most importantly, there were significant correlations between sharing solid waste and cost. This study found that the sharing dimensions were directly reflected in the cost dimensions. Specifically, in terms of the magnitude of such relationships, the correlation analysis indicates that one cost dimension has substantial association with sharing. The dimension is, overhead costs (r= -504), other three dimensions indicated low association with sharing. The dimensions are, partnerships (r= -273), client base (r=213), number of services (r=224), and administrative costs (r= -282) and one dimension duplication (r= -0.104), had a negligible association with sharing. The dimension of overhead costs (r= -504) shows a substantial association whereas the dimension of duplication (r= -0.104) shows a negligible association.

The implication of this suggests that shared services can be validating overhead costs of an organization. Where there is sharing they enjoy the economies of scale in the long run because it reduces on the unit per cost. It is also observed that public - public partnerships offers means to develop expertise of the internal employees (Entwistle et al., 2002), this is seen in the improvement of efficiency of the employees either in time taken to do their job or reduction in the mistakes on the job hence reducing costs.

In the long run the input costs become fairly stable because management can easily control them and they are more or less fixed because the workers have become more efficient hence perfection without much supervision and reduction in the operation costs. This is also true putting into consideration and respective common standards like regulatory conditions which are acquired with less input cost due to sharing. Also competition becomes an important factor in the reduction of input costs (labour and capital) hence improving service delivery. A study done by Hogg (2003,p.33) observed failures or slow success in, "shared service centers to provide human resource organizations with 30-50 percent reduction in administrative cost and human resource costs." Bangemann (2008) gave six reasons why top companies are interested in shared services and top most is reduction in administrative costs. It was proved that sharing services reduces production costs (Andrews & Entwistle, 2010b) through sharing services a comparatively innovative and untested practice of public –public partnership in operational line services like sharing garbage collection trucks so the technical breakdown of garbage trucks in one division doesn't necessarily hinder service delivery due to sharing.

Based on the different activities under solid waste management services such as slashing, sweeping, enforcement, community awareness educators, desilting, cesspool among others,

sharing reduced on the duplication. This has been made possible due to clear job descriptions and assignment of personnel in their right field of qualification and reorganization of the job structure positions hence eliminating duplication of services thus cost reduction (Lomax, 1952).

KCCA is practicing joint tendering since KCCA is now managing a centralized budget, regional lobbying and cooperative sharing of services in divisions, the shared service model represent joint arrangements between divisions ranging from ad hoc resource sharing to full shared administration and a central contracting model. Additionally, by integrating services into a bigger unit, it is expected that benefits will arise from the removal of duplication (Lomax, 1952) and mixing of services into a bigger unit offers the chance for standardization.

Lowndes and Skelcher (1998) suggest that partnerships can generate scale, dropping duplication and sharing overhead costs among the divisions hence making service delivery possible in spite of the cost. Reduction in duplication can arise due to sharing knowledge, expertise and resources, pooling of resources to 'increase the total level of resources brought to bear on problems and provides fertile ground for integrated processes.

7.14.2 Solid Waste Shared Services and Economies of Scale

In the study of the relationship between solid waste sharing and economies of scale, the dimensions of economies of scale were positively correlated with shared solid waste management although the relationship was not strong i.e between coefficients .385 and .182 indicated negligible association. Specifically, the diseconomies of scale (r=.182) was found to have lowest correlations with shared solid waste services. The low positive association

between shared solid waste services and diseconomies of scale suggests that the more the sharing the more the diseconomies of scale due to fiscal equivalence (Olson, 1969) and shared services leads to enlargement of the boundary of a division which makes it more difficult to manage its activities (Kaboolian, 1998). This can be well explained in joint sharing to improvement activities in many nations they apply the economic market as a classical for politics and administrative relationships (Nagel, 1997).

The organizational transformations of the New Public Management are deeply prejudiced by the principles of the principal-agent theory, public choice tactics and transaction cost economics. Civil responsibilities such as supporters and voters, bureaucrats, voted representative, and concerned organisations, plus the interactions amidst them, are demonstrated through market parallels (Self, 1993). Equally, policy-making, its application, and delivery of service arrangements can be examined as a sequence of dealings (transactions) with the features of exchanged agreements (contracts), accomplished with anxieties around data misdeeds, apprehension, self-interest, ethical risks, and the related difficulties of supervision to safeguard compliance of the agreement (Lane, 2000).

The study also indicated increase in people's preference and competition as sharing increases. This may imply that sharing does not affect the political autonomy of the various divisions thus democracy achievements are sustained as sharing increases. In addition, different divisions become competent among one another in order to achieve a common goal and this reflected in the public choice theory (Vaubel, 1986; West, 1976).

Engagements similar to those of market like competition in public- public departments and institutions within units of government and beyond catchment areas (boundaries) tend to

reduce incompetence, inefficiency and control of public agencies and bureaucrats (Donlevy, 1994; Jensen, 1995).

Sharing solid waste services reduces fragmentation of the divisions, division size and independence of the division to deliver services independently. This was evident in KCCA after amalgamating all divisions, it is now difficult or impossible for a division to deliver services independently, the size does not matter anymore since service delivery is beyond boundaries and further fragmentation is impractical due to the ongoing structural reforms on re-centralisation. This may imply that, amalgamation of fragmented divisions is better if economies of scale are to be achieved (Dollery et al., 2010).

These finding are in line with the previous study by Ruggini (2006a). Studies done by Dollery & Akimov (2008) and Ruggini (2006a) reflecting on the Queensland undertaking local government Association (LGAQ) identified efficiency was realized (Dollery & Crase, 2004), acknowledged that there are great economies of scale and emphasized the need to merge small and economically not capable (unviable) rural and regional councils into large merged public establishments' savings may be realizable.

7.14.3 Solid Waste Shared Services and Effectiveness and Efficiency

In the study to determine relations between solid waste sharing with efficiency and effectiveness, one dimension of efficiency indicate a low but significant association with shared services. The dimension is, exploitation of resources(r=.251), the analysis also reveals that two dimensions of efficiency show an insignificant association with sharing solid waste. The dimensions are responsiveness (r=0.126) and policies and plans (r=0.130). For

effectiveness, the analysis also reveals that seven dimensions of effectiveness show an insignificant association with sharing solid waste. The dimensions are inefficiency (r=0.046), implementation process (r=0.062), supervision (r= -0.033), trust of partners (r= -0.017), selfishness (r= -0.093), control (r=0.075) and distrust (r=0.012).

The implication for this suggests that sharing solid waste has an impact on efficiency in terms of resource exploitation but does not necessarily impact on the effectiveness of waste collection. Theorists of shared services argue that sharing leads to improvements in cost efficiency and it is one major motive for mergers or amalgamations even at local council level. The relationship that was revealed between efficiency and exploitation of resources is, it is most likely reduces costs and improves efficiency. This is true since solid waste employees share from garbage collection trucks, loaders, heavy equipment and the landfill. The findings are in line with past studies done in the English government (Murray et al., 2008; Redman et al., 2007b). It is further advised that economies of scale can be achieved through joint resource sharing which is the operational model for KCCA in solid waste management (Dollery et al., 2009).

National governments often believe that efficiency can be improved by consolidating existing local units into larger local institutions. For example (Sørensen, 2006) contends that larger units can exploit economies of scale and scope; they have a more robust economic base and greater governance capacity so they can take on more demanding responsibilities, and at the same time, small local governments are not able to address a number of important issues because they lack governance capacity to offer a number of specialized public services. Economies of scale call for a minimum level of production, and provision of local public goods requires a certain population base to achieve. In his support, Dollery et al. (2008) and

Dollery and Crase (2004) acknowledged economies of scale and stressed the need to consolidate small and financially 'unviable' rural and regional councils into larger amalgamated municipal organizations.

The findings in this study have a contribution in light to operational service since past works tested efficiency with back office services. However the shared service model works best with government support at least for Uganda's case. According to Dollery et al. (2010) the likelihood that the results derived from this study may not be transferable to another setting because shared service effectiveness solely depends on how they are implemented. Dollery and Crase (2004), in the Riverina Eastern regional organizational councils (REROC) established effectiveness in back office shared services i.e., joint tendering, purchasing, information technology, compliance initiatives and lobbying activities.

7.14.4 Solid Waste Shared Services and Social Welfare and Equity

In the study of the relationship between shared solid waste services and social welfare, the highest dimension of social welfare obtained in the correlation analysis is people's expectations (r=.259) whereas the lowest dimension obtained is responsiveness (r= -0.003). This suggests that people's expectation have increased and the responsiveness has dropped this could be as a result of the challenges encountered in sharing like increased work load, new methods of work, increased collection efficiency hence technical break downs of garbage trucks, division supervisors' unwillingness to share, inadequate communication and inaccessibility of some parishes and zones.

The magnitude of the relationship indicates that all four dimensions have negligible associations these include, social class (r= 0.046), reliability (r= -0.017) Strategies, (r=0.072), satisfaction (r=0.061) and response (r= -0.003). In spite of the increase in social welfare concerns as sharing increases, it is evident that the programs are more reliable for the less privileged and responsiveness is still poor. This is due to the relationship between equity and efficiency, the efficiency gains are more preferred by governments than allocations of property rights.

It is evident that what is important are the aggregated losses and gains but not really serving the under privileged (Pascual et al., 2010). There are also other issues beyond government failures, like; ability and willingness of the poor to participate this cleaning programs and self-loading programs introduced by KCCA. Most policies are ever silent on the issues concerning fair distribution (Landell-Mills & Porras, 2002) hence inequalities tend to arise because the structures are set to focus on efficiency not equity (Corbera, Brown, & Adger, 2007; Engel, 1994). Findings of the study show that the poor are receiving solid waste services but the extent to which they receive was the limitation of this study and KCCA is still far from optimal in terms of equity and service delivery.

The studied relationship between sharing and equity revealed a significant positive relationship between sharing SWM services and program quality (ρ=.155**). This implies that the more the sharing the better the monthly program and activities for the different social classes in terms of general cleaning to improve sanitation and prevent diseases. The social classes (ρ=-.217**) indicate a positive relationship hence the same techniques used while collecting garbage are the same for all social classes and same skips in size and type (ρ=.049**) may imply that collection of solid waste does not discriminate among different

social classes of people. According to Blocker and Smith (1980) who presented the justice theory by Blocker and Smith (1980) and some of the principles; Justice to structure society in the real world, equity, which means "fair shares" and "fair opportunities" in the distribution of and access to resources and services. Equity therefore requires that more resources and more services should be availed to the most vulnerable and needy groups.

7.14.5 Solid Waste Shared Services and Quality and Quantity and Standardization

In the study of the relationship between shared solid waste services and quality, generally, the dimensions of quality have a low but significant association with shared services. Five dimensions of quantity indicate negligible insignificant relationship with shared services whereas only one dimension of quality indicates a negligible association with shared services. The following are dimensions of quality with low but strong association: satisfaction with standards (r= -.217), technology (r= .181), good practices (r= .266) and complaint process (r= .200). One dimension of quality has a low but strong negative association (r= -.217) and the remaining one dimension has a negative but negligible association.

Through sharing services, equipment like garbage collection trucks may reduce on the cost incurred on procuring new equipment. Communities' complaints can easily be addressed through sharing hence improving on the quality of the services. The correlation test indicated that there is a positive and significant relationship between sharing solid waste services and quality. The results for quantity were expected since KCCA just shared the available resources but necessarily procuring new equipment so sharing had no effect on the quantity and there is a challenge of land where to place the waste containers/ skips.

For standardization, the study relationship revealed a significant positive relationship between sharing SWM services and changes in the standards (r=.079), better the practices in solid waste management (r=.147), better the complaint process and responsiveness to solid waste management reported cases (r=.210) an implication that KCCA is trying to standardize solid waste management but there is reduction in the standards management in solid waste services (r=-.130) because the scope becomes too wide to monitor the operations of the five divisions.

Past studies have shown that innovation is not just a good impression or a discovery, but the making and application of new processes, products, services and approaches of delivery that result in important improvements in quality (Albury, 2005). Oakerson (1999) followed the criteria of quality, quantity and reduced cost when delivering and measuring public shared procurement services and established that quality was achieved because of separation of production from provision. Bergeron (2003a) in his research, on shared service centers, argues that providing valuable feedback and requirements resulted into better service delivery and quality.

Reflect on the simple situation of KCCA and a private company indicates both of them share similar principles on a critical random output. Both the principal and the agent is supposed to put in more effort to get the desired performance. First, the principal proposes the terms of the service contract, which specifies the payments depending on observed performance of the agent. The spirit of the contract is "take-it-or-leave-it" offer to the agent. The private company will consent the terms presented by the principal if there is successive self-interested conduct underneath the terms of the agreement provided the agent with a level of expected utility that exceeds his arrangement level. The challenge of the principal is to ensure

understanding and efficient level of effort from the agent. The motivation problem relies deeply on some special features in terms of contracts which create frictions in the principal-agent relationship thus results into poor quality services. This calls for motivation while preparing contracts to help avoid shady work that compromise with quality (Behnke, 2007; Braun, 1993; Moe, 1984; Worsham & Gatrell, 2005).

7.15 Shared Solid Waste Services and Service Satisfaction

In the study to determine the relationship between service satisfaction and shared SW services, seven dimensions indicate there is an association with shared services. They are; availability of resources (r= .095), solid waste equipment (r= 0.045), distribution of skips (r=.354), level of treatment of waste (r= .220) working hours (r=0.069), solid waste personnel (r= -.479) and professionalism (r= .393). This research analysis revealed that shared solid waste services have a significant positive effect on service satisfaction. This situation is attributed to sharing the available inadequate resources, inadequate infrastructure and collaborations to solve societal overdue challenges.

The solid waste workers though work for long hours due to inadequate solid waste personnel, they still do their work with a lot of professionalism due to the fact that there is increased work load as a result of shared services hence increased responsibility which does not correspond to higher salaries since most of them are casual workers. Warren and Hyman (1966) stresses the interrelationships either in shared activities or social interactions with in a geographical setting. The results showed that the more sharing, the better the increase in the service satisfaction hence results are in line with past studies done such as Toth et al.

(2002) who proved that a style of community establishment aims at achieving individual or societal requirements like a sense of belonging and can be accomplished through sharing.

7.16 Shared Solid Waste Services and Quality by Parasuraman

In the study to determine the relationship between shared solid waste services and service quality using Parasuraman. In service quality dimensions, fourteen dimensions indicate there is an association with shared services. They are; solid waste equipment (r= .102), waste treatment (r= 0.077), appearance of personnel (r=0.060), providing solid waste services as promised (r= 0.083) solving solid waste needs (r= 0.049), providing services at the promised time (r= -.161), prompt solid waste collection (r= -0.007), residents' confidence (r= 0.005), residents' safety (r= 0.034), consistency and courteous (r= .220), helpful (r= 0.046), operating hours (r= 0.082) and solid waste workers have best interests of residents at heart (r= .202).

This research analysis revealed that shared solid waste services has a significant impact on three i.e. equipment (r= .102, $p<0.005$), solid waste services provided as promised (r= -0.007, $p<0.006$) and number of solid waste services provided at the promised time (r= -.161, $p<0.000$). Since service quality considers expectations for the service in relation to perception of service performance, the analysis, considered reliability through providing services as promised (r= -0.007), solid waste services provided at the promised time(r= -.161) recorded negative low correlation with shared services. Equipment (r= .102, $p<0.005$), recoded a positive association indicating that the more the sharing the more the equipment since they consolidate them in a pool to achieve a common objective.

The results indicate that the more the sharing of solid waste services, the less their ability to provide services at the promised time and this could be as a result of the increased catchment areas to be served, hence becoming inconsistent in meeting the demands of the community. Since perception becomes reality, these results explain that sharing has helped improve service quality under solid waste services because they consider that there is no such a thing as a perfect service both in the private and government sector. The results of the study mean that sharing garbage trucks within Rubaga division as an example gives leverage for Kawempe division to provide quality service due to the high rate of technical break downs involved. Given the nature of services offered in terms of sensitiveness and it is day to day demand if not collected, its associated to number of disease i.e., diarrhea Makara (2009) who cited a positive collection between garbage and diarrhea. The findings are in line with a study carried out in United Kingdom (DCLG, 2006b) that found improved levels of quality and efficiency in local councils after embarking on sharing back office services.

The magnitude of the relation indicates that under tangibility, consistency and courteous (r= .220), and best interests (r= .202) have shown a low positive relationship between shared services and this implies that when you share solid waste services, it improves solid waste workers' consistency and courtesy and best interests of residents at heart in terms of collection efficiency. This is true since the study indicates that there are good practices in KCCA on how to manage solid waste as supported by 76.4% of the employees. The major good practices cited include box body vehicles as supported by 21.3%, garbage skips as supported by 21.3%, self-loading as supported by 43.6%, cleaning as supported by 4.3% and garbage loaders as supported by 9.6%.

The appearance of the physical surroundings and facilities and modern equipment. In other words, the tangible dimension is about creating first-hand impressions. KCCA solid waste workers are ensuring that all the residents get a unique positive and never forgetting first hand impression, this would make them more likely change perception. This is evidenced in the self-loading exercise where solid waste workers use mega phones to call the residents to bring their garbage on the garbage trucks. The research indicates that appearance has a relationship that is insignificant when services are shared. However under the tangibility waste treatment (r= 0.077) and appearance (r=0.060) have a relationship with sharing solid waste which is insignificant. So with tangibility, sharing solid waste services significantly determines the number of modern solid waste equipment (p=0.000) and the number of solid waste personnel that have a neat and professional appearance (p=0.000) but not the number of visually appealing solid waste facilities (p=0.490).

The study indicated that in terms of reliability, sharing solid waste services significantly determines the number of solid waste services provided as promised (p=0.006) and number of solid waste services provided at the promised time (p=0.000) and correlations indicated a negative but insignificant relationship between sharing solid waste services and the number of solid waste services provided as promised (r=-0.069), a significant negative relationship between sharing solid waste services and the number of solid waste services provided at the promised time (r=-.161**).

Based on the analysis, reliability indicated providing services as promised (r= -0.069, P=0.000), and providing services at the promised time (r= -.161, P=0.000). Under Parasuraman, reliability is how KCCA is performing and completing their promised service, quality and accuracy within the given set requirements between KCCA and the community,

it is true that the more the sharing less the reliability in terms of completing their promised services and on the time allotted. This was evidenced by the Majority of the solid waste employees (66.9%) and residents (33.8%) say that these containers are between 100 to 500 meters apart. Majority of employees and residents supported this that's 97.6% and 93.8% respectively support that facilities and equipment to facilitate in solid waste collection are limited. Since these are limited to facilitation, it explains why reliability reduces as sharing increases in terms of providing services on the promised time.

In the study of the relationship between shared solid waste services and responsiveness, generally the dimension that was looked at was prompt solid waste collection services (r= 0.007, p=0.006), the correlation analysis indicates an insignificant relationship between prompt service delivery of solid waste services and sharing implying that the relationship is irrelevant. Since responsiveness according to Parasuraman et al. (1988) refers to the willingness of the KCCA to help its community in providing them with a good, quality and fast service, this is not the case as the study has revealed. This could be attributed to a wider service area as a result of sharing workers bearing greater responsibility, several garbage truck break downs, majority of employees and residents supported this that's 97.6% and 93.8% respectively support that facilities and equipment to facilitate in solid waste collection are limited.

The correlation analysis between sharing solid waste services and assurance, the dimensions that were identified are: confidence in residents (r=0.005, p=0.001), residents' safety (r= -0.034, p=0.002) and consistency and courteous (r= .220, p=0.000).Sharing solid waste services has increased consistency and courteous of the solid waste employees since the model allows all solid waste departments in the in the different divisions to get share garbage

trucks or even loaders when their own trucks experience break downs. A case scenario could be central division waste department experiences a technical breakdown of garbage trucks, they are allowed to contact other divisions like Kawempe, Nakawa, Makindye and Rubaga to share the available truck to enable the implementation of divisions' garbage collection plans.

The study further revealed an insignificant relationship between sharing solid waste services and residents' safety and confidence. The implication of this is that, sharing has not influenced residents' confidence and safety in solid waste management. According to Parasuraman, assurance refers to the KCCAs' solid waste workers, are they skilled and able to gain the trust and confidence of the community? If the residents are not comfortable with the KCCA employees, there is a rather large chance that the residents will not trust KCCA workers in the delivery of services.

The results were expected because majority of residents 66.7% argue that solid waste collection is not a free service, and that residents are charged more than 30000 shillings a month (12$). These results imply that majority of residents are operating business in divisions of KCCA that is why they are charged for the garbage collected. The other implication could be the garbage containers are over spaced and this may be the reason behind the garbage littered on the road sides. Majority of the solid waste employees (66.9%) and residents (33.8%) say that these containers are between 100 to 500 meters apart and 60% of employees agree that areas near the land fill are polluted. It is for the very reasons that sharing and resident's safety and confidence registered a negligible association (r=0.034, r=0.005).

The correlation results indicate a relation between sharing solid waste services and empathy and the dimensions included; best interests (r= .202, p=0.000), and operating hours (r=0.082, p=0.000). The results revealed that with sharing solid waste services, the solid waste workers put residents' interests into consideration. This could be as result of failure of residents' ability to pay for the service as it is evidenced that the majority workers (91.3%) indicated that garbage collection service is free to all residents in KCCA divisions. The study also revealed that solid waste workers work throughout the year including weekends and public holidays, this is because collecting garbage is a daily activity.

According to Parasuraman empathy refers to the care KCCA provides to the residents while collecting garbage like using mega phones to collect residents to bring garbage on to the garbage trucks, supporting residents by garbage loaders to put the garbage on the truck and KCCA's ability to take garbage trucks in resident slum areas to facilitate self-loading exercise. This makes the residents feel extra valued and special. The fifth dimension is actually combining the second, third and fourth dimension to a higher level, even though they really cannot be compared to residents. If the resident's feel they are cared for and are given quality attention, there is a very big chance that they will value KCCA service delivery systems. Sharing has an insignificant relationship on the operation implying that sharing doesn't influence operating hours under solid waste service delivery.

7.17 Hypothesis H1

Ho: Sharing Solid Waste Services Does Not Lead to Service Satisfaction

The first hypothesis (Ho) tested of sharing solid waste services does not lead to service satisfaction. This study has found that shared services (β0.342, P>0.05) can affect service satisfaction in the sense that sharing enables collection of garbage despite the challenges of garbage truck break downs hence satisfaction is derived by the service. However, in terms of determining controlling variables which can affect the result of this study, prior to statistical testing of the relationship between sharing solid waste and service satisfaction, it was established that respondents' qualification (β0.060, P<0.05) can affect service satisfaction. However, when the relationship between sharing and service satisfaction was tested, the results found that controlling variables i.e. marital status, age, and education level have a positive and significant impact on service satisfaction. The distance only contributes 25% of the variance towards service satisfaction.

The study revealed that distance to the garbage containers negatively affects service satisfaction and its impact is statistically significant at 5% level of significance. In analysis of controlling variables that can influence the service satisfaction, the study indicates that controlling variables such as division and gender are negatively associated to service satisfaction. The study also indicates that controlling variables such as marital status (β0.118, P<0.05), age (β0.094, P<0.05), and education level (β0.060, P<0.05) have a positive and significant impact on service satisfaction. This implies that sharing is affected by the respondents 'marital status, age and qualification, where employees who are older and more

qualified, give the likelihood for service satisfaction. The coefficients are positive implying that the more the sharing the more satisfaction derived by the service.

7.18 Hypothesis H2

Ho: Sharing Solid Waste Services Does Not Impact on Service Quality

The third hypothesis (Ho) tests whether sharing solid waste services does not impact on service quality. The result of the hypothesis has found that sharing solid waste (β, 0.241, P>0.05) is significant and has an effect on service quality. The results of the study have indicated a positive and significant effect on service quality (β, 0.241, P<0.05). A positive (but not perfect) correlation indicates that as the value of one variable increases, the value of the other variable also tends to increase, the values are moving in the similar direction. The implication of this study is that with the presence of sharing solid waste in the divisions of KCCA has a significant positive effect on quality. In other words, the results suggest that the more they share the higher the likelihood that the solid waste services quality to improve. This can be explained that sharing could be manifested in form of quality improvement. Theorists have argued that sharing services improves quality and this study is in line with past empirical studies; In public sector, the main reasons for establishing shared services is achieving more efficient service delivery, reflected in cost advantages as well as well as in higher quality (Triplett & Scheumann, 2000).

The result of the study indicate, quality is one of the criteria that has been used in one of shared service models identified as; Provision and service production Model (Oakerson, 1999). This study has empirically tested quality as a criteria and found that shared services lead to improved quality especially in the solid waste services. (Bergeron, 2003a) states that,

one of the characteristics of shared services, is the constant pressure to provide high quality services. The study found that division (β, 0.051, P>0.05), marital status (β, 0.084, P>0.05) and facilities (β, 0.235, P>0.05) have positive and significant effects on service quality. However, gender (β, -0.144, P>0.05), management (β, -0.071, P>0.05), time of service delivery (β, -0.053, P>0.05), and neatness of staff (β, -0.215, P>0.05) has negative effects on service quality.

Secondly, the significance levels given for each independent variable indicate whether that particular independent variable is significant predictor of the dependent variable, over and above the other independent variables. As a result of this, an independent variable that is a significant predictor of a dependent variable in simple linear regression may not be significant in multiple regression. This could happen because the variance that the first independent variable shares with the dependent variable could overlap with the variance that is shared between second independent variable and the dependent variable. Consequently, the first independent variable is no longer uniquely predictive and thus would not show up as being significant in the multiple regressions.

7.19 The Extent to Which Objectives Addressed Theory

Ground breaking study into shared services and it's under taking can improve service delivery, reduce costs, and improve service quality and social welfare. The study established that shared services reduces costs. Combination of divisions working together can yield economies of scale if they are involved in robust relationship.

Sharing significantly determines efficiency in service delivery since exploitation of resources seems to be increasing as sharing increases. However over exploitation of resources in long run undermines stability of organization. Also sharing is associated with diseconomies of scale. Sharing doesn't impact on effectiveness –theories say success of sharing highly depends on its implementation-Empirical findings didn't conform to the assumption since assumptions were made basing on back office services. It also depends on planning, time lines leadership, decision-making and structure, people, work processes and systems, and culture.

Shared services enables the low social class (needy) receive services & welfare programs are consistent with people's expectations though the responsiveness is still low. Through sharing the equipments can be shared hence increase on the number & reduces costs for procuring new (Quality/Quantity). Through sharing good practices in SWM were observed i.e. nets to avoid pollution, self-loading exercise (standardization). Community is satisfied with commitment portrayed by KCCA in managing SW. (Service quality & satisfaction). Shared services evidenced the invisible of competition hence refuting public choice argument to fragmentation.

7.20 Significance of Findings

Share service reform is applicable to other countries and the objectives of this new approach is in two folds:

(i) To contain the cost of delivering public services at affordable and sustainable levels.

(ii) To allow the Public Service to respond and adapt quickly to the needs of the citizen for additional service demands.

(iii) Doing things differently, identifying outmoded or outdated processes, embracing technology and applying the efficiency dividend to expand and enhance services delivery.

7.21 Summary

This chapter carried out discussion and interpretation of the data. It answered the research questions set out in section 1.3, Chapter One, as well as obtained the ranking order of performance of the five divisions of KCCA. The results clearly indicated that the state of cost (4.6), efficiency (4.96), economies of scale (5.5), effectiveness (7.9), quantity (1.15), standardization (1.6), social welfare (2.6) and equity (1.7) indices of five divisions overall for all variables 4.6 which is close to i.e., 5.0 the threshold specified in Section 3,9.7, Chapter Three, on a 10- points scale. However, there are grey areas in efficiency, quality, standardization, social welfare, equity and quantity that management of KCCA has to address. In addition to overall effectiveness index (7.9) is the highest in all indices which suggests that KCCA under the five divisions is effective in delivering solid waste services to residents in Kampala.

In case of sub-scale 'efficiency' of Questionnaire I, the mean scores of the three components i.e., exploitation of available resources, amount taken to deliver service and carrying out respective policies, laws and plans efficiently were above the benchmark and overall efficiency was satisfactory.

Regarding sub-scale ‘quality’ of questionnaire I, the mean scores of all of its factor components were significantly higher than the specified standards. Concerning ranking of performance, it was found Nakawa was the best division among the five divisions. The next chapter will conclude the study by summarizing major findings with regard to study propositions and research questions and discuss corrective measures to address the weakness highlighted by the findings.

CHAPTER 8

RECOMMENDATIONS AND CONCLUSIONS

8.1 Introduction

This chapter concludes the study by summarizing major findings and giving recommendations based on these findings. In detail the chapter sums up the main findings i.e., CQS and their factor components, measurement of dimensions of shared services, research proposition, based on the analysis, summarises theoretical and practical contributions of the study, explains limitation of the study, offers some recommendations based on the findings with a view to suggest improvements in the shared service system in Uganda. It suggests further areas for research and possible extension to bring improvement in the field of study and conclusions.

8.2 Cost, Quality and Social Welfare (CQS)

This study has devised a multi-dimensional analytical framework to conceptualize and operationalize shared solid waste services in public sector in the five divisions of Kampala Capital City Authority (KCCA) in Uganda. It rests on three dimensions of shared services models, that is, cost, quality and social welfare (CQS) (see Section 3.5, Chapter Three). Evidence in the literature on shared services as reviewed in Section 3.3 and 3.4, Chapter Three, there are five groups of studies indicating separately four different components or criteria used for assessing shared services i.e., cost (economies of scale, efficiency and effectiveness) i.e., economies of scale (Dollery et al., 2008; Dollery & Crase, 2004; Dollery & Fleming, 2006; Dollery & Robotti, 2008; LeRoux & Carr, 2007; Sørensen, 2006; Steiner,

2003; Tomkinson, 2007; Warner & Hebdon, 2001; Warner & Hefetz, 2002; Warner & Bel, 2008).

Efficiency (Albury, 2005; Andrews & Boyne, 2009; Andrews & Entwistle, 2010b; Bryan Bergeron, 2002; Boyne, 1996a; Dollery et al., 2009; Dollery & Crase, 2004; Dollery et al., 2006; Dollery et al., 2010; Dollery & Robotti, 2008; Gershon, 2004; Klijn & Teisman, 2000; McQuaid & Scherrer, 2010; Murray et al., 2008; Osborne & Brown, 2005; Pike, 2012; Redman et al., 2007b; Ruggini, 2006a; Savas, 2000; Shakrani, 2010a; Sullivan & Skelcher, 2002; Warner & Bel, 2008).

Effectiveness (Ancona et al., 2005; Andrews & Boyne, 2009; Andrews & Entwistle, 2010b; Askenas, 1995; Borins, 2001b; Boyne, 1996b; Carter & Greer, 1993; Dollery et al., 2009; Dollery et al., 2010; Fox et al., 1991; Ghorpade, 1971; Klijn & Teisman, 2000; McQuaid & Scherrer, 2010; NAO, 2007; Osborne & Brown, 2005; Piening, 2011; Pinto, 2010; Robbins & Coulter, 1996; Ruggini, 2006a; Schulman et al., 1999; Smith et al., 2006; Sullivan & Skelcher, 2002).

Cost (Andrews & Entwistle, 2010b; Bergeron, 2003a; Brown & Potoski, 2003; Buchanan, 1965; Dollery et al., 2010; Quinn et al., 2000a; Tomkinson, 2007; Ulrich, 1995; Warner & Bel, 2008; Williamson, 1991) and Quality (Harrow, 1997). According to the above groups, the common hypothetical foundation for shared service model is the purpose to generate a working partnership so as to yield economies of scale, lowered costs and better performance. The model is believed to profit from effective relationships that reduce supervision costs, and is reliant on effective implementation processes.

The group of studies argues that, shared services can be assessed to generate economies of scale; with need to join small and economically 'unviable' divisions into a bigger incorporated unit to improve efficiency through increase in the number of people served & the tax base whereas, the focus of second group argues that public- public partnerships are associated with 'public service efficiency 'through partnership working, which gives government; correctness, creates flexibility, expert provision and administrative efficiency.

Apart from these two criteria, shared services has been assessed in terms of effectiveness i.e., implementation process, new innovations, management and political negotiations, policy making and a mechanism to improve services, reduced costs can be realized through reduction in supervision cost, quality in terms of performance improvement and in terms of welfare, well- being and social support for all citizens especially the distressed and the poor. In fact, these four measures are as presented in the literature and discussed in Section 3.3 and 3.4, Chapter Three, are consolidated in this study into an integrative framework of CQS for assessing shared services.

Besides, this study also has identified and labelled the following factor components extracted through factor analysis of three dimensions of shared services (details can be found in Sections 5.1 Chapter Five), which can be used as performance measures for assessing performance of shared services in KCCA.

Table 8.1: Labeled Factor Components

Dimensions of SS	**Labeled Factor Components**
Cost	1. Cost 2. Economies of scale 3. Efficiency 4. Effectiveness
Quality	1. Quality 2. Quantity 3. Standardization
Social welfare	1. Social welfare 2. Equity

Source: Author

Table 8.2: Detailed Labeled Factor Components

Dimensions of SS	**Detailed Labeled Factor Components**
Cost	1. Client base 2. Number of services offered 3. Duplication of services 4. Overhead costs 5. Administrative costs
Economies of scale	1. Preference of service 2. Division size 3. Fragmentation 4. Independence in service delivery 5. Externalities 6. Competition 7. Freeing managers 8. Diseconomies of scale
Efficiency	1. Exploitation of resources 2. Responsiveness 3. Policies and plans
Effectiveness	1. Inefficiencies 2. Implementation process 3. Supervision 4. Trust of partners 5. Selfishness 6. Control 7. Distrust
Quality	1. Equipment type 2. Sensitization programs 3. Satisfaction with standards 4. Technology
Quantity	1. Number of skips 2. Increased equipment
Standardization	1. Solid waste standards 2. Satisfaction with available standards 3. Basic standards availability 4. Better standards
Social welfare	1. Low social class (exclusion) 2. Reliability of welfare programs 3. Strategies for welfare 4. Welfare policy 5. SWM activities and welfare programs
Equity	1. Social classes 2. Quality of solid waste programs & social classes 3. Techniques for different social classes 4. SW containers equal and the same

Source: Author

8.3 Assessing Dimensions of Shared Services

This study was guided by five research questions as set out in Section 1.5, Chapter One. The data collected was analyzed according to these research questions. The answers to these research questions are summarized as follows:

8.4 Summary of Major Findings

The research authenticates the theoretical dimensions of shared services as projected by Ruggini (2006a) and Schulman et al. (1999) shared services leads to economies of scale, through partnership working to increase on performance (Lowndes & Skelcher, 1998) due to great-trust in the partnership association hence lowered administration costs (Brown & Potoski, 2003), the effectiveness of partnership engagements under shared services is also thought to depend on the success of its implementation process (Borins, 2001a; Osborne & Brown, 2005; Piening, 2011) that the scope exists in Public service in Uganda under KCCA and the five divisions. An implication that the theoretical scope generated from developed countries has been verified empirically in the African setting, precisely in Uganda and established that it exists, is usable and appropriate. This research offers the early empirical provision for the reality of universal features of shared services in a third world context mainly in the World, East African and specifically Uganda.

The study dimensions of shared services have been investigated through a statistical analysis instrument SPSS software version 20 and found to be correlated. The nine dimensions of CQS projected by (Borins, 2001b; Brown & Potoski, 2005; Lowndes & Skelcher, 1998; Osborne & Brown, 2011a; Piening, 2011; Ruggini, 2006a; Schulman et al., 1999) are found

to be significant in this research. The results are recognized and consistent with the prior studies by (Andrews & Entwistle, 2010b; Pike, 2012).

In short, this research has established that shared services reduce costs, improves quality, social welfare, community satisfaction, and improves service delivery. The results are reinforced by the experimental frameworks resulting from (Ruggini, 2006a; Schulman et al., 1999) shared services leads to economies of scale, through partnership working to increase on performance (Lowndes & Skelcher, 1998) due to great-trust in the partnership association hence lowered administration costs (Brown & Potoski, 2003) the effectiveness of partnership engagements under shared services is also thought to depend on the success of its implementation process (Borins, 2001b; Osborne & Brown, 2005; Piening, 2011) and the knowledge, satisfaction and opinion of quality from the consumer (Osborne & Brown, 2011b).

8.4.1 Cost

It was established during the analysis that the association between shared solid waste services can reduce costs. The results are consistent with prior studies which established that sharing corporate services in the United Kingdom can reduce costs (Pike, 2012).

8.4.2 Economies of Scale

The study findings have revealed that sharing solid waste services has a significant impact on economies of scale. Implying that a combination of divisions working together can yield economies of scale if they are involved in a more healthy relationship. This study is in support

of the prior study by Ruggini (2006a); Schulman et al. (1999).The outcomes suggest that there is a good working relationship in the partnerships under solid waste services which can lead to improved service delivery.

8.4.3 Efficiency

The study outcomes have showed that sharing solid waste significantly determines efficiency, with the presence of sharing solid waste services, it significantly determines the efficiency of service delivery in dimensions like degree of exploitation of the resources is revealed to be increasing as sharing increases but not responsiveness and policy implementation since it was found insignificant. The results suggest that there is exploitation of resources in solid waste management which undermines the long term stability and development of the organisation. The study also revealed that sharing solid waste services is also associated with some diseconomies of scale which at times retard performance.

8.4.4 Effectiveness

The outcomes of this research revealed that sharing solid waste services has a significant effect on the degree of effectiveness of service delivery. Sharing solid waste services significantly affects the implementation process. All dimensions on effectiveness i.e., implementation process, distrust, control positively correlated and trust between the partners, supervision selfishness were positively correlated. This implies that sharing solid waste services impacts on their effectiveness and theorists argue that the success of sharing highly depends on effectiveness of its implementation (Borins, 2001b; Osborne & Brown, 2005; Piening, 2011). The empirical findings of this research have not conformed to this assumption

since all the variables were insignificant. This is possible since assumption was made basing on back office services i.e., IT and Human resource recommended from Australia by Dollery et al. (2010).

8.4.5 Social Welfare

The outcomes of the research have revealed that sharing solid waste services has a significant impact on social welfare. An implication that through sharing services even the low social class can receive the services. The welfare dimensions i.e., social class, reliability and people's expectation were revealed to be positively significant and satisfaction of welfare programs and responsiveness reduced as sharing increased. An implication that solid waste services do reach the neediest, the welfare programs are consistent in meeting people's expectations though there is low responsiveness.

8.4.6 Equity

The outcomes of the research have revealed that sharing solid waste services has a significant impact on equity. An implication that through sharing solid waste management services even the low social class can receive the services.

8.4.7 Quality and Quantity

It is also revealed that sharing solid waste services significantly impacts on the quality and quantity of the services offered. Through sharing services, the equipments can be shared and

this reduces on the cost incurred on procuring equipment. Communities' complaints can easily be addressed through sharing hence improving on the quality of the services.

8.4.8 Standardization

The outcomes of the research have revealed that sharing solid waste services has a significant impact on standards of collecting and managing garbage. An implication that through sharing there are observed good practices like covering garbage with next to avoid polluting the environment.

8.5 Service Satisfaction

The study outcomes have showed that shared solid waste services has a significant positive effect on community satisfaction implying that the community is satisfied with the commitment portrayed by KCCA in management of solid waste.

8.6 Service Quality by Parasuraman

The study results have showed that sharing solid waste services has a significant impact on service quality in twelve variables, a significant positive impact on three variables i.e., having best interests and consistency and courteous, and a significant negative impact on other two variables i.e., services provided as promised and number of services provided at the promised time.

The back ground information of respondents i.e., gender, marital status, age and education level have been used in this study for all regression analysis, to study their exceptional effect. Gender has been found to have a significant negative effect on improving service delivery and service quality on both services and community satisfaction under shared solid waste management services in Uganda. The findings suggest that gender doesn't influence community satisfaction, service quality and improvement in service delivery because sanitation discriminates in sex, it is taken to be gender biased and it's traditionally a role of a woman to dispose waste yet they have less economic power.

The respondents' marital status, education and age influences community satisfaction an implication that highly educated residents might be in formal employment therefore willing to pay for garbage collection, married people are likely to be responsible and keep the environment clean and the older someone becomes, the lesser the expectations hence they come to terms with the reality hence satisfaction.

The back ground variables for solid waste i.e., marital status and age have a positive influence service delivery improvement, an implication that old and married people are likely to be responsible in terms of participation and involvement hence improving service delivery.

8.7 What is Shared, How was It Initiated, Implemented, With Whom, Why and Which Model

The investigation indicated that while sharing solid waste services, they share garbage trucks (transportation), heavy equipments like back hoe, causal workers and landfill. Though sharing is still in its initial stages of development, it is seen as a good innovation and it is

implemented through how well different levels of administration are able to communicate, depending on the situation hence it is a case by case basis and highly dependent on the availability of garbage trucks. The sharing is among the five divisions of KCCA and the nearby districts, the divisions are sharing in order to gain economies of scale, reduce costs, improve efficiency and effectiveness, quality, enhance service delivery, build trust, access additional resources and address social complex challenges and the model used is both formal and informal, however there is strength in the informal sharing model.

8.8 Factors that Explain the Observed Performance

In Uganda there are quite a number of factors that explain the perceived circumstances i.e., economic, administrative, political and social. Mutual understanding and building a good relationship among operational staff especially among garbage supervisors is a key success factor and strength.

8.9 Policy Implications

In Uganda shared services have proved to reduce costs in solid waste management service therefore central government under the office of the prime minister need to draft a policy to guide its implementation like the United Kingdom (DCLG, 2006a). The old way of doing things in public service in Uganda should be changed with new models that yield economies of scale, yet little emphasis is placed on efficiency and effectiveness of the breadth in service delivery.

Secondly, the sharing model discourages fragmentation of more divisions or districts since it's argued that the ability of production of service requires a given population base. The policy implication of this finding may be that policy makers should discourage accumulation of many districts since this will hinder service delivery. The consolidation of some small units into one single unit will reduce administrative costs, increase on the number of people served and will increase on the number of services offered.

There is a possible policy implication on economies of scale, divisions in Kampala and districts in the country should be encouraged to share service delivery even in other services like education since sharing reduces on the duplication and encourages sharing overhead costs making an expensive service affordable to provide.

There a number of deficiencies identified in solid waste management i.e., inefficiency, failure to provide service as promised and at the promised time, inconsistency and lack of residents' confidence and safety. There are policy implications to these inefficiencies among others include;

(i) Need for transformation of the transportation system, there is need for vehicle tracker software that will monitor the movement of vehicles

(ii) Close the loop holes at the sanitary landfill, some drivers get return tickets as proof of dumping garbage at Kitezi landfill yet its KCCA garbage dumped but commercial garbage on private arrangements with commercial business in the city.

(iii) Old workers should be laid off since they do not match the present mission statement of KCCA and are not up to speed to achieve the mission statement.

(iv) Ensuring that the entire internal communication system is streamlined. Communication in KCCA is the greatest challenge which is used by many staff as an execuse in their day to day operations hence a justification for laziness.

(v) Ensure public awareness that the service is free.

(vi) Mobilizing sufficient financial resources to fund the purchase of modern solid waste equipment and sensitization of public on the best practices in storing, transporting and dumping of garbage.

(vii) Ensuring the effective enforcement of the garbage ordinance 2000 as well as its amendment to suit the current KCCA vision.

8.10 Implication of Major Findings

This study addresses an issue that is relevant and useful from both an academic and practical point of view in three major aspects: Theoretical contribution, empirical, and practical.

8.10.1 Theoretically Contribution

The study seeks to make a contribution through assessment of performance of public sector in KCCA. Its emphasis is on hitherto gray areas of assessing measures aimed at quantification of results to the maximum possible extent. It attempts to add to the academic debate surrounding the challenge of measuring performance of public service organizations by proposing an integrated analytical frame of cost, quality and social welfare (CQS), where many of the criteria and approaches, as discussed in section 2.4, Chapter Two, are consolidated and organized for assessing the performance of solid waste management in KCCA.

The basic idea behind the conceptual framework is to link an analysis of partnership relationship among inputs, outputs, outcomes, quality and welfare. The study can claim methodological innovation as it devises multi-dimensional analytical framework to conceptualize and operationalize shared services performance in KCCA. So far, it provides new knowledge to the discipline. This establishes the significance of the present study in terms of theoretical contribution.

Another distinctive contribution of this study will be that it has identified and labelled different sets of performance indicators (factor components extracted through factor analysis) of the three dimensions of shared services which can be used as performance indicators for measuring the performance indicators of shared services in public service.

The findings of this study have improved on the literature shared services in public sector since in the past (Dollery et al., 2012) there is little academic research on adopting different models of shared services, the findings using CQS have been tested empirically in Uganda, the results of this research will enable future researchers to further develop empirical research based on moderating factors like trust, communication and leadership to fill the gap in the literature since past researchers have not paid importance in adopting the models.

8.10.2 Empirical Contribution

Since there is no empirical work to the best of my knowledge in Uganda which has a similar subject matter as the present study, it therefore represents a pioneering effort in the context of Uganda and enters new empirical terrain.

8.10.2 Practical Contribution

In the context of present debate of good governance, capacity building and institutional development, it is hoped that this research will be policy- relevant. The findings of this study will help prevent the known problems and their incorporation in the design of future performance- focusing initiatives in Uganda.

The findings of this study will have practical implication for KCCA on the on-going performance oriented policies and programs as a whole in terms of; (i) improving the performance of service delivery, (ii) developing performance evaluation systems, and (iii) adapting new methods of performance.

This is a multifaceted study on one hand, it assesses the performance of shared services in KCCA, identifies the impact of shared services and provides feedback to the organization concerned, thus enabling improvements to be made in future policies and programs.

In short, the practical implications of this study will be to develop better understanding of the dynamics that influence the management and effective performance of solid waste under KCCA in Uganda and to orient the performance system in order to effect improvements in the way these services are delivered. It is hoped that it would make a good start towards the concept of assessing shared services, practically, it would facilitate the evaluation of performance of public service.

The findings of the study may enable public servants to take into consideration the importance of interrelationship as a result of sharing to design a shared service policy with the aim of gaining economies of scale, improve quality and social welfare.

8.10.4. The Limitations of the Study

As with any empirical research, weaknesses in methodology and non-availability of data are the major constraints. This study is no different. The following are the major limitations of the study:

The system of assessing shared service performance in Uganda is so primitive that there was no tangible data or records about the performance of shared services available since the KCCA is undergoing a total transformation from KCC so the available data during KCC was destroyed. It is common thinking in Uganda that there has not been any sincere effort on part of government to measure performance of public sector to meet their institutional obligations. Since the systematic and planned assessments of performance on shared service in public sector have not yet been conducted, there are very few sources of data on historical background of public service performance in KCCA.

Assessing shared service performance under KCCA, in Uganda is quite a new phenomenon and a new field of research for scholars. The major limitation on the study is the novelty of the field and the level of acceptability of the theoretical framework alongside the performance indicators for assessing shared service performance in KCCA. There is little empirical research and literature available regarding the assessment of performance of shared services under public sector in Uganda. In addition, since no standard questionnaire was available to

be adapted for this study, the questionnaire was designed for the purpose and is subject to some limitations in analyzing that data.

This study does not encompass assessing shared services in all public sector departments in Uganda and the focus is only on accessing performance and impact of shared. Moreover, it is focusing only on KCCA and its five divisions in Kampala and only on one service, i.e., solid waste as explained section 1.6, Chapter One. To investigate the assessment of shared services and their impact was a huge project that required huge effort especially financially.

Following the new KCCA Act 2011, the organization is undergoing total transformation and available old secondary data for former KCC was destroyed this limited availability of the secondary data on solid waste management, therefore the researcher had to collect primary data on a daily basis for example costs of managing solid waste collection and dumping, the researcher had to go to the sanitary landfill for three hours daily in a period of six months to record the tons of waste that were dumped by both private companies and KCCA best on estimates of previous recorded data since the weigh bridge was nonfunctional.

Since there are changes in the KCCA Act 2011, there is a lot internal fighting among the administration group and the political wing which hindered smooth data collection. In fact accessing premises of KCCA is tight and one is subjected to thorough check by police officers. There is a lot of tension and this situation needs to be addressed by the government in terms of reconciliation among the two groups for smooth running of business in KCCA for the betterment of all Ugandans.

To summarize, the present study is constrained by factors such as (i) availability of adequate data, (ii) limitations of historical performance in KCC in Uganda, (iii) not all public sector was covered by assessing the performance of shared services, (iv) number of divisions covered are only five, (v) KCCA is undergoing total transformation, and (vi) political and administrative bickering hinders the smooth operations of business in KCCA.

8.10.5 Further Areas of Research

For a country like Uganda, this study and its findings could offer useful guidelines for better delivering shared services and for improving of KCCA in the public sector. Besides the research work could also stimulate further research in this field.

In other words it will open a fresh and important avenue for further in-depth study of various aspects relating to shared service performance assessment in public sector. The present study though not exhaustive is expected to make a start towards the concept of assessing performance of the public service in Uganda. The scope of the present study as indicated in section 1.6, Chapter One, is somewhat narrow, not covering all government programs in public service and only concentrating on five divisions of KCCA.

In addition, focus was on KCCA and its five divisions in Kampala, the limited scope of study provides a rationale for further studies. To investigate moderating variables i.e., trust, leadership and communication and their impact on the performance of shared services would require a huge effort. A large scale research project would be able to analyze this critically.

In demand to start a more demanding understanding of shared services, further research should be done investigation the newly created districts in Uganda and confirm whether they are yielding economies of scale. This will give a good policy implication to government to avoid accumulation of more districts in the country.

The present study could be improved by bringing other stake holders as respondents in the survey, such as, all categories of public service like health and education to investigate their opinions. Therefore it would be desirable to conduct a similar study with a larger sample like employees in local governments. This will allow results to be generalized across countries. In short, notwithstanding its limitations, this study establishes a baseline for further research.

8.11 Final Conclusion

It can be concluded in the findings from this study that, it is useful to academicians and practitioners. Academicians can use the results to for further research and add more knowledge to the existing literature. For practice, the results can be used to draft policies that will improve performance, more competitively, efficiently and effectively.

Although there is a new Act in place, service delivery has not improved to people's expectations since the responsiveness is still slow, community is not satisfied since the service quality, responsiveness is lacking, equipment are not enough which leads to over exploitation of the available resources and services are not provided as promised and lack of residents' confidence and safety.

The findings of this research add to the conceptual growth of theoretical models by closing the gap in the literature, more specifically on adoption of shared services models in public sector. The study has met the aims of assessing whether shared services bring improved performance and the impact of shared services performance in public sector specifically KCCA in Uganda.

Ground breaking study into shared services and it's under taking can improve service delivery, reduce costs, improve service quality and social welfare. The theoretical dimensions that shared services CQS has proved to exist in public service in Uganda it's usable and appropriate. Shared services can be a better alternative to; forced structural reforms, voluntary approach, binding alliances (coalitions/agreements), involuntary mergers, inter municipal cooperation (IMC) and metropolitan amalgamations; they all failed to meet their expectations in spite of constitutional transformations.

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Appendices

Appendix A1

UNIVERSITY MALAYA
(MALAYSIA)
DEPARTMENT OF ADMINISTRATIVE STUDIES AND POLITICS
IMPROVING SERVICE DELIVERY: A CASE FOR SHARED SERVICES IN KAMPALA CAPITAL CITY AUTHORITY
QUESTIONNAIRE FOR EMPLOYEES.

QUESTIONNAIRE ON SHARED SOLID WASTE AND GARBAGE COLLECTION IN KCCA.

This questionnaire is prepared for assessing the respondents' views on solid waste management and garbage collection services in divisions of Kampala City Capital Authority. The information am seeking from you is purely for academic purposes, and it may also be used in improving solid waste collection and garbage management services in Kampala, and will be treated with outmost confidentiality. Your cooperation will be highly appreciated. Therefore, please feel free to answer the questions. Thank you.

Instructions on how to complete this questionnaire.

i. Please circle/indicate the correct option.
ii. Where your view/opinion is sought, just please write the required information in the space provided.

SECTION A

The purpose of this section is to capture the background information of the respondents in relation solid waste collection and garbage management services of KCCA.

1.0 **RESPONDENTS PARTICULARS**

1.1 Division: _____

1.2 Date: _____

1.3 Gender

(a) Male (b) Female

1.4 How many people are in your house?

(a) 1-2 (b) 3-5 (c) 6-10 (d) Above 10

1.5Age

(a) 20 – 29 (b) 30 – 39 (c) 40 -49 (d) 50 – 59 (e) 60 – 69 (f) 70+

1.6 Highest Educational Qualification

(a) Primary (b) Secondary (c) Certificate (d) Diploma (e) Bachelor's Degree
(f) Masters (g) PhD

1.7 Are you employed?

(a) Yes (b) No

1.8 If your answer in 1.7 above is Yes, indicate the organisation/Institution you work for _____

1.9 Designation/Job title _____Department/section_____

1.10 In which division of Kampala do you reside?

(a) Central (b) Nakawa (b) Lubaga (d) Makindye (e) Kawempe

1.11 For how long have you been residing in this division?

(a) 0-5 years (b) 6-10 years (c) 11-15 years (d) 16-20 (e) 21 and above

SECTION B

Objective of this section is to seek the respondents' view/opinion on solid waste management and garbage collection services in KCCA. Please circle the appropriate answer

2.1. How well do you understand the terms solid waste collection and garbage management?

(a) Very well (b) Well (c) Quite Well (d) Somewhat well (e) Fairly

(f) Somewhat poor (g) Quite poorly (h) poorly (i) Very poorly

If your answer in 2.1 above is from very well through to fairly, answer the following concerning the status of solid waste collection and garbage management in the divisions of KCCA.

2.2 Which among the following are the types of wastes generated in Kampala? (**Select all that apply**).

(a) Domestic waste (b) Commercial waste (c) Industrial waste

(d) Institutional waste (e) Market waste (f) Hospital waste

2.3 What are the most common ways for residents to dispose waste? (**Select all that apply**)

(a) Burn the waste (b) Place in garbage containers (communal collection) (c) Dump at the roadside (d) Use formal collectors (contracted companies) (e) Use informal collectors (individual)

(f) Use NGOs (g) Others, please specify_____

2.4 Select among the following who are responsible for solid waste collection and garbage management in KCCA (**Select all that apply**)

(a) KCCA solid waste collection & garbage management section (b) Private contracted garbage collectors

(c) Individual garbage collectors (scavengers) (d)NGOs/CBOs (e)All of the above

2.5 Who among the following are the two common solid waste and garbage collectors in KCCA?

(a) KCCA solid waste collection & garbage management section and Private contracted garbage collectors

(b) Private contracted garbage collectors and Individual garbage collectors (scavengers)

(c) Individual garbage collectors (scavengers) and NGOs/CBOs

(d) NGOs/CBOs and Private contracted garbage collectors

2.6 If the Private contracted garbage collectors is one of the common solid waste and garbage collectors, how many contractors are engaged by KCCA?

(a) 1-10 (b) 11-20 (c) 21-30 (d) 31-40 (e) 41-50 (f) 51-60

(g) Above 60

2.7 Select any safe waste disposal method used at KCCA among the following; **(Select all that apply)**

(a) Land filling (b) Incineration (industrial burning)

(c) Composting (manure making) (d) Recycling (e) All the above

2.8 Does KCCA have any of the following regulations and policies on solid waste collection and garbage management?

(a) Law on solid waste (b) Pollution control standards (c) Waste reduction, recycling and recovery (d) Solid waste collection and garbage management and pollution control

(e) All the above

2.9 Which is the common means of waste collection used by KCCA? **(Select all that apply)**

(a) Waste collection & transport vehicles (b) Sealed compact vehicles

(c) Formal agents (hired) trucks (d) Garbage collectors (individuals)

(e) All the above

2.10. Is sold waste collection a free service in KCCA to residents?

(a) Yes (b) No (c) Not sure

2.11. If your answer is No in 2.10 above, how much on average do one family spend per month on solid waste collection?

(a) 5000 – 10000/- (b) 15000-20000/- (c) 20000-30000/- (d) More than 30,000/-

2.12. If your answer is Yes in 2.10 above, how are the garbage containers spaced?

(a) Less than 100 meters (b) 200 m to 500 m (c) 500 m to 1 km (d) 1 km to 2 km

(e) more than 2 km (f)Others please specify _____

2.13. To what extent do you agree that the landfill at Kitezi and waste collection transport vehicles cause additional pollution?

(a) Strongly agree (b) Agree (c) Quite agree (d) Somewhat agree (e) Neutral

(f) Somewhat disagree (h) Quite disagree (i) Disagree (j) Strongly disagree

2.14. Have you observed any good practices in KCCA on how they are managing solid waste like in collection, transportation, treatment and disposal?

(a) Yes (b) No (c) Not sure

2.15 If your answer is Yes in 2.14 above please state any of the good practices _____
_____

2.16 Does KCCA have enough solid waste collection and management facilities &equipments?

(a) Yes (b) No (c) Not sure

2.17 If your answer is No in 2.16 above, what among the following do you think explains this? **(Select all that apply)**

(a) Lack of funds (b) Lack of capacity (c) Poor management

(d) No technical capacity (e) Misuse of facilities and equipment (f) Corruption

(g) Lack of solid waste collection and garbage management policy

2.18 How is the solid waste collection and garbage management services funded? **(Select all that apply)**

a) KCCA revenue (b) Government (c) Private sector (d) International institutions e.g. WB, IMFetc (e) All the above

2.19 In your opinion, do you think partnerships and shared solid waste collection and garbage management services among divisions can improve the delivery of this expensive service?

(a) Yes (b) No (c)Not sure

2.20. If your answer is Yes in 2.19 above, which among the following justifies partnerships and shared solid waste collection and garbage management services among divisions. **(Select all that apply)**

(a) Economies of scale (b) Shared costs (c) Reduced costs

(d) Improve service delivery (e) Improve on the equity (f) Improve on the effectiveness

(g) Improve quality (h) Improve standards (i) Improve Social Welfare

2.21. In your opinion, what is the most positive aspect of partnering and sharing solid waste services among the following? **(Select all that apply)**

(a) Increase in the collection rate (b) Proper transportation and treatment

(c) Sensitization waste program (d) Increase Sanitation (e) Reduce diarrhea

2.22 In your opinion, what is most serious problem encountered in partnering and sharing solid waste services among divisions from the list below? **(Select all that apply)**

(a) Lack of coordination (b) Untrusted partners (c) Stake holder involvement

(d) Lack of shared vision (e) Unequal distribution of resources (h) Poor communication

2.23 Do you think that sharing of solid waste collection and garbage management services improves service delivery greatly in the divisions?

(a) Yes (b) No (c)Not sure

2.24 If your answer in 2.23 above is Yes, state the aspect in which it improves service delivery

2.25. Do you agree that KCCA should encourage and support the shared service initiatives among the divisions?

(a) Yes (b) No (c)Not sure

SECTION C

The purpose of this section is to investigate the respondents' views on service delivery in terms solid waste management and garbage collection under partnership and cooperation.

A number of statements regarding the residents' views towards service delivery under partnership in your division are presented below. Five possible reactions ranging from Strongly disagree (**1**) Disagree (**2**), Neutral (**3**), Agree (**4**) to Strongly agree (**5**) are listed under each statement. Please choose the alternative in which the answer that comes closest to the level of your satisfaction, and circle the appropriate choice.

Strongly agree (1), Agree (2), Neutral (3), Disagree (4), Strongly Disagree (5)

	Shared services	1	2	3	4	5
A	**Shared services**					
1	Shared services help to generate sufficient resources.					
2	Through shared services partners share all the costs					
3	Shared services reduce on the costs of service delivery.					
4	Shared services leads to improved service delivery.					
5	Shared services leads to effectiveness of service delivery.					
6	Shared services improves the quality of service delivery.					
7	Shared services aim at high standards of performance.					
8	Shared services improve on the equity of service delivery.					
9	Shared services enable the reduction of per unit cost of service delivery.					
10	Shared services partnerships improve on social welfare.					
11	There is lack of coordination among partners under the shared service arrangement					
12	There are always untrusted partners in the shared service arrangement.					
13	There is lack of involvement and participation among all the partners in the shared service arrangement.					
14	No all partners have the same shared vision.					
15	There is unequal distribution of resources among partners in the shared service arrangement.					
16	There is always poor communication among partners in shared service arrangement.					
17	KCCA should encourage and support the shared service initiatives among the divisions					

SECTION D

SHARED SERVICES

The objective of this section is to assess the respondents' views in relation to cost, quality and social welfare of Solid waste management and garbage collection of Kampala City Capital Authority.

Key: depending on the statement, the scale of change or achievement ranges can either be in agree, satisfied/satisfactory or acceptable for example agree range from Strongly disagree (1), disagree (2), somehow disagree (3), slightly disagree (4), neutral (5), slightly agree (6) somehow agree (7) quite agree (8), Agree (9) to Strongly agree (10). Answer the questions frankly by circling the correct answer in the box that is closest to your level of agreement with the statement /question.

S/ no	Questions		Rating									
A	**Cost Saving as a result of shared services in SWM**		1	2	3	4	5	6	7	8	9	10
1	Partnerships (public-public) reduce costs as partners are united in common goal and trust relationship											
2	Do you agree that having a greater capacity to serve a large client base leads to reduction in the input prices											
3	Do you agree that as a scale of production of any service increases, the proportion of cost falls											
4	Do you agree that reducing duplication leads to lower costs											
5	Sharing overhead costs among divisions leads to lowered costs of delivery services.											
6	Administrative costs stem from the obligations to provide information which is set out in the legislation.											
B	**Economies of scale**											
1	Do small jurisdictions capture citizens' true preferences and leaders can articulate their preferred level of service more precisely											
2	Larger size division is preferred for realizing economies of scale in production											
3	Do you agree that fragmentation also limits local government's ability to gain economies of scale											
4	Delivering services as an independent division is more costly than providing a service through partnership with other local councils											
5	A large division possess ability to address externalities and diseconomies of scale by broadening consumption base.											
6	Small divisions bring competition hence improved performance											
7	Are managers freed from the day-to- day front office management and servicing clients to enable them concentrate on goals of the goals of the division?											
8	Shared services may suffer diseconomies of scale and may not result into improved performance											
C	**Efficiency**											
1	**Divisions are exploiting the use of available resources**											
1	Resource recovery through waste processing											
2	Recycling waste into local product											
3	Resource recovery through sorting and recycling											
4	Waste transformation i.e reduction of volume											
5	Disposal on landfill. environmentally safe											
2	**Shared service partnerships are likely to reduce on the amount of time taken to deliver the services.**											
1	Reduced distance covered to dispose waste											
2	Waste containers are fairly distributed											
3	Improved mode of collection of waste											
4	Involvement of many government agencies											
5	Waste is collected in reasonable time periods											

3	**Shared service partnerships have enabled divisions to carry out their respective policies and plans in a more efficiently.**										
1	Achievement of integrated waste management planning										
2	Implementation of solid waste ordinance 2000										
3	The right of an individual to information on waste										
4	Safety for the waste collectors and the residents										
5	Effective monitoring of compliance with the national standards										
D	**Effectiveness**										
1	Public-public partnerships will be apparent in the effective measurement of performance										
2	The success of share services is greatly dependent on how effective is the implementation process										
3	Shared service arrangements will not gain from high levels supervision										
4	Shared service arrangement will gain from high trust of the partners in the partnership										
5	The partnership dissolves due to selfish interests of the agent and failure to deliver the services										
6	Partnerships are also affected by too much control and supervision										
7	Distrust can lead to dissolving of the partnership										
E	**Welfare**										
1	Low social class receive free garbage collection services in the different divisions										
2	Welfare services are reliable in the divisions										
3	There are strategies for social welfare in divisions										
4	Welfare policy is meeting people's expectation										
5	SWM activities under welfare programs satisfactory										
6	Division are responding well towards welfare services										
	Quality										
1	There is improvement in technology use in the management of garbage										
2	Waste treatment done frequently										
3	Quality of tools and equipments used in garbage collection										
	Frequency in collection of garbage										
4	Residents are satisfied with the achievements of solid waste collection and garbage management services in Kampala										
5	Solid waste management and garbage collection interventions in improving service delivery are good										
6	The status of the solid waste management and garbage collection services in KCCA is good										
7	There is an effective solid waste generation policy in place.										
8	Division residents' behavior toward waste generation change is good.										
9	The solid waste and garbage collection management systems in place are environmentally friendly										
	Quantity										
1	The number and spacing of solid waste collection containers is good										

2	Solid waste management and garbage collection under partnerships increased the amount of equipments.										
	Standardization										
1	The community is satisfied with solid waste management and garbage collection standards in KCCA.										
2	The changes in the standards of waste management services in the divisions have improved like in technology.										
3	The practices of solid waste collection and garbage management are good in the divisions after the partnership arrangement.										
4	There is a complaint process for any dissatisfaction with solid waste collection and garbage management in the division.										
5	Residents are generally satisfied with the standards of waste management in divisions										
	Equity										
1	All different social classes of people receive waste management services from the divisions										
2	The quality of waste management programs among different social classes in the divisions is good.										
3	Solid waste collection in lower, middle and upper classes use the same techniques in the division										
4	Solid waste collection containers in lower and upper class areas are equal and same.										

End of the Questionnaire

Thank you

Appendix A2

UNIVERSITY MALAYA- MALAYSIA

DEPARTMENT OF ADMINISTRATIVE STUDIES AND POLITICS
IMPROVING SERVICE DELIVERY: A CASE FOR SHARED SERVICES IN KCCA
QUESTIONNAIRE FOR RESIDENTS

QUESTIONNAIRE ON QUALTY OF SERVICE DELIVERED IN DIVISIONS BY KAMPALA CAPITAL CITY AUTHORITY IN TERMS OF SOLID WASTE MANAGEMENT SERVICES.

This questionnaire is prepared for assessing the residents' opinion on the quality of services delivered by Kampala City Capital Authority in Kampala in terms of solid waste and garbage collection. The information sought from you is purely for academic purposes, and data may also help in improving the quality of service delivery at KCCA. Your cooperation will be highly appreciated, and your response will be treated with outmost confidentiality. Therefore, please feel free to answer the questions. Thank you.

INSTRUCTIONS ON HOW TO COMPLETE THIS QUESTIONNAIRE.

i. Read the following carefully before completing the questionnaire.
ii. Please circle/indicate the correct **option(s)**.
iii. Your own view/opinion (based on your view or practical experience) will also be requested. In such cases please write the required information in the space provided.

SECTION A

The purpose of this section is to get personal information of the respondent.

1.0 BIOGRAPHICAL DATA

1.1 Division

(a) Central (b) Nakawa (b) Lubaga (d) Makindye (e) Kawempe

1.2 Gender

(a) Male (b) Female

1.3 Marital status

(a) Married (b) Single (c) Separated (d) Other

1.4 Age

(a) 20 – 29 (b) 30 – 39 (c) 40 -49 (d) 50 – 59 (e) 60 – 69 (f) 70+

1.5 Highest Educational Qualification

(a) Primary (b) Secondary (c) Certificate (d) Diploma (e) Bachelor's Degree

(f) Masters (g) PhD

1.6 The sector the person is employed

(a) Gov't service (b) Employed by private sector (c) Self-employed (d) House wife (e) Others please specify

1.7 The level of income per month

(a) Less than 500,000 (b) 500,001-1,000,000 (c) 1,000,001-1,500,000 (d) 1,500,001-2,000,000 (e) More than 2,000,000

1.8 Length of Stay in the division.

(a) <5 years (b) 6 - 10 years (c) 11 – 15 years (d) > 15 years

1.9 Please choose the type of housing setup that you live in

(a) Upper scale housing (b) Planned housing estate (c) Unplanned housing set up

(d) Town flats (e) Slums

SECTION B

Objective of this section is to seek the respondents' view/opinion on KCCA service delivery in areas of solid waste management and garbage collection. Please indicate the appropriate answer

2.1 Does KCCA provide solid waste management and garbage collection to all the residents?

(a) Yes (b) No (c) Not Sure

2.2 If your answer is yes in 3 above, how well is the KCCA solid waste management and garbage collection system?

(a) Very well (b) Well (c) Quite Well (d) Somewhat well (e) Fairly

(f) Somewhat poor (g) Quite poorly (h) poorly (i) Very poorly

Solid waste and garbage collection management

2.27 Which among the following are the types of wastes generated in Kampala? **(Indicate all that apply)**

(a) Domestic waste (b) Commercial waste (c) Industrial waste

(d) Institutional waste (e) Market waste (f) Hospital waste

2.28 What is the most common way for residents to dispose their waste? **(Indicate all that apply)**

(a) Burn the waste (b) Place in garbage containers (communal collection)

(c) Dump at the roadside (d) Use formal collectors (contracted companies)

(e) Use informal collectors (individual) (f) Use NGOs (g) Others

2.29 Select any safe waste disposal method used at KCCA among the following; **(Indicate all that apply)**

(a) Land filling (at Kitezi) (b) Incineration (industrial burning)

(c) Composting (manure making) (d) Recycling (e) All the above

2.30 Which is the common means of waste collection used by KCCA?

(a) Waste collection & transport vehicles (b) Sealed compact vehicles

(c) Formal agents (hired) trucks (d) Garbage collectors (individuals)

(e) All the above

2.31 Is sold waste collection a free service in your division?

(a) Yes (b) No (c) Not sure

2.32 If your answer is No in 4.6 above, how much do you spend per month on solid waste collection?

(a) 5000 – 10000/- (b) 15000-20000/- (c) 20000-30000/- (d) More than 30,000/-

2.33 If your answer is yes in 4.6 above, how far are the garbage containers from your home?

(a) Less than 100 meters (b) 200 m to 500 m (c) 500 m to 1 km (d) 1 km to 2 km

(e) more than 2 km

2.34 To what extent do you agree that the landfill at Kitezi and waste collection transport vehicles cause additional pollution?

(a) Strongly agree (b) Agree (c) Quite agree (d) Somewhat agree (e) Neutral

(f) Somewhat disagree (h) Quite disagree (i) Disagree (j) Strongly disagree

2.35 Does KCCA have enough solid waste collection and management facilities & equipment?

(a) Yes (b) No (c) Not sure

2.36 If your answer is No in 2.35 above, what among the following do you think explains this? **(Indicate all that apply)**

(a) Lack of funds (b) Lack of capacity (c) Poor management

(d) Lack of solid waste collection and garbage management policy

(e) Misuse of facilities and equipment (f) No technical capacity

2.37 In your opinion do, you think shared solid waste collection and garbage management services among divisions can improve the delivery of this expensive service?

(a) Yes (b) No (c) Not sure

2.38 If your answer in 2.37 above is Yes, which among the following justifies shared solid waste collection and garbage management services among divisions **(Indicate all that apply)**

a) Generation of sufficient resources (b) Shared costs (c) Reduced costs

(d) Improve service delivery (e) Improve on the equity (f) Improve on the effectiveness

(g) Economies of scale (h) Improve quality (i) Improve standards

(j) Improve Social Welfare

2.39 In your opinion, what is the most positive aspect of sharing solid waste services among the following? **(Indicate all that apply)**

a) Increase in the collection rate (b) Increase Sanitation (c) Reduce diarrhea

(d) Proper transportation and treatment (e) Sensitization waste program

2.40 In your opinion, what is most serious problem encountered in sharing solid waste services among division from the list below? **(Indicate all that apply)**

a) Lack of coordination (b) Untrusted partners (c) Stake holder involvement

(d) Lack of shared vision (e) Unequal distribution of resources (h) Poor communication

2.41 Do you think that sharing of solid waste collection and garbage management services improves service delivery greatly in the divisions?

(a) Yes (b) No (c) Not sure

2.42 If your answer in 2.41 above is Yes, state the aspect in which it improves service delivery.

……..

2.43 Do you agree that KCCA should encourage and support the shared services initiatives among the divisions?

(a) Yes (b) No (c) Not sure

2.44 Do you think that sharing of solid waste collection and garbage management services improves service quality greatly in the divisions?

(a) Yes (b) No (c)Not sure

2.45. Do you think that sharing of solid waste collection and garbage management services improves community satisfaction greatly in the divisions?

(a) Yes (b) No (c)Not sure

2.46 Do you think that sharing of solid waste collection and garbage management services improves performance?

(a) Yes (b) No (c)Not sure

SECTION C

The purpose of this section is to investigate the community (residents) views on service delivery in terms solid waste and garbage collection under partnership and cooperation.

A number of statements regarding the residents' views towards service delivery under partnership in your division are presented below. Five possible reactions ranging from Strongly agree (**1**), Agree (**2**), Neutral (**3**), Disagree (**4**) to Strongly disagree (**5**) are listed under each statement. Please choose the alternative in which the answer that comes closest to the level of your satisfaction, and tick the appropriate choice.

	Shared services	1	2	3	4	5
A	**Shared services**					
1	Shared services help to generate sufficient resources.					
2	Through shared services partners share all the costs					
3	Shared services reduce on the costs of service delivery.					
4	Shared services leads to improved service delivery.					
5	Shared services leads to effectiveness of service delivery.					
6	Shared services improves the quality of service delivery.					
7	Shared services aim at high standards of performance.					
8	Shared services improve on the equity of service delivery.					
9	Shared services enable the reduction of per unit cost of service delivery.					
10	Shared services partnerships improve on social welfare.					
11	There is lack of coordination among partners under the shared service arrangement					
12	There are always untrusted partners in the shared service arrangement.					
13	There is lack of involvement and participation among all the partners in the shared service arrangement.					
14	No all partners have the same shared vision.					
15	There is unequal distribution of resources among partners in the shared service arrangement.					
16	There is always poor communication among partners in shared service arrangement.					
17	KCCA should encourage and support the shared service initiatives among the divisions					

SECTION D

SHARED SERVICES

The objective of this section is to assess the respondents' views in relation to cost, quality and social welfare of Solid waste management and garbage collection of Kampala City Capital Authority.

Key: depending on the statement, the scale of change or achievement ranges can either be in agree, satisfied/satisfactory or acceptable for example agree range from Strongly disagree (1), disagree (2), somehow disagree (3), slightly disagree (4), neutral (5), slightly agree (6) somehow agree (7) quite agree (8), Agree (9) to Strongly agree (10). Answer the questions frankly by circling the correct answer in the box that is closest to your level of agreement with the statement /question.

S/no	Questions		Rating									
			1	2	3	4	5	6	7	8	9	10
A	**Cost Saving as a result of shared services in SWM**											
1	Partnerships (public-public) reduce costs as partners are united in common goal and trust relationship											
2	Do you agree that having a greater capacity to serve a large client base leads to reduction in the input prices											
3	Do you agree that as a scale of production of any service increases, the proportion of cost falls											
4	Do you agree that reducing duplication leads to lower costs											
5	Sharing overhead costs among divisions leads to lowered costs of delivery services.											
6	Administrative costs stem from the obligations to provide information which is set out in the legislation.											
B	**Economies of scale**											
1	Do small jurisdictions capture citizens' true preferences and leaders can articulate their preferred level of service more precisely											
2	Larger size division is preferred for realizing economies of scale in production											
3	Do you agree that fragmentation also limits local government's ability to gain economies of scale											
4	Delivering services as an independent division is more costly than providing a service through partnership with other local councils											
5	A large division possess ability to address externalities and diseconomies of scale by broadening consumption base.											
6	Small divisions bring competition hence improved performance											
7	Are managers freed from the day-to- day front office management and servicing clients to enable them concentrate on goals of the goals of the division?											
8	Shared services may suffer diseconomies of scale and may not result into improved performance											
C	**Efficiency**											
1	**Divisions are exploiting the use of available resources**											
1	Resource recovery through waste processing											
2	Recycling waste into local product											
3	Resource recovery through sorting and recycling											
4	Waste transformation i.e reduction of volume											
5	Disposal on landfill. environmentally safe											
2	**Shared service partnerships are likely to reduce on the amount of time taken to deliver the services.**											
1	Reduced distance covered to dispose waste											
2	Waste containers are fairly distributed											
3	Improved mode of collection of waste											
4	Involvement of many government agencies											
5	Waste is collected in reasonable time periods											

3	**Shared service partnerships have enabled divisions to carry out their respective policies and plans in a more efficiently.**										
1	Achievement of integrated waste management planning										
2	Implementation of solid waste ordinance 2000										
3	The right of an individual to information on waste										
4	Safety for the waste collectors and the residents										
5	Effective monitoring of compliance with the national standards										
D	**Effectiveness**										
1	Public-public partnerships will be apparent in the effective measurement of performance										
2	The success of share services is greatly dependent on how effective is the implementation process										
3	Shared service arrangements will not gain from high levels supervision										
4	Shared service arrangement will gain from high trust of the partners in the partnership										
5	The partnership dissolves due to selfish interests of the agent and failure to deliver the services										
6	Partnerships are also affected by too much control and supervision										
7	Distrust can lead to dissolving of the partnership										
E	**Welfare**										
1	Low social class receive free garbage collection services in the different divisions										
2	Welfare services are reliable in the divisions										
3	There are strategies for social welfare in divisions										
4	Welfare policy is meeting people's expectation										
5	SWM activities under welfare programs satisfactory										
6	Division are responding well towards welfare services										
	Quality										
1	There is improvement in technology use in the management of garbage										
2	Waste treatment done frequently										
3	Quality of tools and equipments used in garbage collection										
	Frequency in collection of garbage										
4	Residents are satisfied with the achievements of solid waste collection and garbage management services in Kampala										
5	Solid waste management and garbage collection interventions in improving service delivery are good										
6	The status of the solid waste management and garbage collection services in KCCA is good										
7	There is an effective solid waste generation policy in place.										
8	Division residents' behavior toward waste generation change is good.										
9	The solid waste and garbage collection management systems in place are environmentally friendly										
	Quantity										
1	The number and spacing of solid waste collection containers is good										

2	Solid waste management and garbage collection under partnerships increased the amount of equipments.										
	Standardization										
1	The community is satisfied with solid waste management and garbage collection standards in KCCA.										
2	The changes in the standards of waste management services in the divisions have improved like in technology.										
3	The practices of solid waste collection and garbage management are good in the divisions after the partnership arrangement.										
4	There is a complaint process for any dissatisfaction with solid waste collection and garbage management in the division.										
5	Residents are generally satisfied with the standards of waste management in divisions										
	Equity										
1	All different social classes of people receive waste management services from the divisions										
2	The quality of waste management programs among different social classes in the divisions is good.										
3	Solid waste collection in lower, middle and upper classes use the same techniques in the division										
4	Solid waste collection containers in lower and upper class areas are equal and same.										

End of the Questionnaire

Thank you

Appendix B

Factor loading for shared services Questionnaire I &II

S/no	Item	Highest loaded component No.	Factor Components
	Item		**Cost**
1	Partnerships (public-public) reduce costs	2	"
2	Partnerships enhance greater capacity to serve	2	"
3	Scale of production increases the proportion cost falls	2	"
4	Do you think reducing duplication lowers costs	2	"
5	Sharing overhead costs lowers costs	1	"
6	Administrative costs stem from sharing information	1	"
			Economies of scale
1	Small jurisdictions capture citizens' true preference	2	"
2	Larger size division realize economies of scale	1	"
3	Fragmentation limits ability to gain scale	1	"
4	Independent division's operation are costly than partnerships	2	"
5	A large division possess ability to address externalities	1	"
6	Small divisions bring competition & improved performance	1	"
7	Freeing managers form day- day activities	2	"
8	Shared services & diseconomies of scale	1	"
			Efficiency
1	Divisions & exploiting the resources	1	"
2	Shared service & efficiency	2	"
3	Shared service &policies and plans	1	"
			Effectiveness
23	Public-public partnerships & effective performance	1	"
20	Success & effective implementation process	1	"
22	Shared service & high levels supervision	2	"
21	Shared service & high trust of the partners	1	"
19	Shared services and selfish interests	2	"
24	Partnerships & control and supervision	2	"
18	Distrust & dissolving of the partnership	1	"
			Welfare
30	Low social class receive free garbage collection services	2	"
26	Reliability in terms of welfare services in divisions	1	"
29	Strategies for social welfare existence	2	"
28	Welfare policy meets expectations	2	"
27	SWM activities & welfare programs satisfaction	1	"
29	Responsiveness towards welfare services	1	"
			Quantity
32	Number and spacing of SWM containers	1	"
31	SWM partnerships increased amount of equipments	1	"

			Standardization
35	Garbage collection standards & community satisfaction	2	"
37	Changes in the standards emphasizing consistency	7	"
36	The practices of SWM & technology	1	"
34	Complaint process & SWM	2	"
33	Residents' satisfaction with standards	2	"
	Equity		**Equity**
40	Social classes & fairness	1	"
38	Quality of waste programs & social classes	1	"
39	Same techniques for different classes	1	"
41	SW containers equal and same.	1	"
	Quality		**Quality**
42	Improvement in technology used	1	"
44	Satisfied with standards	2	"
43	Quality of equipments used in garbage collection	1	"
45	Sensitization programs	2	"

Appendix B1:Table Factor Loadings for Nine – Scales' Items of Questionnaire I

S/no	**Item**	**No of items**	**Factor Components**
	Item		**Cost**
1	Partnerships (public-public) reduce costs	5	"
2	Partnerships enhance greater capacity to serve	6	"
3	Scale of production increases the proportion cost falls	4	"
4	Do you think reducing duplication lowers costs	2	"
5	Sharing overhead costs lowers costs	1	"
6	Administrative costs stem from sharing information	3	"
B			**Economies of scale**
13	Small jurisdictions capture citizens' true preference	1	"
8	Larger size division realize economies of scale	1	"
14	Fragmentation limits ability to gain scale	1	"
9	Independent division's operation are costly than partnerships	1	"
7	A large division possess ability to address externalities	1	"
10	Small divisions bring competition & improved performance	1	"
12	Freeing managers form day- day activities	1	"
11	Shared services & diseconomies of scale	1	"
			Efficiency
17	Divisions & exploiting the resources	1	"
15	Shared service & efficiency	1	"
16	Shared service &policies and plans	1	"
			Effectiveness
23	Public-public partnerships & effective performance	1	"
20	Success & effective implementation process	1	"
22	Shared service & high levels supervision	1	"
21	Shared service & high trust of the partners	1	"

19	Shared services and selfish interests	1	“
24	Partnerships & control and supervision	1	“
18	Distrust & dissolving of the partnership	1	“
			Welfare
30	Low social class receive free garbage collection services	1	“
26	Reliability in terms of welfare services in divisions	1	“
29	Strategies for social welfare existence	1	“
28	Welfare policy meets expectations	1	“
27	SWM activities & welfare programs satisfaction	1	“
29	Responsiveness towards welfare services	1	“
			Quantity
32	Number and spacing of SWM containers	1	“
31	SWM partnerships increased amount of equipments	1	“
			Standardization
35	Garbage collection standards & community satisfaction	1	“
37	Changes in the standards emphasizing consistency	1	“
36	The practices of SWM & technology	1	“
34	Complaint process & SWM	1	“
33	Residents’ satisfaction with standards	1	“
			Equity
40	Social classes & fairness	1	“
38	Quality of waste programs & social classes	1	“
39	Same techniques for different classes	1	“
41	SW containers equal and same.	1	“
			Quality
42	Improvement in technology used	1	“
44	Quality of treatment	1	“
43	Quality of tools and equipments used in garbage collection	1	“
45	Frequency in collection of garbage	1	“

Appendix B2

Survey data of Questionnaire I Solid Waste Management Showing Means of different sub-scales

S/no	Questions	No of items	Mean score
A	**Cost Saving as a result of shared services in SWM**		
1	Partnerships (public-public) reduce costs	1	4.71
2	Greater capacity	1	6.65
3	Scale of production	1	6.60
4	Reducing duplication	1	8.07
5	Sharing overhead costs	1	5.21
6	Administrative costs	1	7.12
	Total mean score	6	6.39
B	**Economies of scale**		
1	Small jurisdictions	1	2.20
2	Larger size division	1	6.36
3	Fragmentation	1	6.94
4	Independent division	1	7.87
5	A large division possess ability	1	5.73
6	Small divisions bring & competition	1	4.57
7	Freeing managers	1	5.56
8	Shared services & diseconomies of scale	1	6.57
	Total mean score	8	4.436
C	**Efficiency**		
1	Divisions & exploiting the resources	1	6.62
2	Shared service & efficiency	1	7.34
3	Shared service &policies and plans	1	5.44
	Total mean score	3	6.47
D	**Effectiveness**		
1	Public-public partnerships & effective performance	1	7.57

2	Success & effective implementation process	1	8.58
3	Shared service & high levels supervision	1	5.71
4	Shared service & high trust of the partners	1	8.64
5	Shared services and selfish interests	1	7.59
6	Partnerships & control and supervision	1	7.03
7	Distrust & dissolving of the partnership	1	8.11
	Total mean score	7	7.604
E	**Welfare**		
1	Low social class	1	7.03
2	Reliability	1	5.61
3	Strategies for social welfare	1	5.07
4	Welfare policy	1	3.62
5	SWM activities &welfare programs	1	5.26
6	Responsiveness towards welfare services	1	5.59
	Total mean score	6	5.36
	Quantity		
	Number and spacing of SWM containers	1	4.72
	SWM partnerships increased amount of equipments	1	6.82
	Total mean score	3	5.77
	Standardization		
	Garbage collection standards	1	5.75
	Changes in the standards	1	5.05
	The practices of SWM	1	5.39
	Complaint process	1	4.40
	Residents' satisfaction	1	5.53
	Total mean score	5	5.23
	Equity		
	Social classes	1	6.95
	Quality of waste programs & social classes	1	5.79
	Same techniques for different classes	1	5.74
	SW containers equal and same.	1	6.04
	Total mean score	4	6.13

	Tangible service quality dimension of KCCA SWM services		
	Improvement in technology used	1	5.27
	Quality of treatment	1	5.27
	Quality of tools and equipments used in garbage collection	1	6.19
	Frequency in collection of garbage	1	5.94
	Sanitation has increased in the city	1	6.38
	Total mean score	5	6.65

Appendix C

Comparison of indicators among the five divisions of KCCA

Solid waste budget for different divisions for 2012/43 KCCA					
Environmental Health	**Kawempe**	**Kampla central**	**Lubaga**	**Nakawa**	**Makindye**
Improved Solid Waste Management	4,160,000	4,160,000	4,160,000	4,160,000	4,160,000
Sanitation drives and Home Visiting in Villages	6,060,000	6,060,000	6,060,000	6,060,000	6,060,000
Training of Zonal Environmental Committees	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
Solid Waste Management and disposal					
Clean City and reduced disease	307,530,000	402,500,000	300,000,000	288,000,000	290,000,000
Total	324,250,000	419,220,000	316,720,000	304,720,000	306,720,000
$	$120988.806	$156425.3731	$118179.1045	$113701.4925	$114447.7612

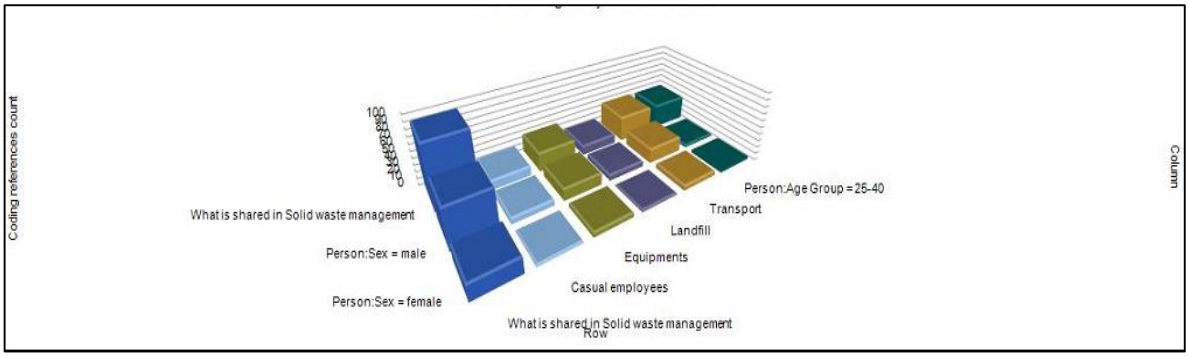
Appendix D: Components of Shared Services

Appendix D1: What is shared?

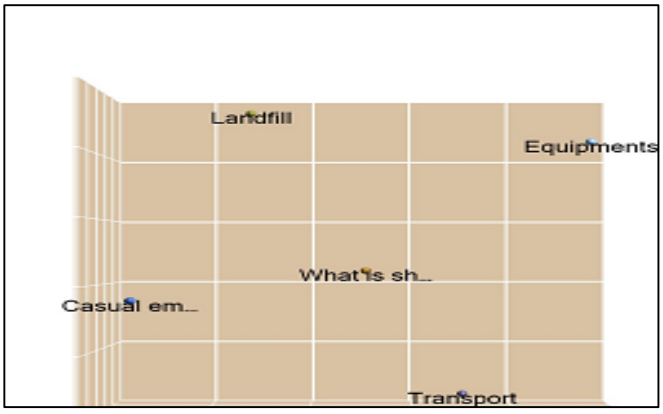
D1-1: What is shared -Nodes compared by number of coded items

Nodes	Number of coding references	Number of items coded
Nodes\\Objectives\\What is shared in SWM\Casual employees	14	14
Nodes\\Objectives\\What is shared in SWM\Equipments	28	16
Nodes\\Objectives\\What is shared in SWM\Landfill	14	14
Nodes\\Objectives\\What is shared in SWM\Transport	37	21

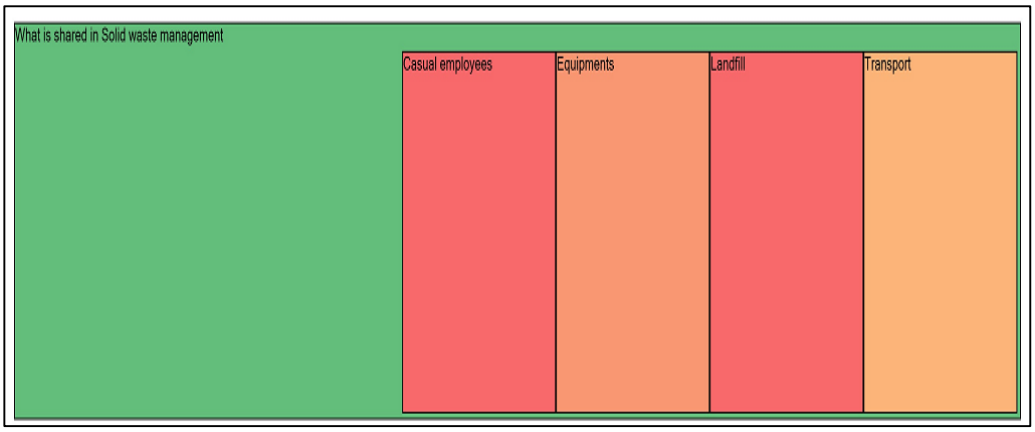
D1-2: Matrix coding query for what is shared



D1-3: Word similiarity for what is shared



D1-4: Tree map for what is shared



D1-5: Word frequency query for what is shared

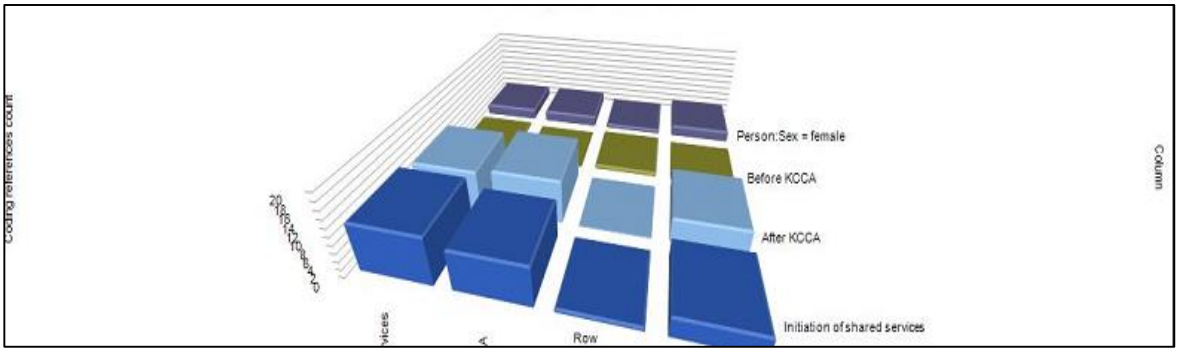
D1-6: Word tree query for what is shared

Appendix D2: Initiation of what is shared

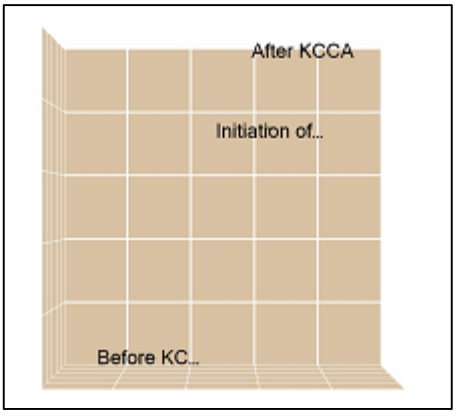
D2-1: Initiation of what is shared

Age Group	Sex	Number of coding references
25-40	male	3
35-50	male	2
40-60	male	4
25-40	female	2
35-50	female	1
40-60	female	0

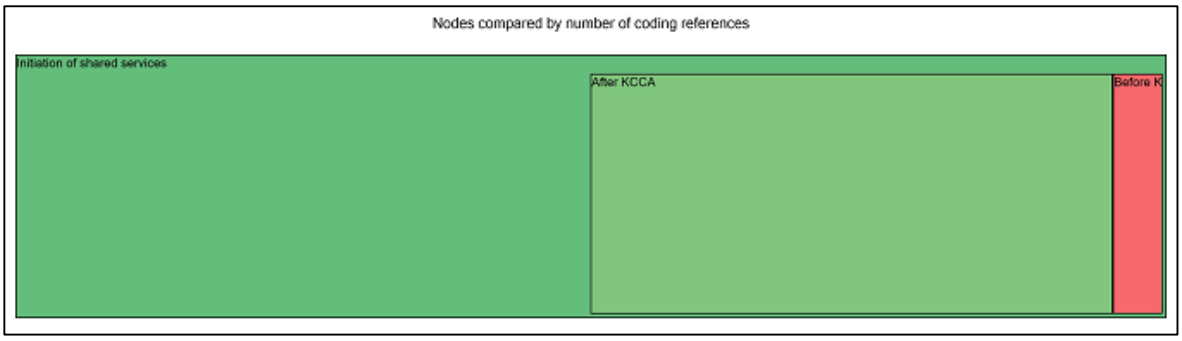
D2-2: Matrix coding querty of shared service initiation



D2-3: Word similarity of shared service initiation

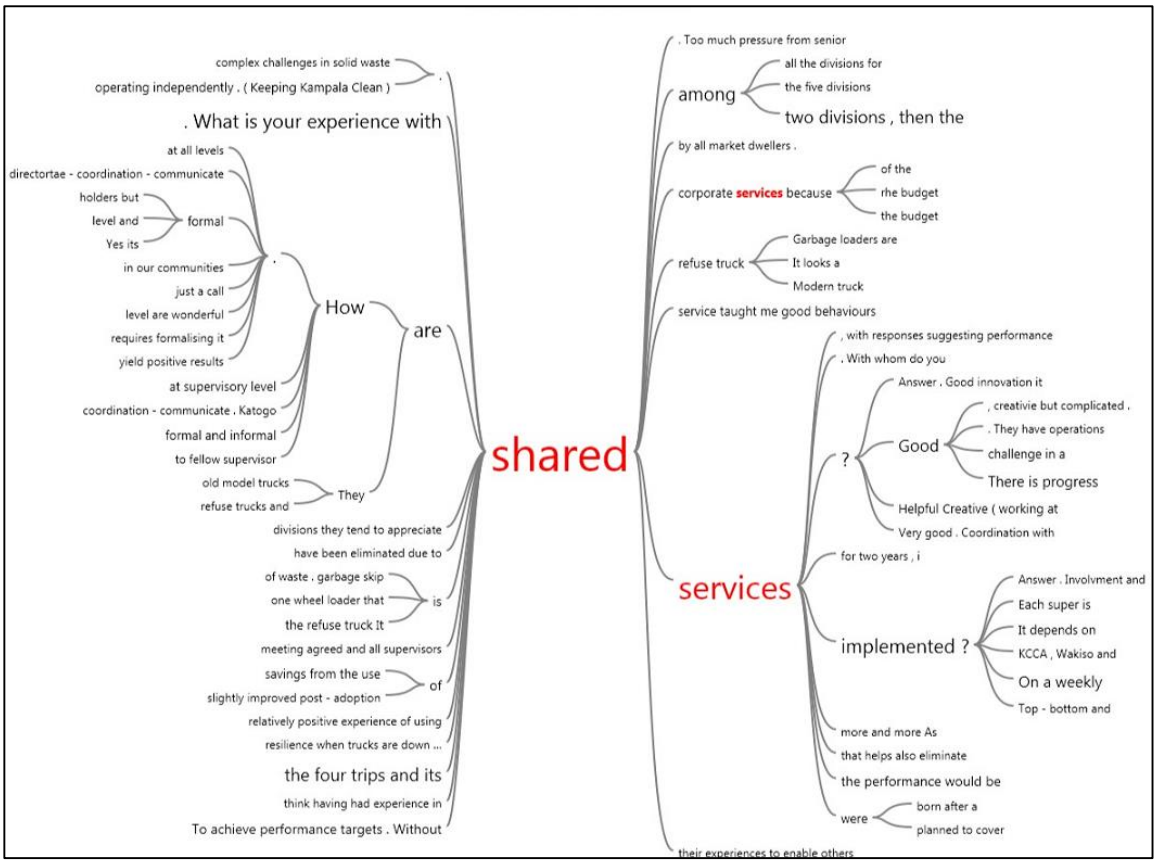


D2-4: Tree map of shared service initiation



D2-5: Word frequency query of shared service initiation

D2-6: Word frequency query of shared service initiation

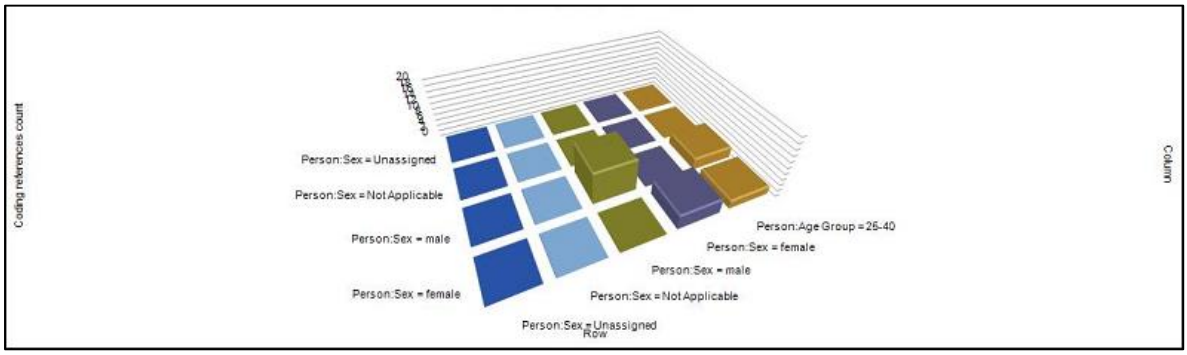


Appendix D3: How Shared Services Are Implemented?

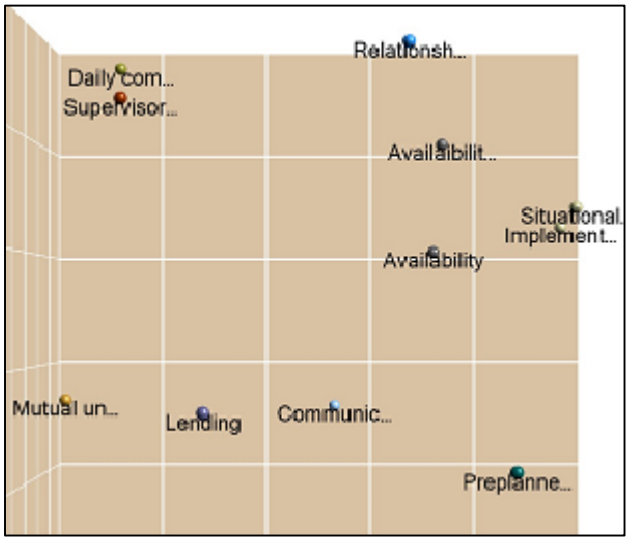
D3-1: Nodes items Implementation of solid waste shared services

	A : Implementation of share SWM services	B : Availability	C : Allocations	D : Communication	E : Availaibility of resources	F : Daily communication	G : Preplanned (Weekly) communication	H : Supervisor - manager communication	I : Situational Analysis	J : Lending	K : Mutual understanding	L : Relationships	M : Person: Sex = male
A	14	1	1	2	1	1	1	0	12	0	0	0	11
B	1	1	1	1	1	1	0	0	0	0	0	0	1
C	1	1	20	1	2	1	2	1	0	2	3	2	15
D	2	1	1	2	0	1	1	0	0	0	0	0	1
E	1	1	2	0	2	0	1	1	0	1	1	1	1
F	1	1	1	1	0	15	0	0	0	0	0	0	10
G	1	0	2	1	1	0	26	1	0	2	3	2	18
H	0	0	1	0	1	0	1	35	0	1	1	1	25
I	12	0	0	0	0	0	0	0	12	0	0	0	10
J	0	0	2	0	1	0	2	1	0	15	4	2	10
K	0	0	3	0	1	0	3	1	0	4	71	2	53
L	0	0	2	0	1	0	2	1	0	2	2	12	8
M	11	1	15	1	1	10	18	25	10	10	53	8	11

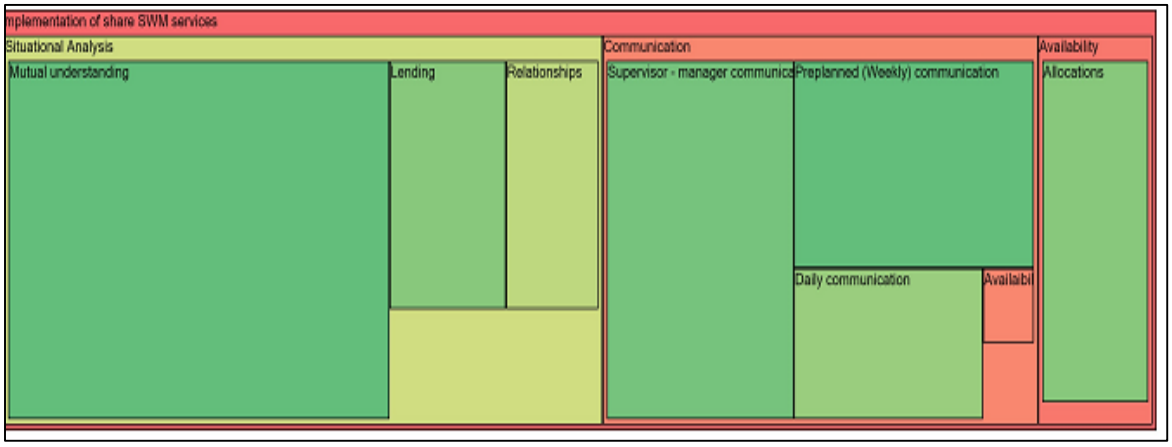
D3-2: Matrix coding query implementation of shared services



D3-3: Word similarity query implementation of shared services

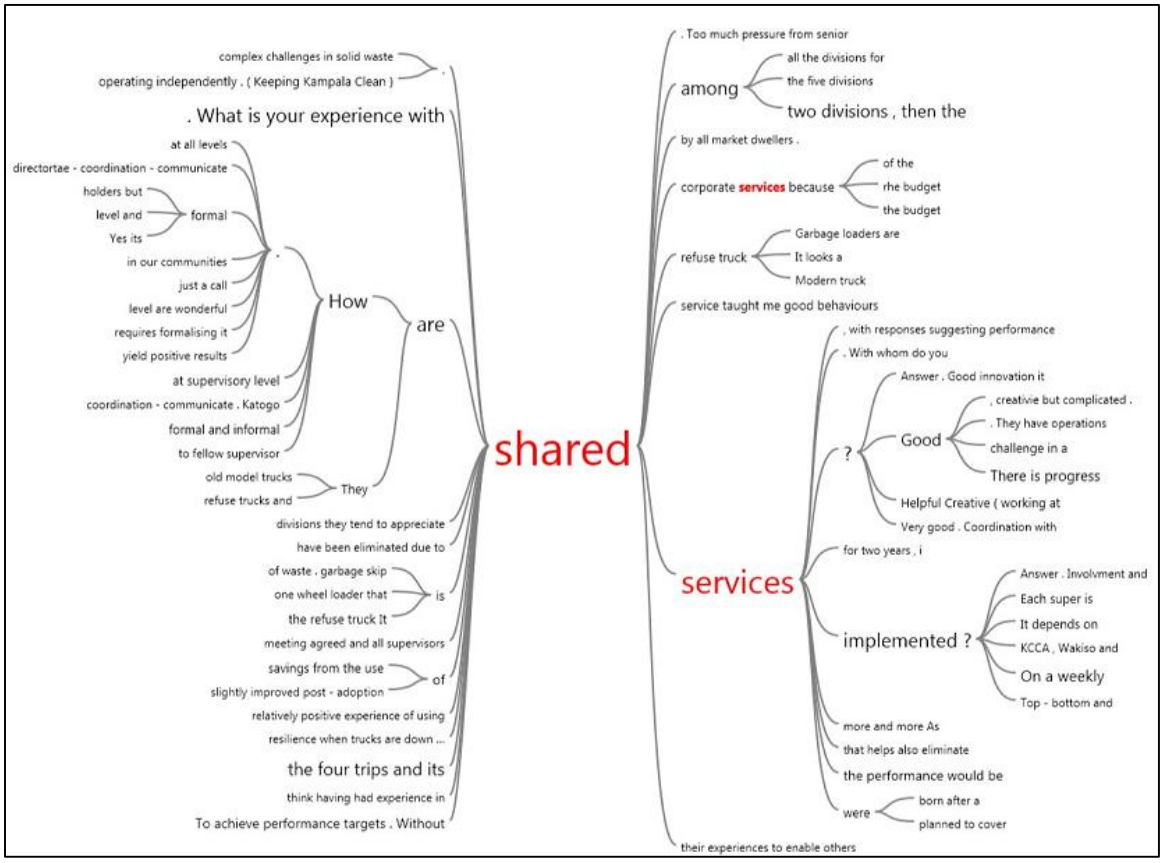


D3-4: Tree map implementation of shared services



D3-5: Word frequency Query implementation of shared services

D3-6: Word tree Query implementation of shared services

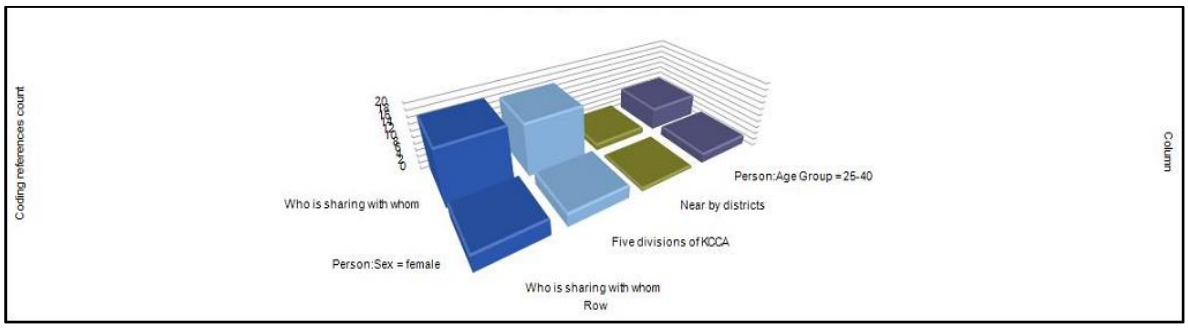


Appendix D4: With whom do they share?

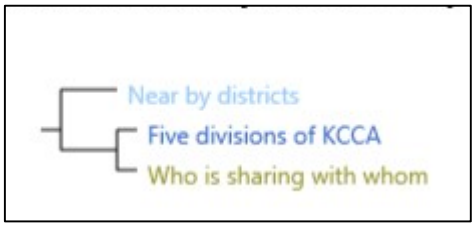
D4-1: Node items compared by Age and with whom does sharing occur

Age Group	Sex	Number of coding references
25-40	male	4
35-50	male	4
40-60	male	3
25-40	female	3
35-50	female	2
40-60	female	0

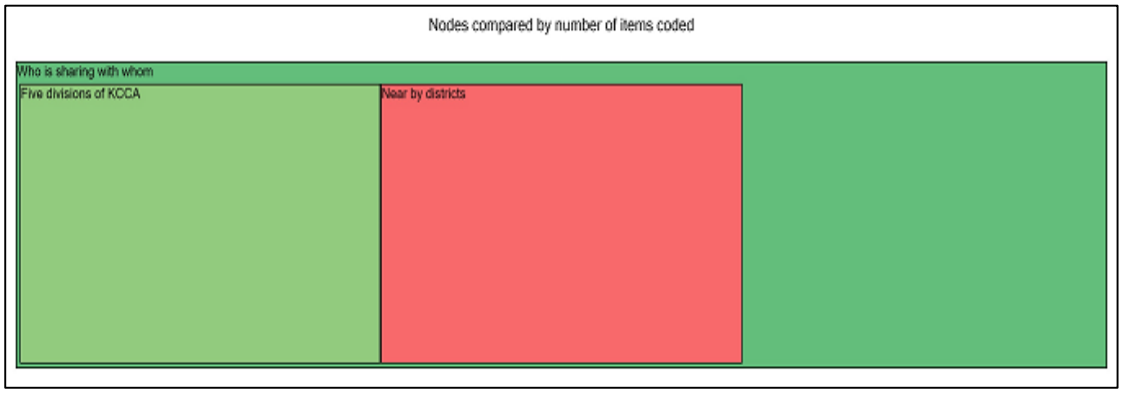
D4-2: Matrix coding query with whom does sharing occur



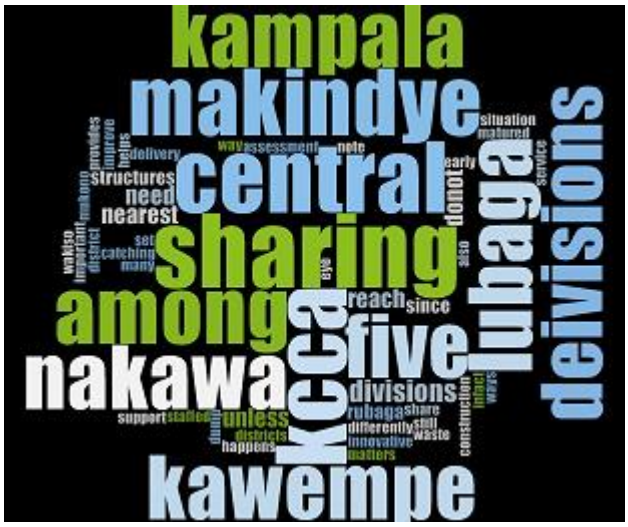
D4-3: Word similarity with whom does sharing occur



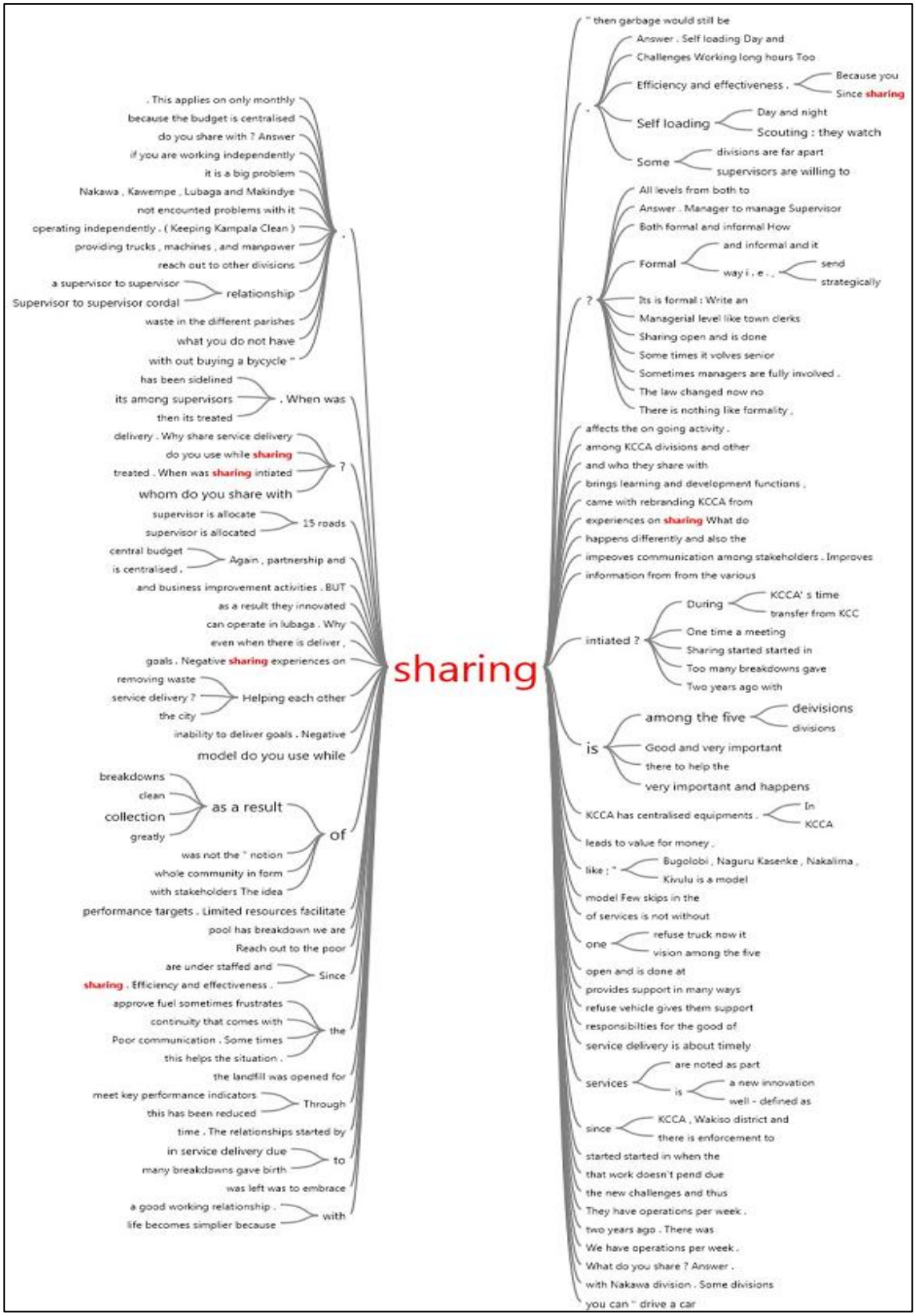
D4-4: Tree map with whom does sharing occur



D4-5: Word frequency query with whom does sharing occur



D4-6: Word tree query with whom does sharing occur

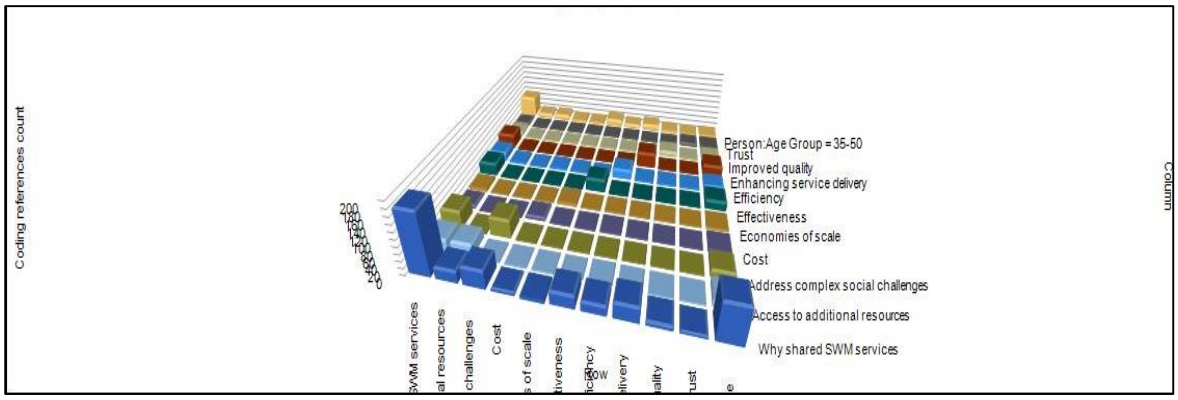


Appendix D5: Why sharing of Solid Waste Management Services?

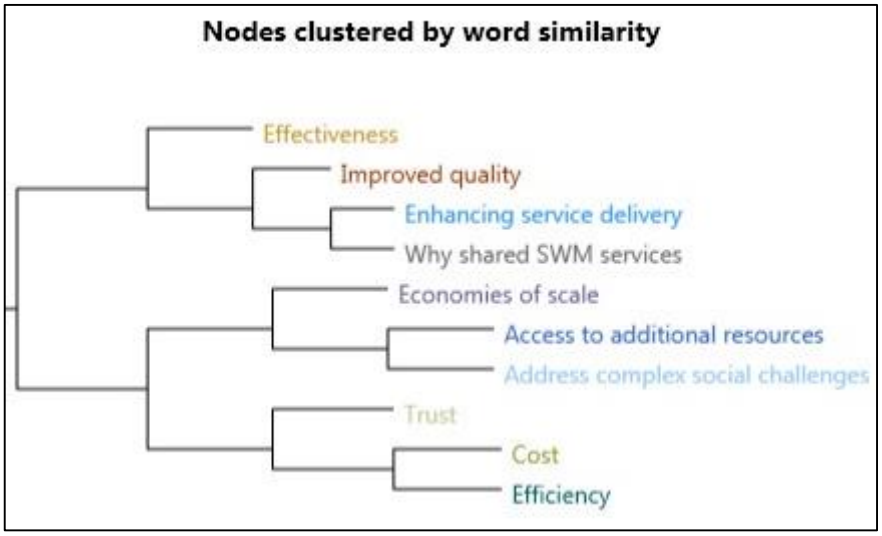
D5-1: Nodes compared by sex and age items coded for why sharing Solid Waste Management Services

Age Group	Sex	Number of coding references
25-40	male	25
35-50	male	58
40-60	male	26
25-40	female	33
35-50	female	11
40-60	female	0

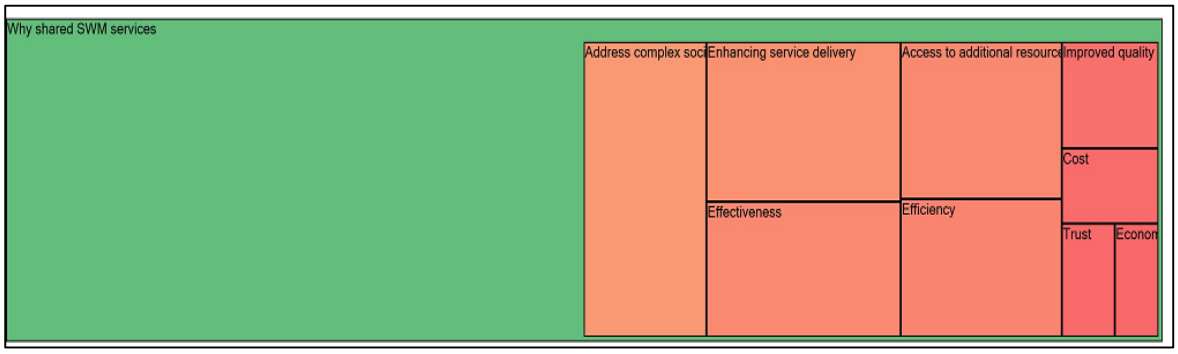
D5-2: Matrix coding query for why sharing SWMS



D5-3: Word similarity for why shared services

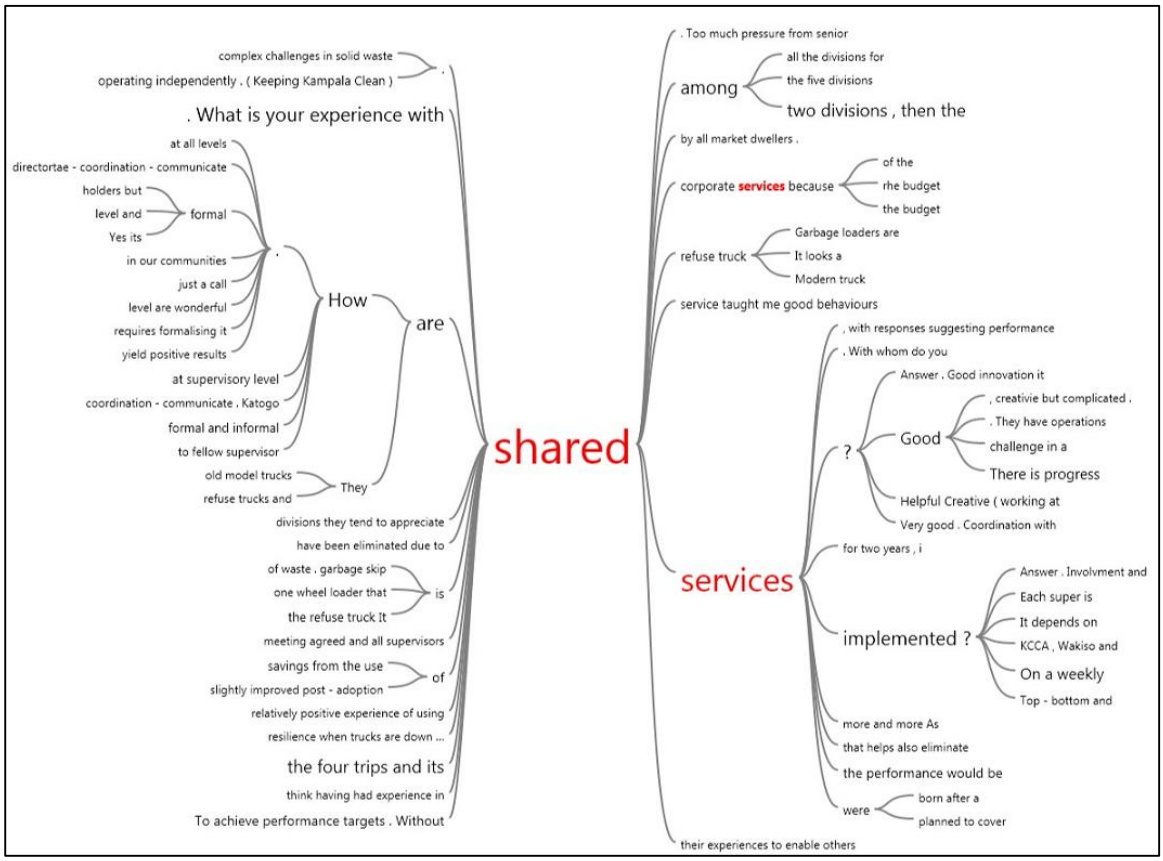


D5-4: Tree map for why shared services



D5-5: Word frequency query for why shared services

D5-6: Word tree for why shared services

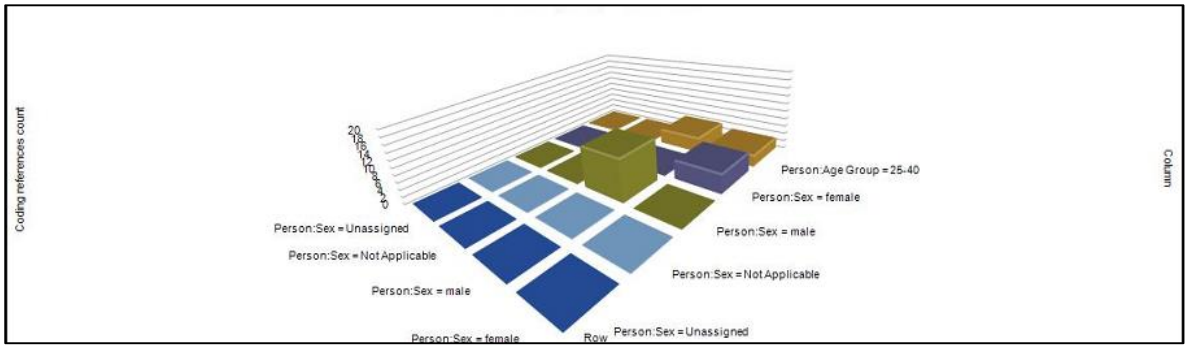


Appendix D6: Factors explaining the observed performance

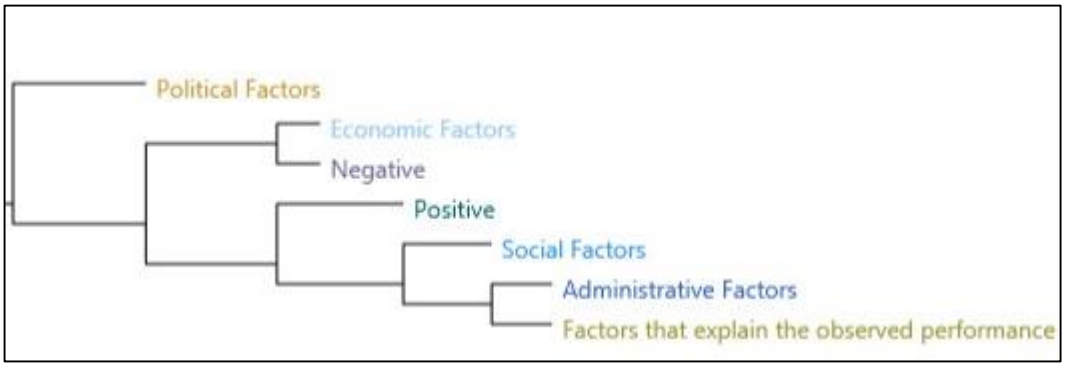
D6-1: Factors that explain the observed situation

Sex	Age Group	Number of coding references
male	25-40	21
female	25-40	15
male	35-50	18
female	35-50	7
male	40-60	19
female	40-60	0

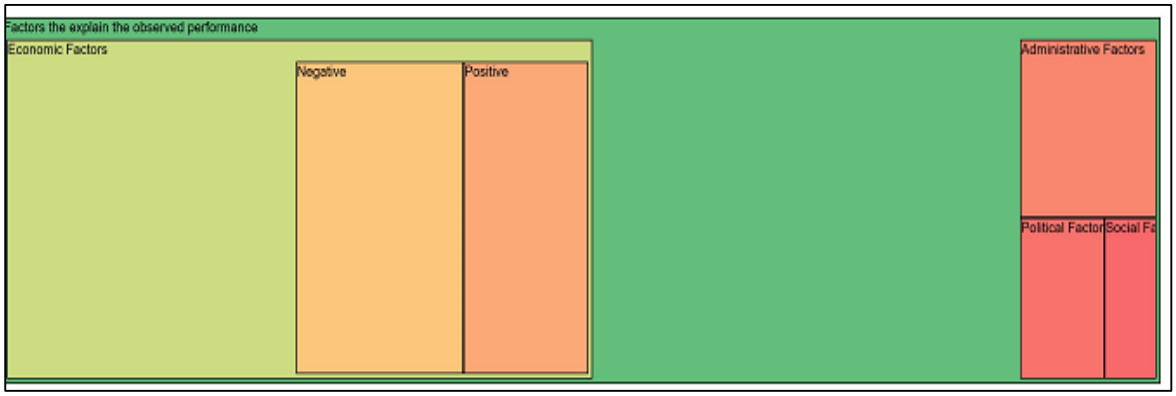
D6-2: Matrix coding query factors that explain the observed situation



D6-3: Word similarity query factors that explain the observed situation



D6-4: Tree map query factors that explain the observed situation



D6-5: Word frequency query factors that explain the observed situation

D6-6: Word tree query factors that explain the observed situation