BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS AND PURCHASING AND SUPPLY

AN ANALYSIS ON EFFECTS OF OUTSOURCING ON THE OPERATIONAL PERFORMANCE OF LOCAL AUTHORITIES IN ZIMBABWE.

BY

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RELEASE FORM

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DECLARATION

I, Tariro Mumvuma, do hereby declare that this research report is the result of my own work, except to the extent indicated in the acknowledgements, references and by comments included in the body of the report.

……

Signature of student

……

Date

DEDICATION

I dedicate this project to the Lord Almighty who has taken me this far. Thank you Lord.

ACKNOWLEDGEMENTS

Firstly my gratitude goes to my late mother F. Madziko for her inspiration, motivation and support. I could not have pulled through without your words of encouragement you used to tell me.

My most gratitude goes to my supervisor Ms Tapfuma for your valuable guidance throughout my dissertation.

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ABSTRACT

Local authorities stand to be the lifeblood of every community in all nations of the world. There has been an ever increasing focus on adopting outsourcing as a solution to foster efficiency and quality of service delivery by local authorities globally. The major concern of this study was to establish the impact of outsourcing on the operational performance of local authorities in Zimbabwe. This research adopted a mixed research methodology using descriptive research design. A sample size of 44 respondents was selected and questionnaire was the main data collection instrument used to collect primary data. The research findings revealed that outsourcing increases the operational efficiency, improves quality of service delivery and reduces operating costs of the local authorities. The study surfaced the major prevailing challenges in implementing outsourcing such as loss of control over firm's process and increased transactional costs. This study concluded that good planning can be implemented by local authorities to improve their performance and local authorities can adopt excellent communication between itself and its outsourced companies. The study recommended that local authorities can successfully adopt outsourcing strategies in order to enjoy the benefit of innovation. It is also recommended that local authorities can successfully adopt outsourcing strategies in order to enjoy hiring essential services that they could not afford to do for themselves or they found it costly to do them

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CHAPTER 1

1.0 INTRODUCTION

This chapter focuses on the study's background, problem statement, purpose of study, research questions, hypothesis statement, significance of the investigation, assumptions, delimitations and limitations of the study, and definitions of words. This study will look into the effects of outsourcing on the operational performance of Zimbabwean local governments.

1.1 BACKGROUND OF THE STUDY

Companies have struggled with how to take advantage of their competitive advantage to expand their market and revenues ever since the industrial revolution. The ideal firm for the twentieth century was a large integrated company with direct ownership, management, and control of its assets. The rallying cry in the 1950s and 1960s was for diversification in order to boost firm bases and gain from economies of scale. Business needed to be agile in order to compete globally in the 1970s and 1980s , which led to bloated management structures. Many large companies adopted a new strategy that involves identifying crucial processes and choosing which might be outsourced in order to concentrate on their core business in order to increase their flexibility and creativity.

American computer firms were among the first to outsource their work. By 1990 , businesses looking to manage costs started outsourcing other services including billing, accounting, and word processing more regularly. According to Rundquist, outsourcing is the practice of acquiring goods and services from outside sources for an organization (2006).

Public service delivery through outsourcing has previously shown to be a successful method in both developing and developed countries. Due to the belief that governments are inherently inefficient, contracting out has become common in the public sector (Warmer and Bel 2008). Generally speaking the private sector is thought to be more economically efficient than the public sector. Thus , it has been proposed that the solution is to change how the government does business and make it more commercial (Kettle 1993) , including by opening up to comprtition , implementing results oriented budgets , utilizing markets more, and emphasizing customer satisfaction (Johnson and Romzek 2010). Outsourcing policy debates in both developed and developing countries have been heavily influenced by a marketization trend, including the

introduction of private service providers in local authorities for profit (Manyanhaire et al 2009 , Dowd 2011). A second key driver of outsourcing has been mounting evidence of local governments around the world failing to meet the key objectives of efficiency and cost savings (Goodshell 2007 and OECD 2010).

Research has yet to prove the specific impact of outsourcing on company performance, as quantifying the financial impact often relies on managers' estimates rather than tangible indicators. However, this work contributes to empirical studies that assess the influence of outsourcing on business operational performance using certified financial data. Local authorities are typically at the center of governance and are administrative organizations with official jurisdiction to provide public services in specific locations. In Zimbabwe, there are two types of local government: urban councils and rural councils, with mayors and town clerks in charge of municipality and city councils generally.

1.2 STATEMENT OF THE PROBLEM

Local authorities seem to be blindly embrace the practice of outsourcing not knowing that it is working positively to other public companies same to private. According to Lysons and Farrington (2017), outsourcing can be a powerful tool for improving organizational performance in service delivery .There is a delay in responding to burst pipes because the council lacks adequate resources such as transportation, new pipes, and equipment to repair the burst pipes. There have been numerous complaints from the community that refuse is not being collected and being dumped at undesignated locations, which is harmful to the community. Despite the 1996 legislation authorizing local governments to outsource, only one local government (Harare City Council) did so from 1998 to 2000, resumed in 2003, and abandoned the system in 2006. This was truly a “stubborn retreat” (McPake and Hongoro 2000). Therefore this research project sought to provide answers on the effects and impacts of outsourcing on the operational performance of Local authorities in Zimbabwe.

1.3 OBJECTIVES OF THE STUDY

1. To identify the outsourcing tactics that Zimbabwean local authorities can use.

2. To assess if outsourcing strategies have improved local authorities performance in Zimbabwe

3. To evaluate the difficulties local Zimbabwean authorities have in putting outsourcing plans into practice.

4. To determine how outsourcing will affect the local authorities' ability to concentrate on its core competencies.

1.4 RESEARCH QUESTIONS

1. What are the outsourcing strategies that Zimbabwean local authorities can put into practice?

2. How effective are outsourcing initiatives in Zimbabwe in enhancing local government performance?

3. What obstacles do Zimbabwean local governments experience in putting outsourcing techniques into practice?

4. What impact does outsourcing have on an local authorities performance when it focuses on its core competencies?

1.5 STATEMENT OF THE HYPOTHESIS

To shed on the impact of outsourcing on regional organizational performance, the researcher creates the conceptual framework. Local organizational performance is the response variable, whereas outsourcing is the explanatory variable.

1.6 SIGNIFICANCE OF THE STUDY

1.6.1 To the local authorities

This study aims to establish a solid foundation for in-depth knowledge on the use of outsourcing as a tactic to enhance services delivery operations. Additionally, the study reveals the gaps in

services delivery already in place and offers actionable advice on how to use outsourcing as a tactic to create effective customer response (ECR).

1.6.2 Government

Through competitive bidding, potential providers can reduce their rates while also providing services of higher quality as a result of outsourcing. Through this strategy, the government will spend less overall on providing services.

1.6.3 The university

The research is offered as reference material for future use in research projects by other students, particularly those who will be interested in the same subject.

1.6.7 The researcher

The researcher hopes to use the research to put the theoretical ideas they have learned in their degree program into practice. They also hope it will help them meet some of the requirements for a Purchasing and Supply Chain degree.

1.6.8 To suppliers

The local authorities will be able to outsource their projects to numerous people or groups of firms thanks to the findings and recommendations, which will result in contracts for the vast majority of providers.

1.7 ASSUMPTIONS

In this research, the researcher made several assumptions which are:

Selected respondents will respond in time.

The respondents are familiar with local authorities and the way they operate.

Information to be answered by respondents will represent actual facts, no bias.

The research project to be completed on the exact time.

1.8 DELIMITATIONS OF THE STUDY

The creator have a look at targets Zimbabwean nearby government most effective aside from private entities and companies . This studies is confined especially due to the fact its awareness is on a selected country and unique sector, this is Zimbabwe and its nearby government. The studies is primarily based totally at the results of outsourcing on operational overall performance of nearby government and it shall focuses with nearby government in Zimbabwe. And focus on the neighborhood government running withinside the duration from 2015 to 2021.In the look at the researcher is likewise going to keep in mind overall performance of nearby government which displays the form of carrier they provide. The respondents classes are grouped as personnel, humans withinside the network and control.

1.9 LIMITATIONS OF THE STUDY

The researcher interviewed the control and personnel over the smartphone therefore the take a look at carried on. Financial assets additionally restrained the researcher and the researcher additionally confronted energy troubles which leads to terrible net connectivity.

Non-cooperation of respondents just like the personnel with inside the agency due to the fact they have been delaying in responding to the web questions because of being beaten by paintings inside their departments consequently the researcher dispatched reminders thru emails to inspire the respondent to co-operate.

1.10 DEFINITION OF TERMS

1.10.1 Outsourcing-is when an enterprise hires a 3rd birthday celebration to carry out their task; in different words, while an organization employs some other corporation to pleasing its tasks. 1.10.2 Local Authority-is an enterprise this is formally accountable for all of the public offerings and centers in a selected area.

1.10.3 Operational performance -refers to the process of comparing a company's entire performance to well-known or regulated indicators of effectiveness, efficiency, and environmental responsibility such as cycle time, productivity, waste reduction, and regulatory compliance.

1.10.4 Performance - is how a member of body of workers fulfils the obligations in their role, completes required responsibilities and behaves withinside the workplace.

1.11 SUMMARY

In this chapter we dealt with the foundation of the research study, highlighting the background of the study to expose the reader to a brief knowledge of the area to be studied. This was followed by a statement of the problem, objectives of the study, research questions, and significance of the study, and the delimitations of the study. In addition, the chapter also sighted the limitations to carrying out effective research, definition of key terms in the research paper and the organization of the research report.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter will be displaying other comparable studies that were carried out in Zimbabwe and a few other nations. The chapter will also discuss the opinions of various authorities and researchers on a related study issue. It seeks to recoup the findings of various authorities and scholars regarding the impact of outsourcing on the effectiveness of municipalities in Zimbabwe.

2.1 Concept of Outsourcing

Outsourcing is the business practice of employing someone outside of local government to execute services or make items that were formerly performed in-house by the company's own employees and personnel (Agburu, Anza, & Iyortsuun, 2017). Outsourcing is a popular cost-saving technique utilized by many businesses, which can impact various professions such as customer service, manufacturing, and administrative tasks. This approach was initially recognized as a business tactic in 1989 and rapidly became an essential component of corporate finances in the 1990s.

The use of outsourcing is a contentious issue in numerous nations. Those against it argue that it has led to the reduction of jobs within the country, particularly in the industrial field. On the other hand, proponents contend that it encourages businesses to allocate resources where they are most effective and contributes to maintaining free-market economies worldwide. The Tennessee Centre for Business and Economic Research stated on September 21, 2006, that outsourcing is a useful tool that local governments can use to reduce costs, enhance service quality, and increase revenue.

2.2 Concept of firm performance

There are disparities of the definition of company overall performance relying at the context in case and there's little consensus amongst authors close to its size and dimensionality. Firm overall performance is the subset of organization overall performance that involves monetary and operational outcomes (Goel, 2018). However, there's want for warning to remember the reference factor and time body whilst describing organization overall performance. According to Goel

(2018), dimension of company overall performance in company governance literature is generally achieved the usage of accounting ratios. Firm overall performance may be categorised into non-economic organization overall performance and monetary organization overall performance. Firm monetary company overall performance measures encompass go back on capital employed (ROCE), go back on assets (ROA), go back on sales (ROS), go back on equity (ROE), go back on investment (ROI) and profits in line with share (EPS).Non-monetary organization overall performance measures encompass marketplace share, patron satisfaction, worker satisfaction, the company's image, and carrier quality (Gomez, Cortes, & Betancourt, 2017).

2.3 Forms of Outsourcing

2.3.1 Contracting out

According to Betancourt (2017), contracting out entails an aggressive bidding procedure in which (Request for proposal) RFPs are distributed to appropriate suppliers; some municipal and federal governments need operator licensing before tendering, while others only consider experience and reputation when choosing contractors. The process involves bargaining with third-party providers to offer services and products that are either not available within the organization or could be obtained at lower cost externally (Seongcheol and Changi, 2017). The activities that could be outsourced may be encompass IT support, logistics, manufacturing marketing, and maintenance services. The proposals from the contractors are then examined, and a choice is made on both value or excellent price. Contractor overall performance is tracked and controlled in opposition to a fixed of provider objectives.

Contracting out can offer significant benefits such as cost savings, increased efficiency, greater competitive advantage, and improve focus on the core activities in the local authorities. However contracting out can also pose a potential business risk as control over the outsourced function is lost (Okoye-Chine, 2021). The decision to contracting out should be carefully considered, taking into account both the pros and cons. Contracting out can make a business more flexible and adaptable while providing cost savings and service level improvements

2.3.2 Public-Personal Partnerships

Andow (1985) mentioned public personal partnership these are cooperate preparations among governments and personal neighborhood government to at the same time fund or function a specific software, initiatives or provider. Public personal partnerships contain involved nearby shareholders assisting to offer software, mission, or carrier of unique cost to neighborhood network (Gay, 2016). These preparations advantage each, the authorities and the personal neighborhood government concerned through venture a treasured carrier, venture or application that couldn't be done independently through both entity.

PPP projects typically have a duration of 20 to 30 years, although some are shorter or longer. The length of the contract should be sufficient to encourage the private party to consider service delivery costs and maintenance during the project`s design phase. This approach maximize service delivery efficiency and is a key reason for using PPPs for public services. The contract`s exact duration depends on the project type and policy considerations, including ensuring sustained demand for services, the private party`s ability to deliver services throughout the contract, and the procuring authority`s commitment (McLeod, 2019). Additionally, financing availability and conditions may impact the contract`s length.

PPP contracts involve various project phases or tasks, with the private party's responsibilities depending on the asset and service being provided. These responsibilities may include designing, constructing, financing, maintaining, and operating the asset. PPPs are used to introduce technology and innovation from the private sector to enhance operational effectiveness and offer better public services while creating incentives for the private sector to carry out initiatives on time and under budget. Local governments can use PPPs to increase the capabilities of the local private sector by partnering with large international corporations and offering subcontracting opportunities in various sectors. Maximizing PPPs improves a nation's competitiveness by stimulating business and industry related to infrastructure growth and supporting infrastructure growth itself to diversify the economy.

2.3.3 Volunteers or volunteer association

These are frequently known as to offer public offerings distinctly valued through network participants at 0 price to the local authority. The most successful organization “involves” volunteers rather than “use” volunteers (Saunders and Thronhill, 2016). Usually a few nearby government use volunteers for park maintenance, leisure packages and community watch sports amongst different applications.

The most important reason a local authority must consider is that a volunteer will not just volunteer, the reason why volunteers have selected the organization is that they are drawn to something about what the organization do. Volunteers are many organisations` energy and backbone. Local authorities would not be able to thrive without volunteers, it aid organization in extending services to increase the capability, more people, long hours of business, or varying the things the business provides(Saunders and Thronhill, 2016).

Requiring a larger selection of helpers also guarantees the local authorities has a greater impact on the neighborhood. Engaging with volunteers is a fantastic method to connect with the community and exhibits the organization`s dedication to it. Volunteers often feel more liberated to express themselves, considering a company`s policies rather than its compensation workers do. This is very beneficial method for the local authorities to collect data about its policies, programs, or any other future prosperity requires changes.

2.4 Outsourcing business model

2.4.1 Direct third party

In the direct third-party outsourcing business model, the corporation contracts with an external vendor to handle its business operations. The only control over the working arrangement is confined to the terms of the contract with the external vendor because the company has no ownership power in this business model. Therefore, compared to captive direct or joint venture models, the direct business strategy is riskier.

Direct third party in outsourcing it also refers to the practice of hiring a third-party vendor to perform specific tasks or functions for a company. This type of outsourcing involves a direct relationship between the company and the vendor, without any intermediaries involved.

In this model, the company retains control over the outsourced function and is responsible for managing the vendor's performance. The vendor is typically responsible for providing the necessary resources and expertise to complete the task or function.

Direct third party outsourcing can be beneficial for companies looking to reduce costs, improve efficiency, and access specialized expertise. However, it also requires careful management and oversight to ensure that quality standards are met and that the vendor is meeting contractual obligations. Overall, direct third party outsourcing can be an effective way for companies to leverage external resources while maintaining control over critical business functions.

2.4.2 Indirect third party

In outsourcing, an indirect third party refers to a company or individual who is not directly involved in the outsourcing agreement but plays a role in facilitating the outsourcing process. This could include consultants, brokers, agents, or other intermediaries who help connect the outsourcing company with potential service providers.

Charles (2011) noted that one example of an indirect third-party business strategy is when a corporation enters into a deal with a local intelligence supplier, and that vendor subcontracts all or part of the work to an overseas company. Without informing the local company, a third-party vendor may choose to send data offshore. Because there may not be the proper controls in place for the client and bank, indirect third parties are most at risk of security and privacy violations (Vijayan, 2004). Using this approach, local authorities can delegate their least dangerous tasks to an offshore third party vendor who has the necessary skills, knowledge, and tools to complete the task at hand.

For example, if a company wants to outsource its IT services to a provider in another country, they may work with a consultant who specializes in international outsourcing to identify potential providers and negotiate contracts (Hummels, 2001). The consultant would be considered an indirect third party in this arrangement.

2.4.3 Joint venture

The term "joint venture outsourced business model" refers to a situation where a local firm collaborates with a external business to share the management of external activities. Since control

of activities is shared with an external entity, partnerships are riskier than pure straight arrangements (Ogola, 2013). However, due to the lower risk, collaborative partnerships are less risky than directly and indirectly third-party approaches.

Mohamad (2021), in joint venture the local authorities have also a ground to monitor and give advices on what they what from external vendors. They will be working hand in hand in providing the products or services wanted. The local authorities will be contributing in decision making and this will result in external vendors reduce or eliminate the breaching of contracts especially on delivery time, quality and prices. It is of great importance to use joint venture compared to direct and indirect third party.

2.5 Theoratical framework

2.5.1 Value Chain Theory

According to Lalwami's (2016) description of Porter's value addition chain model, a business's activities can be categorized into five main operations and four auxiliary operations, each of which may contribute to competitive advantage. One of the five key activities is inbound contract manufacturing, which refer to all procedures involved in receiving, managing, and keeping resources into manufacturing and delivery of service structures, comprising storage, transport, and inventory control (Locker and Romis 2017). Operations include all the steps taken to convert inputs into outputs, which serve as the end products. In a firm, these would comprise manufacturing, installation, inspection for quality, and packaging. These initiatives in a company that provides services include all those involved in providing the service, such as legal guidance, messages, and document production.

According to Mentzer (2011), outward outsourcing comprises duties such as final products retention, request servicing, selecting and presentation, handling, shipping, and network maintenance that contribute with transporting the final product from processes to its customer. According to Kristian and Pekker (2013), marketing and sales activities include educating prospective customers about the products, convincing them to buy, and facilitating their purchase, as well as advertising, awareness-building, market research, and distribution support.

A system of value chains business model explains the complete process of producing a good or service. The steps that take a product from conception to distribution, as well as everything else like the acquisition of raw materials and marketing activities, are included in a value chain that is created by the businesses that are in charge of producing products. A value chain analysis is performed by a company by assessing the processes connected to each stage of its operations.

According to Porter (1985), the primary activities include inward contracted out, activities, outward contracted out, sales and advertising, and service. All actions required to receive, store, and deliver inputs, as well as contacts with suppliers, are included in inbound outsourced activities. Outbound Outsourcing encompasses all actions required to collect, store, and disseminate output.

2.5.2 Agency theory

The relationship between the outsourcing local authority (outsourcer) and service provider (vendor), as well as the incentives of the vendor and client to adopt outsourcing services, are also included in agency theory of outsourcing Pedersen and Perunovic (2007). In order to comprehend the connection between the outsourcer and supplier in this context, we associate agency theory. Moral, societal, and reputational risks all help to some extent to reduce the likelihood of opportunism, but they cannot completely prevent it Wilkins (2009). Problems with the Agency's sources, moraMonitoring and bonding should be used to address the risks and negative section Hesterly and Barney (1996)

The Preparation Phase, when vetting suppliers and establishing its own attitude toward the type of relationship, is where this theory first becomes relevant to the outsourcing actions of local governments. Naturally, the managing relationship phase and, to a much lesser degree, the reconsideration phase have both been studied.

2.5.3 Transactional cost Economics

The most prevalent explanation of outsourcing is Economies of transactional costs TCE is considered to offer the finest decision-making tools to help businesses decide whether to outsource and get ready for upcoming outsourcing projects according to Charles, the transaction expense (2013). According to economic theory, a business seeks to balance the impact that transaction and

production costs have on their decision to source domestically or externally. The application of the theory in the contemplation phase was made possible by the idea of switching costs. The governance features of the theory have been affected by its use in the research and management of relationship phases. Yet another beneficial tool TCE is a complexity solution, not a problem for outsourcing.

Even though Transaction Cost Economics has not been specifically used to study the vendor selection phase, its associated incomplete contracting sub theory has been applied to research the structure and contents of outsourcing contracts, as well as related contract administrator preparation and activities. Despite the fact that the theory has been widely tested in outsourcing applications, local authorities can still benefit from it. The Transaction Cost Economics, however, indulges in a number of things. Lacity and Willcoks (1995) discovered that the initial mapping to the TCE framework produced significantly more deviation in their sample and only partially explained a small number of IT sourcing choices.

2.5.4 Concept of core competences

The resources-based theory served as the foundation for the development of the idea of core competencies. The core competencies theory was described by Parlalad and Hamel (1990) as the local authority's collective learning, particularly how to coordinate a variety of production skills and integrate a variety of technologies. Researchers are increasingly using the idea of core competencies in outsourcing. Core activities should be kept in-house, according to the concept of core competences, which has been frequently used to create and test different outsourcing decision frameworks.

The concept's foundations of learning and communication made it applicable to the stages of managing relationships and reconsideration as well. One of the most significant factors that impact the success of an outsourcing arrangement is thought to be the vendor's competence Feeney et al., 2005; Levina and Ross, 2003.This implies that the local authority can use the same theory to decide which tasks to delegate and concentrate on key tasks that are considerate of the social welfare of the society.

2.5.5 Resource Dependency Theory

It claims that because businesses lack some resources, they must in some cases depend on the outside world for those resources. Resource dependency was created as an alternative viewpoint to economic theories of mergers and board interlocks and as a way to precisely comprehend the type of IORs that have recently contributed so significantly to market failures (Pfeffer2003). The three fundamental principles of theory are that: social context counts; Understanding how municipal authorities behave internally and externally, as well as their strategies for pursuing interests and power, is crucial.According to the theory, businesses require outside assistance in order to operate properly. This theory relates to municipal government in that all areas with insufficient resources to complete the necessary tasks can be contracted out to private companies with superior resources in terms of personnel, equipment, and training.

2.5.6 Resource based theory

According to the theory, resources, which include physical capital, human capital, and regional organizational capital, are essential to a firm's output process (Cook, 2008). This theory emphasizes two important ideas: first, that resources are essential to a company's performance; and second, that in order to give a company a competitive edge, resources must be uncommon, valuable, difficult to duplicate, and non-substitutable by other rare resources. According to Butler & Priem (2001) a company can gain a competitive advantage if its resources and capabilities are combined and used properly. Because companies have a variety of resources and those resources are immobile, the theory's two underlying assumptions allow businesses to gain a competitive edge

An external provider should be sought out by a local authority in this situation if it lacks valuable, uncommon, imitable, and organized resources and capabilities. This is how the resource-based perspective of outsourcing is built. As a result, the local government can use the theory to decide which tasks they should outsource to private companies because they lack the necessary resources and knowledge

2.6 The outsourcing strategies that can be implemented by local authorities

Local governments can enhance their services by outsourcing certain tasks, but they must first examine what needs to be outsourced. This can be done through employee interviews or analyzing the business budget. Managers should speak with staff to identify potential inefficiencies, but should not disrupt the team's ability to work together. They can also learn from other local authorities and assess which areas consume the most resources compared to their ROI before deciding whether to outsource (Agburu and Iyortsuun, 2017).

Outsourcing initiatives that involve job cuts can be difficult to implement, as local governments and employees may not be happy with staff reductions. Reducing personnel is a natural response to eliminating redundancies, but administrators may need to admit to bad hires if an existing employee cannot be redirected with extra responsibilities or training. Staff cuts should be done with privacy, class, and respect, and suitable benefits and packages should be offered. The future of the individual should also be considered by administrators.

Administrators should get everyone on board with future objectives after the outsourcing study is finished. Employees who remain with the local authority will notice that their responsibilities have changed because they may have a lot to do and new challenges have been introduced. According to Shale (2016), managers should encourage their staff to take initiative. Employee empowerment will make it simpler to gain their support, which is essential for progress. Administrators should look for methods to develop their skills as staff members adjust to their new responsibilities. If managers increase staff productivity and value within the local authority, outsourcing will be beneficial. The municipal government can do this by covering their travel and training expenses.

2.7 The effectiveness of the outsourcing strategies in improving performance of local authorities

According to Saunders, Lewis, and Thornhill (2016) outsourcing strategies have a positive impact on the performance of local authorities, including profitability and competitive advantage. Outsourcing for service quality also improves the effectiveness of local organizations. Implementing outsourcing methods may initially appear expensive, but long-term cost savings can be achieved by eliminating ineffective procedures. Local governments can consolidate storage and

shipments through outsourcing, resulting in cost savings for both the client and the provider, while providing quality services and meeting customer needs.

Outsourcing is a reliable solution for handling obstacles and surprises in the supply chain industry, as outsourced companies are experienced in problem-solving techniques and use cutting-edge technology to improve processes. In contrast, local authorities must use their own resources to address problems if they handle outsourcing internally. It is important for them to keep up with evolving systems if they choose to handle outsourcing themselves (Edwards, 2017).

According to Shale (2016), inventory administrator technology and smartphone applications assist merchants and distributors in knowing the condition of their items in real time. Meanwhile, transportation administrators systems assist local governments in organizing the preparation and carrying out of the distribution process, letting consumers to weigh various possibilities for their freight. This is becoming simpler and more practical with the introduction of new methods for tracking warehouse stock, (Agburu and Iyortsuun, 2017). Automatic guided vehicles (AGVs) are now available with the adoption of outsourcing strategies.

Using the logistical infrastructure that these providers already have in place is one of the key benefits of hiring an outsourced business, according to Betancourt (2017). A major outsourcing firm will have a sizable network of linked routes that enable them to transport goods for various clients across the nation and abroad with the greatest possible efficiency. In order to facilitate fulfillment and distribution, they will also have access to warehouses and distribution centers in strategic areas, (Goel, 2018).

2.8 The challenges faced by the local authorities in implementing the outsourcing strategies

The execution of outsourcing methods is fraught with difficulties. The potential loss of intellectual property is one difficulty. Outsourced organization gains more understanding of the contracting company's operational procedures. The outsourced companies need access to a lot of information in order to build trust and guarantee that work is completed as agreed. This includes some of the outsourcing company's trade secrets or some delicate information, (Andow, Dabo, & Ejeh, 2018). Sensitive information is always at danger of vulnerability

Ineffective documentation is a problem when employing outsourcing strategies. In the long run, a well-written requirement paper would save a lot of time and money. Both parties must participate

in understanding what you have in mind for there to be a win-win scenario, (Jang, Hadley, & Lee, 2019). Another issue is the employees of the outsourced company's unprofessional attitude. A workplace setting needs to be modified to ensure on-time delivery. An unethical work mindset can interfere with productivity at the workplace. This can occasionally be a worry that must be addressed at the beginning of the outsourcing contract, (Sin et al, 2021).

According to Goel (2018), in order for outsourcing strategies to be adopted effectively, the local authority must spend significant amounts of money in order to acquire the necessary supplies. Additionally, the local government must hire individuals with specialized knowledge in various fields who will be in charge of influencing the outsourcing strategies. Effectively implementing outsourcing methods is difficult due to the high implementation costs. The majority of local authorities abandon the strategies' execution because they cannot afford to spend as much money as necessary to achieve the objectives, (Saunders, Lewis and Thornhill, 2016).

2.9 Conceptual Framework

The researcher develops a conceptual framework shown in Figure 2 below to illuminate the influence of outsourcing on local organizational performance. Outsourcing is the explanatory variable and local organizational performance is the response variable

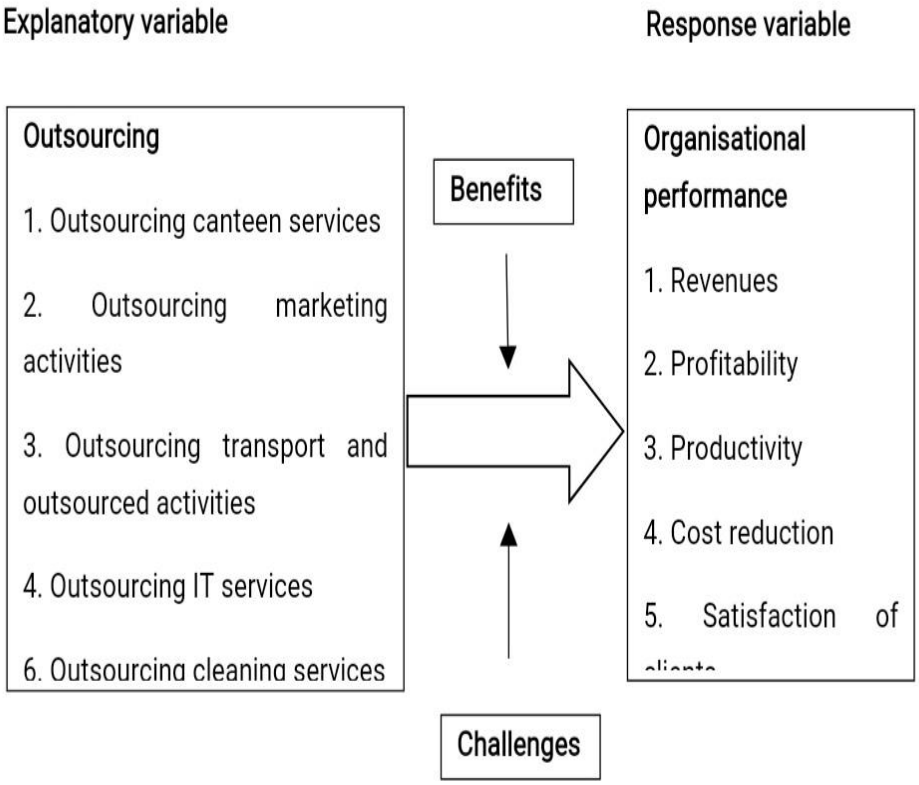


Fig 2

Figure 2: Conceptual Framework

The conceptual framework indicates that outsourcing can be done in many ways such as outsourcing canteen services, marketing activities, transport, IT services and cleaning services. When a local authorities implements outsourcing strategies, it will improve its performance through revenue generation, high profits, increased production, cost reduction, satisfaction of customers, satisfaction of employees and flexibility.

2.10 Empirical Evidence

2.10.1 Introduction

Kumar (2005) defines experimental studies as investigations conducted by other investigators that raise practical difficulties relevant to the area under consideration. They aid in the clarification of issues and provide a more complete view of the situation.

2.10.2 Charles (2011)

Charles (2011) conducted research on the effects of outsourcing on organizational performance in Uganda's telecommunications industry. The research goal was to determine whether outsourcing is a beneficial measure for increasing organizational productivity. The data demonstrated that outsourcing led to cost efficiency and increased organizational performance and productivity.

2.10.3 Mariusz (2010)

Mariusz (2010) conducted a study titled "Outsourcing of transportation services." A case study of manufacturers released in 2010 shown that outsourcing logistical services is primarily motivated by operational cost savings and leads to increased productivity and performance. The sample size for the research study was 43 companies from the furniture business, 55 organizations from the electrochemical sector, and 90 organizations from the food processing industry.The study's primary research goal was to determine whether outsourcing had an impact on organizational performance in Poland.

2.10.4 O`Farrell (1993)

O'Farrell (1993) conducted study on how variations in demand were the main driver of outsourcing in Scotland and east England. High wages are the main reason for outsourcing in engineering and electronics manufacturing companies. Therefore, he learns from his investigation that the organization's need to save costs is what ultimately led to the choice to outsource. According to the study's findings, outsourcing and organizational success are directly correlated.

2.10.5 Hummels (2001)

Hummels (2001) used plant level data from the manufacturing industry in the Republic of Ireland to conduct research on the topic of the effects of outsourcing on organizational productivity. He claimed that tiny open economies are more inclined to heavily outsource their production processes. Ireland is noted as being at the top of the list of industrialized nations that outsource commercial services, with 15% of its gross domestic product made up of these services, according to Amiti and Wei (2008). In his opinion, outsourcing improves organizational performance and should be used.

2.10.6 Kimura (2002)

A study titled "An evaluation of subcontracting on performance of small to medium firms in Japan" was conducted by Kimura (2002) between 1999 and 2001. His research was published in 2002. The study's goal was to determine whether outsourcing transportation services in Poland had an impact on how well small- to medium-sized businesses function. He used a sample size of 120 businesses from a variety of sectors, including the electrochemical, furniture, and food processing industries. The results of the study demonstrated that outsourcing transportation services increases an organization's performance.

2.11 Gap Analysis

The researcher found a discrepancy among the results of the study and other research studies carried out by other scholars. The study's objectives were distinct from those conducted by other

academics and it focused on the impact of outsourcing on the functioning of local authorities in Zimbabwe.

2.12 Chapter summary

The second chapter reviewed the literature on local authorities' use of outsourcing strategies, as well as the efficacy of these strategies in enhancing local authorities' performance and the difficulties local authorities encountered in doing so. The study's research technique will be the main topic of the following chapter

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The study of research methodology involves examining the scientific process of conducting research and determining the typical steps taken to investigate a research problem, as well as the reasoning behind these steps (Khothari, 2012). This chapter outlines the approach taken to conduct the research, including the methodology used to achieve the study's objectives, participant selection methods, and data collection tools

3.1 Research Design

A research design, using Steer (2013), acts as a guide or system for carrying out a study. It can be compared to an architectural plan that outlines the structure of the research. The design of the study determines its type, such as describing, correlating, exploratory, assessment, meta-analytical, investigation, or semi-experimenta. For this particular research project, the case study design will be utilized to examine how outsourcing impacts the operational performance of local authorities in Zimbabwe. The researcher will collect data from both administrators and employees to gain insight into their perspectives on this issue.

3.2 Target population

The population refers to the entire group from which specific information will be gathered. According to Hanington and Martin (2019), it is a collection of items or individuals that are the focus of research. Leedy and Ormrod (2014) further define population as a group of people who share one or more characteristics that are relevant to the study. Similarly, Ary et al. (2018) describe population as the group of people being studied, who are represented by a selected sample. Essentially, population consists of the members of a particular group that are being investigated. For this particular study, the population will consist of all employees and administrators from Harare City Council, Epworth and Chitungwiza Municipalities in Harare Metropolitan Province.

3.3 Sample size

According to Nardi (2018), a sample is a relatively small, representative subset of a population. In a similar manner, it is a subset of the overall population that is chosen for study, according to Creswell & Creswell (2017). Usually, the sample is picked to be representative of the overall population under investigation. A sample, according to Hanington and Martin (2019), is a smaller group or subgroup chosen from the wider population under study.

According to Rea and Parker (2014), the collection number refers to the overall amount of submitted responses to the survey, which only fully reflect the attitudes or actions of the target population. 40 employees and 4 administrators will make up the sample in this study.

Table 3

CATEGORY	HARARE CITY MUNICIPALITY	EPWORTH MUNICIPALITY	CHITUGWIZA MUNICIPALITY	TOTAL
Administrators	1	1	2	4
Employees	10	10	20	40
Total	11	11	22	44

3.4 Sampling methods

Nardi (2018) defines sampling as a method for choosing particular individuals or a small portion of the community in order to draw conclusions from statistics and estimate population characteristics. Instead of looking at every individual, sampling, according to Creswell and Creswell (2017), allows researchers to draw conclusions about a population based on data from a sample of the population. Nardi (2018) claims that sampling involves choosing the group from whom the researcher would collect data. This study used both non-probability and probability

sampling techniques to choose participants for the study. These two methodologies were employed as part of a mixed research strategy for the study.

3.4.1 Purposive Sampling

This method involves selecting research volunteers in a non-random manner based on their familiarity with the phenomenon under study (Bhattacherjee, 2012). In this case, it is clear that the researcher has predetermined the pick of participants. Purposive sampling was used to select important informants from Harare City Council, Epworth, and Chitugwiza Municipalities in the Harare Metropolitan Province. Due to the aim of this research, which also required experts who monitor the impact of contracting on the operational performance of Zimbabwean local governments, this procedure was crucial.

3.4.2 Simple Random Sampling

Every member of the number of people has an equal chance of being selected in this sampling method (Creswell, 2014). This researcher used a suggested participant list from Harare City Council, Epworth and Chitugwiza Municipalities in Harare Metropolitan Province for this study to answer questions about the impact of outsourcing on the operational performance of Zimbabwean local governments. The researcher will be able to give questionnaires to 40 employees and interview four administrators as a result of this. The benefit of this method was that the results could be generalized to the study group (Creswell, 2014).

In order to ensure that every member of the population being investigated has an equal and independent chance of being chosen, Hammersley (2016) claims that random sampling must be done. This implies that the choice of one individual has no bearing on the choice of another. A "hat system" research sample method was employed to study the complete population. Participants were instructed to choose a paper from a hat. According to Creswell and Clark (2017), the researcher will look at a sample of the population and use that data to draw conclusions about the entire population

3.5 Research Instruments

Research instruments are tools or methods utilized by researchers to systematically and objectively gather data. These instruments can be categorized into two groups: quantitative and qualitative.

Quantitative research instruments, such as surveys, questionnaires, standardized tests, experiments, and observations, are intended to collect numerical data that can be statistically analyzed. Qualitative research instruments, such as interviews, focus groups, case studies, and ethnography, are intended to collect non-numerical data that can provide insights into the attitudes, beliefs, and experiences of individuals or groups.

3.5.1 Structured questionnaires

Nardi (2018) claims that pre-coded questions with clearly defined skip patterns that follow the question order are a part of structured surveys. In the vast majority of quantitative data collection efforts, structured questionnaires are used. The advantages of structured surveys, according to Berger (2015), include less discrepancies, convenience of administration, uniformity in answers, and simplicity of managing information.

Structured questionnaires are typically made up of closed-ended questions, which means respondents are given a set of response choices from which to choose. Multiple-choice, rating scale, or yes/no responses may be used. These responses can be readily quantified and analyzed using statistical techniques.

3.5. 2 Structured Interviews

Structured interviews refer to questionnaires that are administered verbally. According to Nardi (2018), these interviews are typically shallow and can be completed quickly, making them a practical choice for efficiency. However, they lack in-depth analysis. In this study, the researcher will conduct interviews with four administrators from local authorities in Zimbabwe to investigate the impact of outsourcing on operational performance. As interviewing involves various forms of communication and interpersonal relationships (Nardi, 2018), structured questions were utilized to prevent irrelevant inquiries.

3.6 Data analysis and presentation methods

According to McLeod (2019) data presentation involves arranging data in a way that decision-makers can easily identify trends, while analyzing is the ability to interpret data in a helpful and applicable way. A summary sheet will be created using the code sheet as a foundation, and information will be recorded question by question. Close-ended questions will be analyzed quantitatively, while open-ended questions will be analyzed qualitatively (Creswell and Clark, 2017).

Gay (2016) alludes that qualitative analysis is a form of analysis that seeks insight rather than statistical analysis. It will enable the researcher to analyze data in which answers provided by the respondents will be varied that it is difficult to categorize and make meaningful numerical representation. Results will be presented using tables, pie charts, graphs, pictures, and text. They will be used to describe the events as they occur while presenting the obtained data in description form (Creswell and Clark, 2017). Additionally, tables and graphs are employed to enhance clarity and enable quick comprehension of the information. The data will be displayed after collection and connected to the study topics. Critical analysis of the participant responses will be done in order to fully understand the significance of each question on the questionnaire. The gathered information was examined to produce quantitative findings and suggestions.

3.7 Ethical Consideration

According to Chiromo (2009) research ethics are guidelines that researchers follow to ensure their studies are conducted in a morally responsible manner. This includes considerations such as privacy, informed consent, confidentiality, protection from harm, and anonymity. In this study, confidentiality will be promised to protect the privacy of administrators and staff. Participants have the freedom to decide whether or not to participate and can opt out at any time without providing a reason (Kahn, 2013). The study will also assure participants that their information will be kept private.

3.8 Chapter summary

The research methods, comprising the descriptive survey design, population, sample, and sampling techniques, data collection tools, data processing, and presentation strategies, have all been

described in this chapter. The display, analysis, and discussion of data will be covered in detail in the next chapter.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents data on the impact of outsourcing on local government performance in Zimbabwe, gathered through questionnaires and interviews. The study analyzes the number of participants, their gender, age, and experience to examine outsourcing tactics that can be used by Zimbabwean local government, the effectiveness of performance-improving outsourcing plans, and obstacles to implementing outsourcing strategies. The data is presented through various charts and tables. The response rate of the survey is also discussed.

4.1 Questionnaire Response Rates

The distribution of the answers to the questionnaires used in the research is shown in Table 4.1 below. Fourty questionnaires in total were given to the study's employees.

Table 4.1: Questionnaire response rate for employees

Group of people	Targeted number	Questionnaires administered	Questionnaires returned	Response rate
Employees	40	40	40	100%

All forty of the employee questionnaires that were given out were returned, giving the general rate of response of 100%. This backs up the findings because they represent the views of every employee within the organization. The prompt response demonstrates that there was substantial employee participation as each employee had the opportunity to complete and submit the questionnaires. In the part that follows, the interview response rates will be looked at.

4.2 Interview response rates

Interviews were conducted as well as surveys. These conversations were also used to address and correct concerns the researcher had while completing the questionnaires. Table 4.2 below displays the distribution of the responses collected through the research's conducted interviews. The study administrators were contacted for a total of four interviews.

Table 4.2: Interview response rates

Group of people	Targeted number	Questionnaires administered	Questionnaires returned	Response rate
Administrators	4	4	4	100%

The response rate shown in table 4.2 above makes it plainly clear that all conversations were conducted. Interviews with the targeted administrators received a 100% response rate. The findings demonstrate that there was excellent fairness because the researcher was able to get information from the managers of every company that was chosen. The demographic information for each chosen participant is listed below.

4.3 Demographic data for administrators and employees

Employees and administrators were asked to select their gender from the available options. The proportion of responses from managers and employees by gender is shown in Fig. 4.1 below.

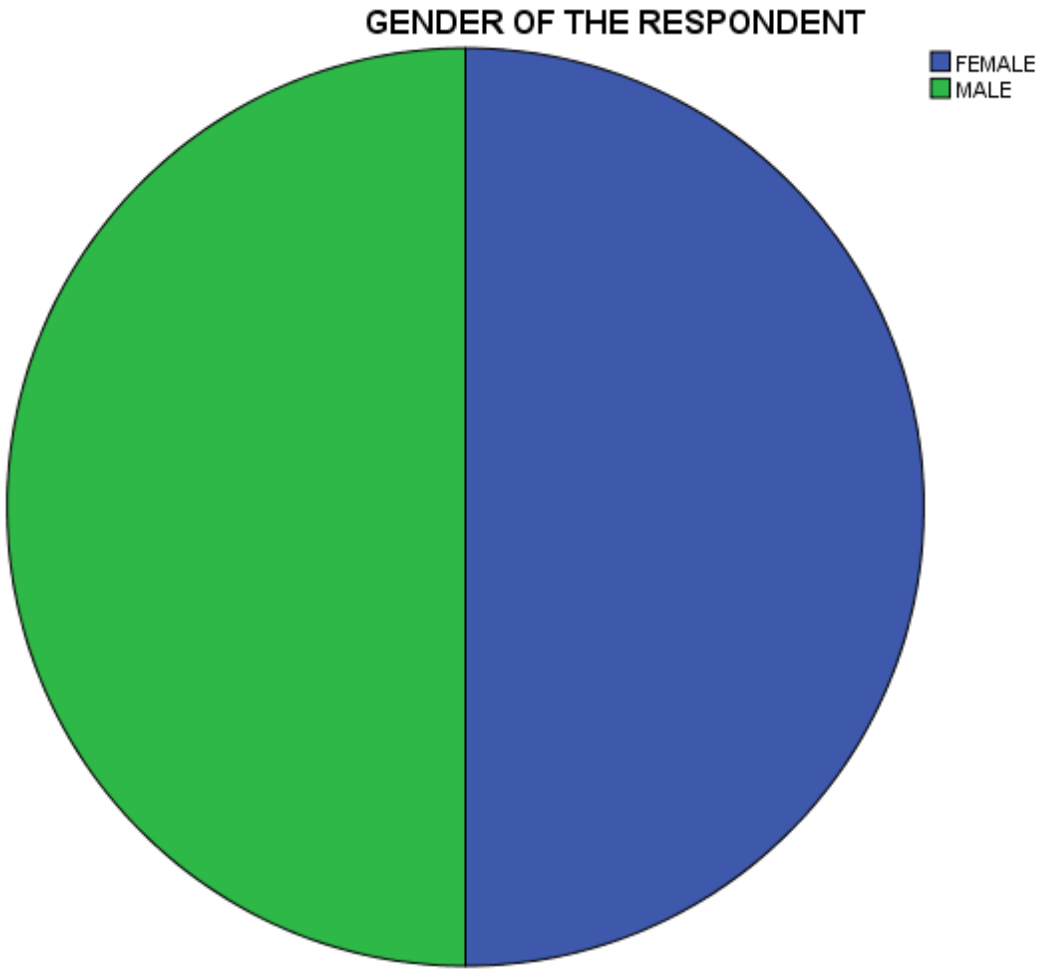


FIG 4.1

Fig 4.1: Administrators and employees by gender

According to Fig. 4.1, there were 44 participants in total, of which 22 (or 50%) were men and 22 (or 50%) were women. The fact that there were the same number of men and women who responded demonstrates that there was no prejudice in the researcher's selection of respondents and that both male and female employees cooperated equally. Equal opportunities were given to male and female participants from the municipalities of Epworth, Chitungwiza, and Harare City Council in the Harare Metropolitan Province to provide information on the outsourcing tactics being used and assess their effect on firm performance.

Fig 4.2: Administrators and employees by age

The ages of administrators and staff members were also requested. The distribution of responses from administrators and employees by age is shown in Fig. 4.2 below

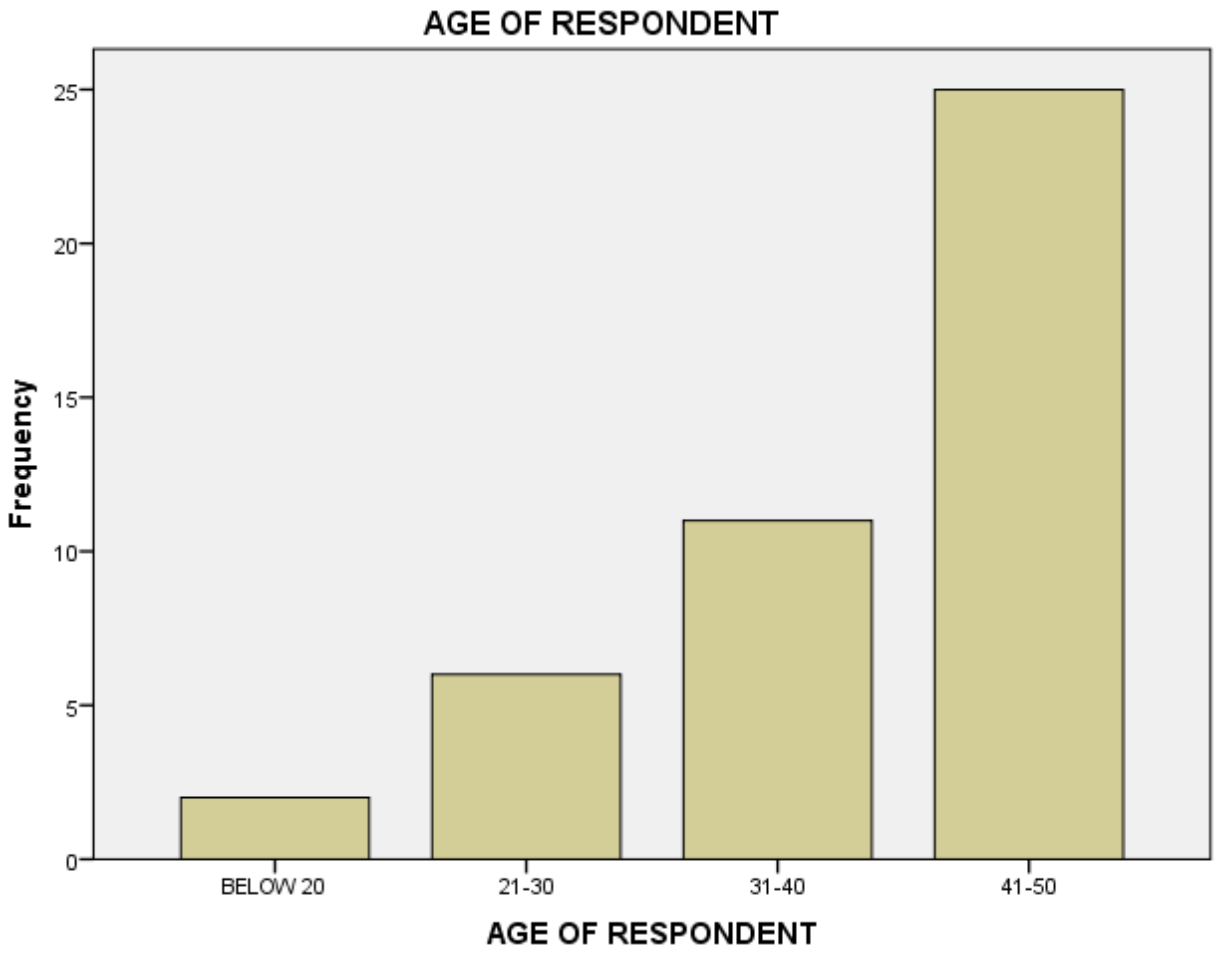


FIG 4.2

Figure 4.2 shows that, of the total 44 participants, 2 (5%) were under the age of 20, while 6 (14%) were between the ages of 21 and 30. Again, 12 (27%) of the participants were between the ages of 31 and 40, while 18 (41%) were between the ages of 41 and 50. Only 5 (2%) of the participants were between the ages of 51 and 60, and only 1 (2%) was older than 60. This demonstrates unequivocally that the majority of participants were mature and, as a result, well-informed about the outsourcing tactics being used and how to assess their effects on business performance.

In addition, participants were asked to list their level of experience in years. The distribution of participant responses by years of experience is shown in Fig. 4.3 below.

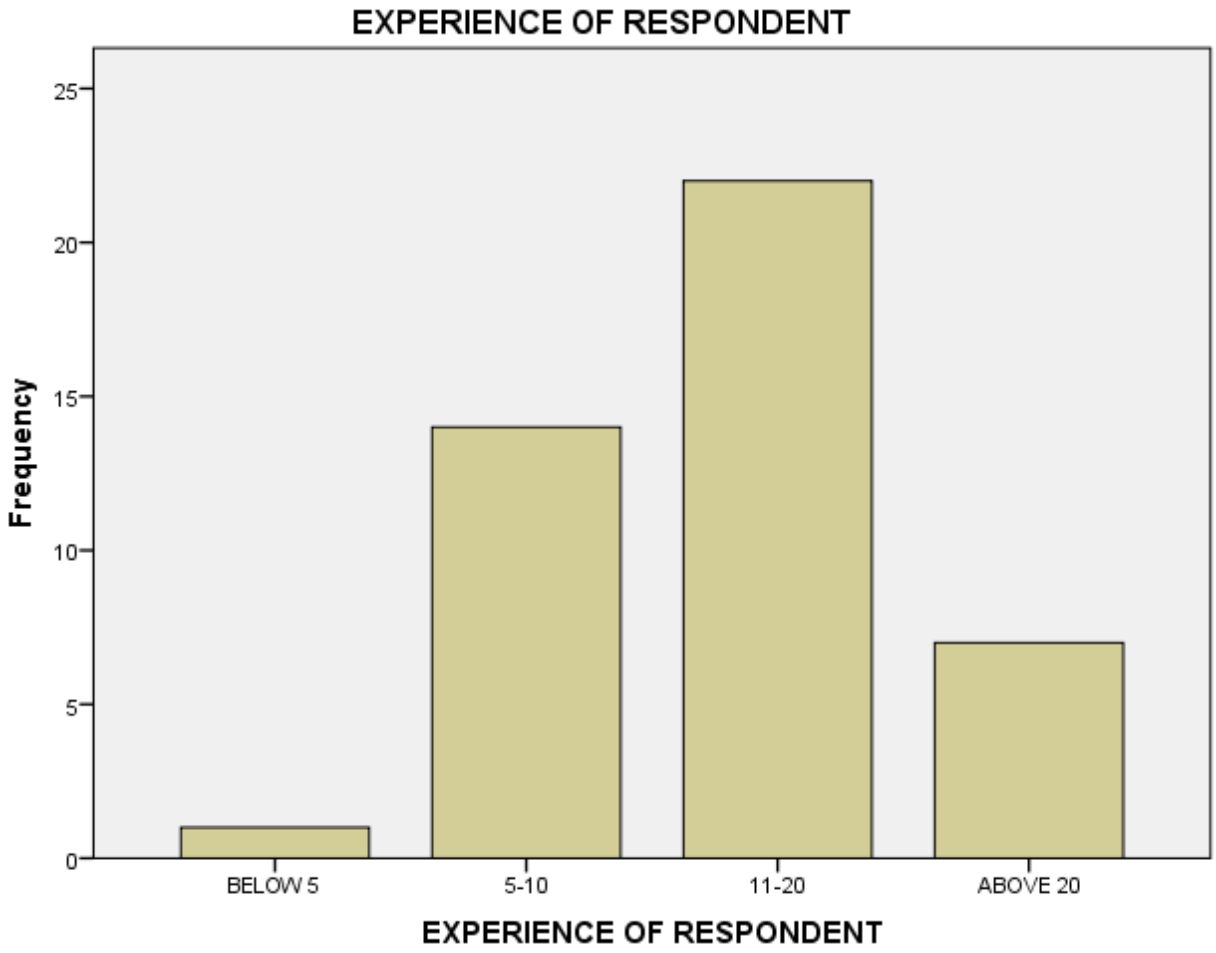


FIG 4.3

Fig 4.3: Administrators and employees by years of experience

According to Fig. 4.3, 1 (2%) of the participants had less than 5 years of experience, whereas 13 (or 30%) of the participants had experience of between 5 and 10 years. Again, according to the

statistic, 19 (43%) of the participants had years of experience ranging from 11 to 20 years, while 11 (25%) had years of experience ranging from 21 to 30 years. This suggests that the researcher mostly received information from experienced, mature, and more competent administrators and workers who were analyzing the effectiveness of the outsourcing tactics being used on business performance. Due to their extensive experience working for the organizations, the administrators and staff were able to provide the researcher with accurate information. The analysis for research questions will be covered in the next section.

4.4 The outsourcing strategies that can be implemented by local authorities in Zimbabwe

The first sub-research question in section 1.4.1 examined the outsourcing tactics that Zimbabwean municipal government could use. Table 4.3 below presents the findings about the outsourcing tactics that local governments in Zimbabwe may use.

Table 4.3: Responses from administrators and employees on the outsourcing strategies that can be implemented by local authorities in Zimbabwe

TECHNOLOGY ADOPTION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	11	25.0	25.0	25.0
	DISGREE	2	4.5	4.5	29.5
	NEUTRAL	5	11.4	11.4	40.9
	AGREE	8	18.2	18.2	59.1
	STRONGLY AGREE	18	40.9	40.9	100.0
	Total	44	100.0	100.0	

40.9% of respondents strongly agree on technology adoption that means it is an effective strategy to implement in local authorities in Zimbabwe. Technology includes utility services, software as a service and cloud enabled outsourcing, helps clients to develop the right sourcing strategies and vision , select the right IT service providers, structure the possible contracts, and govern deals for sustainable win-win relationships with external providers.

4.5 The effectiveness of the outsourcing strategies in improving performance of local authorities in Zimbabwe

The second sub-research question examined the efficacy of outsourcing options in enhancing the performance of local authorities in Zimbabwe. In response to the question, 12 (27%) of the participants said that the firms' use of outsourcing tactics led to them gaining more clients than their rivals, which led to higher earnings. The attendees also emphasized how outsourcing tactics helped businesses become more efficient and cut down on internal waste. The findings support Lieb's (2018) assertion that firms can solve issues that arise when moving materials along a supply chain by using outsourcing tactics. This suggests that outsourcing tactics help reduce costs by utilizing the most cutting-edge automation and inventory management technology.

However, 14 (32%) of the participants demonstrated that outsourcing tactics are effective at enhancing creativity within businesses. Participants disclosed that processes become more effective and user-friendly thanks to innovation. This suggests that businesses that use outsourcing tactics will attract more clients who will make purchases from them. The findings also suggest that outsourcing techniques help to increase customer satisfaction since customers prefer to be served quickly rather than wait for services that a company either refuses to provide or provides slowly (Agburu and Iyortsuun, 2017). In order to facilitate convenient fulfillment and distribution, the participants further stated that outsourcing tactics assist firms in gaining access to warehousing and distribution facilities in various places. This indicates that a company has access to the most economical means of locating alternatives and solutions to meet its needs.

Nine more (20%) participants said that outsourced businesses might tailor their services to meet the needs of their customers. According to them, the leading outsourcing firms might use their networks and contacts to create specialized outsourcing solutions that could satisfy their particular

criteria, ideal conditions, and efficiency (Mohamad, 2021). They continued by saying that outsourcing tactics made it easier to hire a business that had distribution networks, warehouses, and storage facilities, which allowed the business to expand more quickly. This suggests that the business would be able to manage its inventory and routing more effectively thanks to cutting-edge technology created after years of studying what works best for clients. Participants once more stated that the corporation would discover better methods to interact with its customers by studying the outsourced company.

The remaining 10 participants (23%) stated that outsourcing tactics aided in streamlining the organization's supply chain procedures.This means company received supplies on time, allowing them to produce goods and provide services to clients on time. Outsourcing strategies provided consulting services, shipping, customs brokerage, and other services that improved organizational performance. Customers are satisfied when they receive goods and services in appropriate quantities and at appropriate times. (Okoye-Chine, 2021).

4.6 The challenges faced by the local authorities in implementing the outsourcing strategies.

The third sub-research topic examined the difficulties faced by local governments in putting outsourcing initiatives into practice. Table 4.4 below presents the findings about the difficulties encountered by local authorities when putting outsourcing initiatives into practice.

Table 4.4: Responses from administrators and employees on the challenges faced by the local authorities in implementing the outsourcing strategies

Challenge	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The risk of losing intellectual property	9	6	1	12	16
Ineffective documentation	13	12	2	7	10
Huge costs involved in the implementation	10	7	2	12	13
Lack of skilled personnel	13	12	2	7	10
Fear of change	16	12	1	9	6
Lack of communication	13	12	2	7	10
Lack of transparency	7	10	2	12	13
Inadequate resources	11	6	1	11	15
Lack of technology	11	6	1	11	15

Figure 4.4 Risk of losing intellectual property

Table 4.4 above shows that 12 (27%) of the participants agreed while 16 (36%) of the participants strongly agreed that local authorities were facing the risk of losing intellectual property when implementing the outsourcing strategies, while 9 (20%) of the participants strongly disagreed, 6 (14%) disagreed, and 1 (2%) remained neutral. Again, 10 (23%) of the participants strongly agreed, while 10 (16%) of the participants agreed and 13 (30%) of the participants strongly disagreed. Likewise, 12 (27%) of the participants disagreed, 2 (5%) of the participants remained neutral, and 7 (16%) of the participants agreed. The results also showed that 12 (27%) of the participants agreed, while 13 (30%) of the participants strongly agreed that local authorities were facing enormous costs associated with implementing the outsourcing strategies. The results also showed that 10 (23%) of the participants strongly disagreed, 7 (16%) of the participants disagreed, 2 (5%) of the participants remained neutral, and 12 (27%) of the participants agreed. They claimed that several businesses didn't put outsourcing techniques into practice because they were worried about the associated costs. On the table, 7 (16%) participants agreed while 10 (23%) strongly disagreed that they lacked skilled personnel, which was a challenge in the implementation of the outsourcing strategies. Of the participants, 13 (30%) strongly disagreed, 12 (27%) disagreed, 2 (5%) remained neutral. The table also reveals that 16 (36%) of the participants strongly disagreed, 12 (27%) disagreed, 1 (2%) remained neutral, 9 (20%) agreed, and 6 (14%) strongly agreed that fear of change was a challenge for them and prevented them from implementing outsourcing strategies in their organization. Again, 10 (23%) of the participants strongly agreed, while 13 (30%) of the participants strongly disagreed, 12 (27%) of the participants disagreed, 2 (5%) of the participants remained neutral, and 7 (16%) of the participants agreed that the challenge preventing

them from successfully implementing outsourcing strategies in their organization was a lack of communication. The table also shows that 12 (27%) of the participants agreed, while 13 (30%) of the participants strongly agreed that a lack of transparency was a problem preventing them from successfully implementing outsourcing strategies in their organization. In addition, the table shows that 7 (16%) of the participants strongly disagreed, 10 (23%) of the participants disagreed, 2 (5%) of the participants remained neutral, and 12 (27%) of the participants agreed. The table also shows that 11 (25%) of the participants strongly disagreed with this statement, while 6 (14%) disagreed, 1 (2%) remained neutral, and another 11 (25%) agreed. The majority of participants, 15, however, strongly agreed that a lack of resources was a problem that prevented them from successfully implementing outsourcing strategies in their organization. The table also reveals that 15 (34%) strongly agreed that a lack of technology was a problem preventing them from successfully implementing outsourcing strategies in their organization, while 11 (25%) of the participants strongly disagreed, 6 (14%) disagreed, 1 (2%) remained neutral. According to the findings, the majority of small enterprises suffered from a shortage of funding, which is essential for their expansion (Latinuo, 2010).

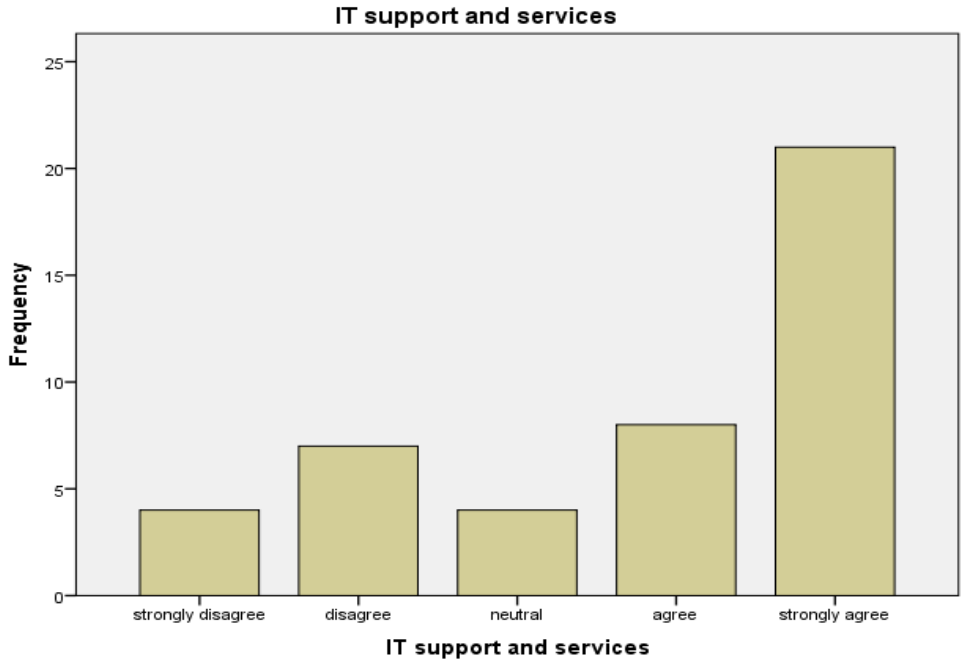
4.7 The impact of outsourcing on the local authorities' capacity to focus on their primary strengths.

Table 4.5: Response from administrators and employees on the impact of outsourcing on the local authorities capacity to focus on their primary strengths.

IT SUPPORT AND SERVICES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	4	9.1	9.1	9.1
	DISAGREE	7	15.9	15.9	25.0
	NEUTRAL	4	9.1	9.1	34.1
	AGREE	7	15.9	15.9	50.0
	STRONGLY AGREE	22	50.0	50.0	100.0
	Total	44	100.0	100.0	

Figure 4.5 IT Support and Services



IT Support and Services, the local authorities must outsource the IT consultancy. The results of the research indicated that outsourcing can provide benefits for local authorities by freeing up resources and allowing them to focus on their core competencies, it is important for them to carefully consider the potential negative impacts before making any decisions about outsourcing. For example, outsourcing IT support or payroll processing can allow local authorities to concentrate on delivering essential services such as education, healthcare, and social services. Additionally, outsourcing may lead to a loss of institutional knowledge and expertise within the local authority, which could make it more difficult for them to effectively manage their core competencies

4.8 Chapter summary

The chapter presents data and conclusions on outsourcing strategies for local governments in Zimbabwe, including the use of technology, effective communication, staff development and training, solid planning, and good leadership. However, there are also challenges such as losing intellectual property, high implementation costs, a lack of skilled personnel, fear of change, lack of communication and transparency, insufficient resources, and technology. The final chapter will summarize the results and provide recommendations based on the findings.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The entire study will be summarized in this chapter. It will present findings and suggestions resulting from the research questions and the study findings. It will summarize the research on the outsourcing tactics being used and assess how they affect business success. The conclusions were arrived at based on the study's findings. Finally, the chapter will offer suggestions for further reading based on its conclusions and research findings.

5.1 Summary of major findings

5.1.1 The outsourcing strategies that can be implemented by local authorities in Zimbabwe

It was mentioned that local authorities in Zimbabwe can use technology to enhance their performance when it comes to the outsourcing tactics that can be used. According to Radhakrishna (2017), implementing new technology can aid a company in streamlining its operations and boosting efficiency across the board.

Once again, it was mentioned that a company can adopt great communication between itself and its contracted businesses. As a result, it follows that good communication can help both parties understand what the company wants and what the outsourced companies want from it. The findings also suggest that good communication might lessen potential misconceptions between local government agencies and contracted businesses (Seongcheol and Changi, 2017).It was also mentioned that employee training and development is another tactic local governments can use to enhance their effectiveness. With incompetent people doing their tasks and no skills, it is difficult or rather impossible for a local authority to successfully improve its performance across all of its operations (Shale, 2016).

Once more, it was mentioned that local authorities can apply sound planning to enhance their performance. The findings support Mohamad's (2021) suggestion that management should effectively plan out what needs to be done in advance in order for businesses to increase efficiency.

5.1.2 The effectiveness of the outsourcing strategies in improving performance of local authorities in Zimbabwe.

It was found that businesses that were successful in using outsourcing strategies were acquiring more clients compared to those that had failed to do so in relation to the effectiveness of outsourcing methods in boosting the performance of local authorities in Zimbabwe. This suggests that outsourcing tactics aid in increasing customer satisfaction (Goel, 2018).

Additionally, it was highlighted that using outsourcing tactics allowed local governments to outsource necessary services that they either could not afford to perform themselves or did so at a high cost. Therefore, businesses can have services like distribution, warehousing, and storage performed on their behalf while merely paying for them at lower costs. As a result, they spend less money and make more money.

5.1.3 The challenges faced by the local authorities in implementing the outsourcing strategies

Regarding the difficulties local governments encountered while putting outsourcing methods into practice, it was observed that one of those difficulties was the possibility of losing intellectual property. This indicates that the firms were concerned that adopting outsourcing would make their customers lose trust in them and result in customer loss (Goel, 2018).Once more, it was noticed that inadequate paperwork posed a problem for local authorities in carrying out their outsourcing strategy. According to Mohamad (2021), documentation is crucial to carrying out commercial transactions and, if done improperly, can result in a company losing substantial sums of money.

Additionally, it was highlighted that significant expenses were associated with the implementation of outsourcing tactics, which presented a significant difficulty for many firms because it decreased revenues (Otaroghene and Nwaeke, 2018). This implies that a company must spend a lot of money in order to successfully utilize outsourcing tactics.

Once more, the researcher pointed out that certain firms are resistant to change, which has made it extremely difficult to execute outsourcing tactics. This suggests that in order to successfully execute outsourcing methods, companies must be adaptable and open to change (Seongcheol and Changi, 2017).

5.2 Conclusions

The following conclusions were drawn from the summary of the key findings.

5.2.1 The outsourcing strategies that can be implemented by local authorities in Zimbabwe.

With regards to the outsourcing strategies that can be implemented by local authorities in Zimbabwe, it was concluded that local authorities can implement technology to improve their performance. Again it was concluded that an organization can adopt excellent communication between itself and its outsourced companies.

It was also concluded that staff development and training is another strategy that local authorities can implement to improve their performance. Once more, it was determined that local authorities may apply sound planning to enhance their performance.

5.2.2 The effectiveness of the outsourcing strategies in improving performance of local authorities in Zimbabwe

Regarding the usefulness of outsourcing techniques in enhancing local government performance in Zimbabwe, it was determined that these strategies helped businesses get more clients than those who did not use them. Once more, it was determined that the successful application of outsourcing tactics aided local authorities in being creative.

It was also determined that local authorities might acquire vital services that they could not afford to undertake themselves or that they considered to be expensive to perform by using outsourcing options.

5.2.3 The challenges faced by the local authorities in implementing the outsourcing strategies.

In light of the difficulties local governments have in putting outsourcing ideas into practice, it has been determined that the possibility of losing intellectual property may prevent local governments from doing so. It was determined that inadequate paperwork might prevent local authorities from putting outsourcing plans into action.

In addition, it was determined that exorbitant expenses associated with the adoption of outsourcing techniques could prevent firms from doing so.Furthermore, the study came to the conclusion that poorly qualified employees can prevent businesses from successfully using outsourcing tactics.

.

5.2.4 The impact of outsourcing on the local authorities` capacity to focus on the primary strengths.

Managers were sure of what the core competency of their respective company was. Their respective departments needed to concentrate on its core functions to remain competitive and therefore did outsourcing to ease it from many other functions.

The researcher find out that one of the main reason why company outsourced was because of need to focus on core functions or competencies. This agrees with literature which asserted that outsourcing has been viewed as an impetus and agent for change and that focus on core competencies has become a major driving force for strategic options, a major part of which is outsourcing (Bergstrom, 2003; Sharpe, 2007) .

5.3 Recommendations

The study recommended effective adoption of outsourcing options to enhance local authorities' performance. The following suggestions were made by the researcher after studying the outsourcing techniques in use and assessing how they affected firm performance:

5.3.1 The outsourcing strategies that can be implemented by local authorities in Zimbabwe

It is advised that local authorities use technology to enhance their performance when it comes to the outsourcing techniques that can be used by local governments in Zimbabwe. Once more, it is advised that a company foster excellent communication between itself and its contracted businesses.

Additionally, it is advised that local governments staff-develop and train their employees to help them perform better.

5.3.2 The effectiveness of the outsourcing strategies in improving performance of local authorities in Zimbabwe

Regarding the efficiency of outsourcing techniques in enhancing local government performance in Zimbabwe, it is advised that local governments successfully execute outsourcing strategies in order to gain more clients than those that had not done so.Once more, it is advised that local governments successfully use outsourcing tactics in order to reap the rewards of innovation.It is also advised that local governments successfully implement outsourcing techniques so they can benefit from acquiring important services they could not afford to perform themselves or discovered to be expensive to perform.

5.3.3 The challenges faced by the local authorities in implementing the outsourcing strategies.

Regarding the difficulties local governments have in implementing outsourcing strategies, it is advised that the government be strict in enforcing intellectual property rights so that local governments can implement outsourcing strategies fearlessly and without restriction.

It is advised that successful documentation be created to support the local authority's successful adoption of outsourcing initiatives.Additionally, it is advised that local governments pursue outsourcing from less expensive businesses in order to avoid incurring significant costs when using outsourcing tactics.

Furthermore, the researcher advised local governments to train their employees to enable the effective application of outsourcing tactics.

5.3.4 The impact of outsourcing on the local authorities` capacity to focus on the primary strengths.

The researcher advised local authorities should clearly ascertain the non-core functions to outsource and further review the potential cost and benefits to be garnered if the non-core functions

are outsourced. It is advised that local authorities must outsource IT support and services function it improves them to focus with the main activities such as school development .Also housing management function should be outsourced to reduce the burden to employees who have some other duties to perform.

When outsourcing it needs an experienced vendor to work you through the process, help the authorities to avoid the bottlenecks, and mitigate possible risks. They will help define requirements, go through the discovery stage, and find the best people and organization for the job. These organization will be very competent so this will effectively allow workers to focus mainly with their core work.

If local authorities have never worked in a culturally diverse and dedicated development team, it must not realize it, but the cultural context and the national differences matter. It must be reaching out to the global market, you might have to get used to working people from different time zones.

5.4 Area for further research

In light of the study's findings, the researcher believes there is need for additional research that examines the disparities in the predictive skills of companies that implement outsourcing tactics, offering ways for companies to perform better. This analysis is warranted since the researcher is confident that it will greatly benefit her, the local authority and the government.

It has been observed that outsourcing has a big role to play in order to improve the organizational performance especially in the ever changing developing and competitive business environment allover the global whereby organization have to employ better outsourcing processes. There must be a research on how to eradicate` the negative effects of outsourcing in order to enable organizations achieve their set goals and objectives.

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APPENDIX I

QUESTIONNAIRE

Section A: Demographic Information

- **What is your gender?**

Male	
Female	

- **What is your highest academic qualification?**

Ordinary/ Advanced Level	
Certificate / Diploma	
Degree	
Postgraduate	
Other (Specify)……	

- **How many years have you worked at Zimbabwe local authorities ?**

Below 5 years	
5 -10 years	
11 - 20 years	
Over 20 years	

Section B: Extent of outsourcing implementation in Local authorities in Zimbabwe.

- To what extent do you agree or disagree that Local authority has outsourced the following activities. *[1–Strongly disagree, 2–Disagree, 3 –Uncertain, 4 – Agree, 5 - Strongly Agree]*

Extent of outsourcing implementation in local authorities.	**1**	**2**	**3**	**4**	**5**
Housing management					
Waste collection and recycling					
IT Support and Services					

Section C: Internal factors affecting implementation of outsourcing in local authorities.

- Show your level of agreement or disagreement with the following statements describing internal factors affecting implementation of outsourcing in Local authorities. *[1–Strongly disagree, 2–Disagree, 3 –Uncertain, 4 – Agree, 5 - Strongly Agree]*

Internal factors affecting the implementation of outsourcing in Local authorities.	**1**	**2**	**3**	**4**	**5**
The risk of losing intellectual property					
Ineffective documentation					
Huge costs involved in the implementation					
Lack of skilled personnel					
Fear of change					
Lack of communication					
Lack of transparency					
Inadequate resources					

Lack of technology					

Section D: External factors affecting implementation of outsourcing in Local authorities.

- Show your level of agreement of disagreement with the following statements describing external factors affecting implementation of outsourcing in local authorities in Zimbabwe.

External factors affecting implementation of outsourcing in Local authorities.	**1**	**2**	**3**	**4**	**5**
Changes in government policies and regulations					
State of information communication technology infrastructure in the country					
Competition from other service providers					
Changes in population demographics					

Section E: Ways of improving outsourcing in Local authorities.

- To what extent to you agree or disagree with the suitability of the following ways of improving outsourcing in Local authorities. *[1–Strongly disagree, 2–Disagree, 3 – Uncertain, 4 – Agree, 5 - Strongly Agree]*

Ways of improving outsourcing in Local authorities	**1**	**2**	**3**	**4**	**5**
Technology adoption					
Excellent communication					
Staff development and training					
Good planning					

Good leadership					

APPENDIX II

Interview guide

[These questions guided the interview process with the interviewees]

Section A: Extent to which outsourcing is implemented in Local authorities.

1. To what extent has the Local Authorities implemented outsourcing in its procurement processes?

2. Which procurement activities has been outsourced which are being managed and controlled in a well manner.
3. Which activities need to be outsourced to reduce the burden of the employees so that they can focus mainly with core activities.

Section B: Internal factors affecting outsourcing implementation in Local authorities.

4. Judging from your experience, what are the internal factors affecting outsourcing implementation in Local authorities.
5. Can you explain how these internal factors affect outsourcing implementation in Local authorities?

Section C: External factors affecting outsourcing implementation in Local authorities ?

6. What are the external factors influencing outsourcing implementation in Local authorities ?

5. Can you explain how these external factors influence outsourcing implementation in Local authorities ?

Section D: Ways of improving implementation of outsourcing in Local authorities.

7. In your opinion, how can outsourcing implementation be improved in Local authorities ?

Thank you for your participation.....

Effects of outsourcing on the operational performance of local authorities in Zimbabwe

by Tariro Mumvuma

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BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS AND PURCHASING AND SUPPLY

AN ANALYSIS ON EFFECTS OF OUTSOURCING ON THE OPERATIONAL PERFORMANCE OF LOCAL AUTHORITIES IN ZIMBABWE.

BY

TARIRO MUMVUMA

(B193265B)

SUPERVISOR: MS TAPFUMA

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE BACHELOR OF COMMERCE HONOURS DEGREE IN PUCHASING AND SUPPLY OF BINDURA UNIVERSITY OF SCIENCE EDUCATION FACULTY OF COMMERCE

MAY 2023

RELEASE FORM

Name of student: Mumvuma Tariro

Title of the research project: An analysis on the effect of outsourcing on operational performance of local authorities in Zimbabwe.

Program for which the

Project was presented: Bachelor Of Commerce Honors Degree In Purchasing And Supply.

Year granted: 2023

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Student's signature ……..

Date .....

APPROVAL FORM

The undersigned certify that they have read and recommended Bindura University Of Science Education for acceptance; a project titled, "An analysis on the effect of outsourcing on the operational performance of local authorities in Zimbabwe", submitted by Tariro Mumvuma in partial fulfillment of the requirements for the Bachelor of Commerce Honors degree in Purchasing and Supply.

…… ……..

Signature of the Supervisor **Date**

…… ……..

Signature of the Chairperson **Date**

…… ……..

Signature of the Student **Date**

DECLARATION

I, Tariro Mumvuma, do hereby declare that this research report is the result of my own work, except to the extent indicated in the acknowledgements, references and by comments included in the body of the report.

……

Signature of student

……

Date

40

DEDICATION

I dedicate this project to the Lord Almighty who has taken me this far. Thank you Lord.

ACKNOWLEDGEMENTS

Firstly my gratitude goes to my late mother F. Madziko for her inspiration, motivation and support. I could not have pulled through without your words of encouragement you used to tell me.

My most gratitude goes to my supervisor Ms Tapfuma for your valuable guidance throughout my dissertation.

Lastly my gratitude also goes to my friends. The journey was made easy with you guys and your moral support is very much appreciated

ABSTRACT

Local authorities stand to be the lifeblood of every community in all nations of the world. There has been an ever increasing focus on adopting outsourcing as a solution to foster efficiency and quality of service delivery by local authorities globally. The major concern of this study was to establish the impact of outsourcing on the operational performance of local authorities in Zimbabwe. This research adopted a mixed research methodology using descriptive research design. A sample size of 44 respondents was selected and questionnaire was the main data collection instrument used to collect primary data. The research findings revealed that outsourcing increases the operational efficiency, improves quality of service delivery and reduces operating costs of the local authorities. The study surfaced the major prevailing challenges in implementing outsourcing such as loss of control over firm's process and increased transactional costs. This study concluded that good planning can be implemented by local authorities to improve their performance and local authorities can adopt excellent communication between itself and its outsourced companies. The study recommended that local authorities can successfully adopt outsourcing strategies in order to enjoy the benefit of innovation. It is also recommended that local authorities can successfully adopt outsourcing strategies in order to enjoy hiring essential services that they could not afford to do for themselves or they found it costly to do them

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CHAPTER 1

1.0 INTRODUCTION

This chapter focuses on the study's background, problem statement, purpose of study, research questions, hypothesis statement, significance of the investigation, assumptions, delimitations and limitations of the study, and definitions of words. This study will look into the effects of outsourcing on the operational performance of Zimbabwean local governments.

1.1 BACKGROUND OF THE STUDY

Companies have struggled with how to take advantage of their competitive advantage to expand their market and revenues ever since the industrial revolution. The ideal firm for the twentieth century was a large integrated company with direct ownership, management, and control of its assets. The rallying cry in the 1950s and 1960s was for diversification in order to boost firm bases and gain from economies of scale. Business needed to be agile in order to compete globally in the 1970s and 1980s , which led to bloated management structures. Many large companies adopted a new strategy that involves identifying crucial processes and choosing which might be outsourced in order to concentrate on their core business in order to increase their flexibility and creativity.

American computer firms were among the first to outsource their work. By 1990 , businesses looking to manage costs started outsourcing other services including billing, accounting, and word processing more regularly. According to Rundquist, outsourcing is the practice of acquiring goods and services from outside sources for an organization (2006).

Public service delivery through outsourcing has previously shown to be a successful method in both developing and developed countries. Due to the belief that governments are inherently inefficient, contracting out has become common in the public sector (Warmer and Bel 2008). Generally speaking the private sector is thought to be more economically efficient than the public sector. Thus , it has been proposed that the solution is to change how the government does business and make it more commercial (Kettle 1993) , including by opening up to comprtition , implementing results oriented budgets , utilizing markets more, and emphasizing customer satisfaction (Johnson and Romzek 2010). Outsourcing policy debates in both developed and developing countries have been heavily influenced by a marketization trend, including the

introduction of private service providers in local authorities for profit (Manyanhaire et al 2009 , Dowd 2011). A second key driver of outsourcing has been mounting evidence of local governments around the world failing to meet the key objectives of efficiency and cost savings (Goodshell 2007 and OECD 2010).

Research has yet to prove the specific impact of outsourcing on company performance, as quantifying the financial impact often relies on managers' estimates rather than tangible indicators. However, this work contributes to empirical studies that assess the influence of outsourcing on business operational performance using certified financial data. Local authorities are typically at the center of governance and are administrative organizations with official jurisdiction to provide public services in specific locations. In Zimbabwe, there are two types of local government: urban councils and rural councils, with mayors and town clerks in charge of municipality and city councils generally.

1.2 STATEMENT OF THE PROBLEM

Local authorities seem to be blindly embrace the practice of outsourcing not knowing that it is working positively to other public companies same to private. According to Lysons and Farrington (2017), outsourcing can be a powerful tool for improving organizational performance in service delivery .There is a delay in responding to burst pipes because the council lacks adequate resources such as transportation, new pipes, and equipment to repair the burst pipes. There have been numerous complaints from the community that refuse is not being collected and being dumped at undesignated locations, which is harmful to the community. Despite the 1996 legislation authorizing local governments to outsource, only one local government (Harare City Council) did so from 1998 to 2000, resumed in 2003, and abandoned the system in 2006. This was truly a "stubborn retreat" (McPake and Hongoro 2000). Therefore this research project sought to provide answers on the effects and impacts of outsourcing on the operational performance of Local authorities in Zimbabwe.

1.3 OBJECTIVES OF THE STUDY

1. To identify the outsourcing tactics that Zimbabwean local authorities can use.

2. To assess if outsourcing strategies have improved local authorities performance in Zimbabwe

3. To evaluate the difficulties local Zimbabwean authorities have in putting outsourcing plans into practice.

4. To determine how outsourcing will affect the local authorities' ability to concentrate on its core competencies.

1.4 RESEARCH QUESTIONS

1. What are the outsourcing strategies that Zimbabwean local authorities can put into practice?

2. How effective are outsourcing initiatives in Zimbabwe in enhancing local government performance?

3. What obstacles do Zimbabwean local governments experience in putting outsourcing techniques into practice?

4. What impact does outsourcing have on an local authorities performance when it focuses on its core competencies?

1.5 STATEMENT OF THE HYPOTHESIS

To shed on the impact of outsourcing on regional organizational performance, the researcher creates the conceptual framework. Local organizational performance is the response variable, whereas outsourcing is the explanatory variable.

1.6 SIGNIFICANCE OF THE STUDY

1.6.1 To the local authorities

This study aims to establish a solid foundation for in-depth knowledge on the use of outsourcing as a tactic to enhance services delivery operations. Additionally, the study reveals the gaps in

services delivery already in place and offers actionable advice on how to use outsourcing as a tactic to create effective customer response (ECR).

1.6.2 Government

Through competitive bidding, potential providers can reduce their rates while also providing services of higher quality as a result of outsourcing. Through this strategy, the government will spend less overall on providing services.

1.6.3 The university

The research is offered as reference material for future use in research projects by other students, particularly those who will be interested in the same subject.

1.6.7 The researcher

The researcher hopes to use the research to put the theoretical ideas they have learned in their degree program into practice. They also hope it will help them meet some of the requirements for a Purchasing and Supply Chain degree.

1.6.8 To suppliers

The local authorities will be able to outsource their projects to numerous people or groups of firms thanks to the findings and recommendations, which will result in contracts for the vast majority of providers.

1.7 ASSUMPTIONS

In this research, the researcher made several assumptions which are:

Selected respondents will respond in time.

The respondents are familiar with local authorities and the way they operate.

Information to be answered by respondents will represent actual facts, no bias.

The research project to be completed on the exact time.

1.8 DELIMITATIONS OF THE STUDY

The creator have a look at targets Zimbabwean nearby government most effective aside from private entities and companies . This studies is confined especially due to the fact its awareness is on a selected country and unique sector, this is Zimbabwe and its nearby government. The studies is primarily based totally at the results of outsourcing on operational overall performance of nearby government and it shall focuses with nearby government in Zimbabwe. And focus on the neighborhood government running withinside the duration from 2015 to 2021.In the look at the researcher is likewise going to keep in mind overall performance of nearby government which displays the form of carrier they provide. The respondents classes are grouped as personnel, humans withinside the network and control.

1.9 LIMITATIONS OF THE STUDY

The researcher interviewed the control and personnel over the smartphone therefore the take a look at carried on. Financial assets additionally restrained the researcher and the researcher additionally confronted energy troubles which leads to terrible net connectivity.

Non-cooperation of respondents just like the personnel with inside the agency due to the fact they have been delaying in responding to the web questions because of being beaten by paintings inside their departments consequently the researcher dispatched reminders thru emails to inspire the respondent to co-operate.

1.10 DEFINITION OF TERMS

1.10.1 Outsourcing-is when an enterprise hires a 3rd birthday celebration to carry out their task; in different words, while an organization employs some other corporation to pleasing its tasks. 1.10.2 Local Authority-is an enterprise this is formally accountable for all of the public offerings and centers in a selected area.

1.10.3 Operational performance -refers to the process of comparing a company's entire performance to well-known or regulated indicators of effectiveness, efficiency, and environmental responsibility such as cycle time, productivity, waste reduction, and regulatory compliance.

1.10.4 Performance - is how a member of body of workers fulfils the obligations in their role, completes required responsibilities and behaves withinside the workplace.

1.11 SUMMARY

In this chapter we dealt with the foundation of the research study, highlighting the background of the study to expose the reader to a brief knowledge of the area to be studied. This was followed by a statement of the problem, objectives of the study, research questions, and significance of the study, and the delimitations of the study. In addition, the chapter also sighted the limitations to carrying out effective research, definition of key terms in the research paper and the organization of the research report.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter will be displaying other comparable studies that were carried out in Zimbabwe and a few other nations. The chapter will also discuss the opinions of various authorities and researchers on a related study issue. It seeks to recoup the findings of various authorities and scholars regarding the impact of outsourcing on the effectiveness of municipalities in Zimbabwe.

2.1 Concept of Outsourcing

Outsourcing is the business practice of employing someone outside of local government to execute services or make items that were formerly performed in-house by the company's own employees and personnel (Agburu, Anza, & Iyortsuun, 2017). Outsourcing is a popular cost-saving technique utilized by many businesses, which can impact various professions such as customer service, manufacturing, and administrative tasks. This approach was initially recognized as a business tactic in 1989 and rapidly became an essential component of corporate finances in the 1990s.

The use of outsourcing is a contentious issue in numerous nations. Those against it argue that it has led to the reduction of jobs within the country, particularly in the industrial field. On the other hand, proponents contend that it encourages businesses to allocate resources where they are most effective and contributes to maintaining free-market economies worldwide. The Tennessee Centre for Business and Economic Research stated on September 21, 2006, that outsourcing is a useful tool that local governments can use to reduce costs, enhance service quality, and increase revenue.

2.2 Concept of firm performance

There are disparities of the definition of company overall performance relying at the context in case and there's little consensus amongst authors close to its size and dimensionality. Firm overall performance is the subset of organization overall performance that involves monetary and operational outcomes (Goel, 2018). However, there's want for warning to remember the reference factor and time body whilst describing organization overall performance. According to Goel

(2018), dimension of company overall performance in company governance literature is generally achieved the usage of accounting ratios. Firm overall performance may be categorised into non-economic organization overall performance and monetary organization overall performance. Firm monetary company overall performance measures encompass go back on capital employed (ROCE), go back on assets (ROA), go back on sales (ROS), go back on equity (ROE), go back on investment (ROI) and profits in line with share (EPS).Non-monetary organization overall performance measures encompass marketplace share, patron satisfaction, worker satisfaction, the company's image, and carrier quality (Gomez, Cortes, & Betancourt, 2017).

2.3 Forms of Outsourcing

2.3.1 Contracting out

According to Betancourt (2017), contracting out entails an aggressive bidding procedure in which (Request for proposal) RFPs are distributed to appropriate suppliers; some municipal and federal governments need operator licensing before tendering, while others only consider experience and reputation when choosing contractors. The process involves bargaining with third-party providers to offer services and products that are either not available within the organization or could be obtained at lower cost externally (Seongcheol and Changi, 2017). The activities that could be outsourced may be encompass IT support, logistics, manufacturing marketing, and maintenance services. The proposals from the contractors are then examined, and a choice is made on both value or excellent price. Contractor overall performance is tracked and controlled in opposition to a fixed of provider objectives.

Contracting out can offer significant benefits such as cost savings, increased efficiency, greater competitive advantage, and improve focus on the core activities in the local authorities. However

contracting out can also pose a potential business risk as control over the outsourced function is lost (Okoye-Chine, 2021). The decision to contracting out should be carefully considered, taking into account both the pros and cons. Contracting out can make a business more flexible and adaptable while providing cost savings and service level improvements

2.3.2 Public-Personal Partnerships

Andow (1985) mentioned public personal partnership these are cooperate preparations among governments and personal neighborhood government to at the same time fund or function a specific software, initiatives or provider. Public personal partnerships contain involved nearby shareholders assisting to offer software, mission, or carrier of unique cost to neighborhood network (Gay, 2016). These preparations advantage each, the authorities and the personal neighborhood government concerned through venture a treasured carrier, venture or application that couldn't be done independently through both entity.

PPP projects typically have a duration of 20 to 30 years, although some are shorter or longer. The length of the contract should be sufficient to encourage the private party to consider service delivery costs and maintenance during the project`s design phase. This approach maximize service delivery efficiency and is a key reason for using PPPs for public services. The contract`s exact duration depends on the project type and policy considerations, including ensuring sustained demand for services, the private party`s ability to deliver services throughout the contract, and the procuring authority`s commitment (McLeod, 2019). Additionally, financing availability and conditions may impact the contract`s length.

PPP contracts involve various project phases or tasks, with the private party's responsibilities depending on the asset and service being provided. These responsibilities may include designing, constructing, financing, maintaining, and operating the asset. PPPs are used to introduce technology and innovation from the private sector to enhance operational effectiveness and offer better public services while creating incentives for the private sector to carry out initiatives on time and under budget. Local governments can use PPPs to increase the capabilities of the local private sector by partnering with large international corporations and offering subcontracting opportunities in various sectors. Maximizing PPPs improves a nation's competitiveness by

stimulating business and industry related to infrastructure growth and supporting infrastructure growth itself to diversify the economy.

2.3.3 Volunteers or volunteer association

These are frequently known as to offer public offerings distinctly valued through network participants at 0 price to the local authority. The most successful organization "involves" volunteers rather than "use" volunteers (Saunders and Thronhill, 2016). Usually a few nearby government use volunteers for park maintenance, leisure packages and community watch sports amongst different applications.

The most important reason a local authority must consider is that a volunteer will not just volunteer, the reason why volunteers have selected the organization is that they are drawn to something about what the organization do. Volunteers are many organisations` energy and backbone. Local authorities would not be able to thrive without volunteers, it aid organization in extending services to increase the capability, more people, long hours of business, or varying the things the business provides(Saunders and Thronhill, 2016).

Requiring a larger selection of helpers also guarantees the local authorities has a greater impact on the neighborhood. Engaging with volunteers is a fantastic method to connect with the community and exhibits the organization`s dedication to it. Volunteers often feel more liberated to express themselves, considering a company`s policies rather than its compensation workers do. This is very beneficial method for the local authorities to collect data about its policies, programs, or any other future prosperity requires changes.

2.4 Outsourcing business model

2.4.1 Direct third party

In the direct third-party outsourcing business model, the corporation contracts with an external vendor to handle its business operations. The only control over the working arrangement is confined to the terms of the contract with the external vendor because the company has no

ownership power in this business model. Therefore, compared to captive direct or joint venture models, the direct business strategy is riskier.

Direct third party in outsourcing it also refers to the practice of hiring a third-party vendor to perform specific tasks or functions for a company. This type of outsourcing involves a direct relationship between the company and the vendor, without any intermediaries involved.

In this model, the company retains control over the outsourced function and is responsible for managing the vendor's performance. The vendor is typically responsible for providing the necessary resources and expertise to complete the task or function.

Direct third party outsourcing can be beneficial for companies looking to reduce costs, improve efficiency, and access specialized expertise. However, it also requires careful management and oversight to ensure that quality standards are met and that the vendor is meeting contractual obligations. Overall, direct third party outsourcing can be an effective way for companies to leverage external resources while maintaining control over critical business functions.

2.4.2 Indirect third party

In outsourcing, an indirect third party refers to a company or individual who is not directly involved in the outsourcing agreement but plays a role in facilitating the outsourcing process. This could include consultants, brokers, agents, or other intermediaries who help connect the outsourcing company with potential service providers.

Charles (2011) noted that one example of an indirect third-party business strategy is when a corporation enters into a deal with a local intelligence supplier, and that vendor subcontracts all or part of the work to an overseas company. Without informing the local company, a third-party vendor may choose to send data offshore. Because there may not be the proper controls in place for the client and bank, indirect third parties are most at risk of security and privacy violations (Vijayan, 2004). Using this approach, local authorities can delegate their least dangerous tasks to an offshore third party vendor who has the necessary skills, knowledge, and tools to complete the task at hand.

For example, if a company wants to outsource its IT services to a provider in another country, they may work with a consultant who specializes in international outsourcing to identify potential providers and negotiate contracts (Hummels, 2001). The consultant would be considered an indirect third party in this arrangement.

2.4.3 Joint venture

The term "joint venture outsourced business model" refers to a situation where a local firm collaborates with a external business to share the management of external activities. Since control of activities is shared with an external entity, partnerships are riskier than pure straight arrangements (Ogola, 2013). However, due to the lower risk, collaborative partnerships are less risky than directly and indirectly third-party approaches.

Mohamad (2021), in joint venture the local authorities have also a ground to monitor and give advices on what they what from external vendors. They will be working hand in hand in providing the products or services wanted. The local authorities will be contributing in decision making and this will result in external vendors reduce or eliminate the breaching of contracts especially on delivery time, quality and prices. It is of great importance to use joint venture compared to direct and indirect third party.

2.5 Theoratical framework

2.5.1 Value Chain Theory

According to Lalwami's (2016) description of Porter's value addition chain model, a business's activities can be categorized into five main operations and four auxiliary operations, each of which may contribute to competitive advantage. One of the five key activities is inbound contract manufacturing, which refer to all procedures involved in receiving, managing, and keeping resources into manufacturing and delivery of service structures, comprising storage, transport, and inventory control (Locker and Romis 2017). Operations include all the steps taken to convert inputs into outputs, which serve as the end products. In a firm, these would comprise manufacturing, installation, inspection for quality, and packaging. These initiatives in a company that provides services include all those involved in providing the service, such as legal guidance, messages, and document production.

According to Mentzer (2011), outward outsourcing comprises duties such as final products retention, request servicing, selecting and presentation, handling, shipping, and network maintenance that contribute with transporting the final product from processes to its customer. According to Kristian and Pekker (2013), marketing and sales activities include educating prospective customers about the products, convincing them to buy, and facilitating their purchase, as well as advertising, awareness-building, market research, and distribution support.

A system of value chains business model explains the complete process of producing a good or service. The steps that take a product from conception to distribution, as well as everything else like the acquisition of raw materials and marketing activities, are included in a value chain that is created by the businesses that are in charge of producing products. A value chain analysis is performed by a company by assessing the processes connected to each stage of its operations.

According to Porter (1985), the primary activities include inward contracted out, activities, outward contracted out, sales and advertising, and service. All actions required to receive, store, and deliver inputs, as well as contacts with suppliers, are included in inbound outsourced activities. Outbound Outsourcing encompasses all actions required to collect, store, and disseminate output.

2.5.2 Agency theory

The relationship between the outsourcing local authority (outsourcer) and service provider (vendor), as well as the incentives of the vendor and client to adopt outsourcing services, are also included in agency theory of outsourcing Pedersen and Perunovic (2007). In order to comprehend the connection between the outsourcer and supplier in this context, we associate agency theory. Moral, societal, and reputational risks all help to some extent to reduce the likelihood of opportunism, but they cannot completely prevent it Wilkins (2009). Problems with the Agency's sources, moraMonitoring and bonding should be used to address the risks and negative section Hesterly and Barney (1996)

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The Preparation Phase, when vetting suppliers and establishing its own attitude toward the type of relationship, is where this theory first becomes relevant to the outsourcing actions of local governments. Naturally, the managing relationship phase and, to a much lesser degree, the reconsideration phase have both been studied.

2.5.3 Transactional cost Economics

The most prevalent explanation of outsourcing is Economies of transactional costs TCE is considered to offer the finest decision-making tools to help businesses decide whether to outsource and get ready for upcoming outsourcing projects according to Charles, the transaction expense (2013). According to economic theory, a business seeks to balance the impact that transaction and production costs have on their decision to source domestically or externally. The application of the theory in the contemplation phase was made possible by the idea of switching costs. The governance features of the theory have been affected by its use in the research and management of relationship phases. Yet another beneficial tool TCE is a complexity solution, not a problem for outsourcing.

Even though Transaction Cost Economics has not been specifically used to study the vendor selection phase, its associated incomplete contracting sub theory has been applied to research the structure and contents of outsourcing contracts, as well as related contract administrator preparation and activities. Despite the fact that the theory has been widely tested in outsourcing applications, local authorities can still benefit from it. The Transaction Cost Economics, however, indulges in a number of things. Lacity and Willcoks (1995) discovered that the initial mapping to the TCE framework produced significantly more deviation in their sample and only partially explained a small number of IT sourcing choices.

2.5.4 Concept of core competences

The resources-based theory served as the foundation for the development of the idea of core competencies. The core competencies theory was described by Parlalad and Hamel (1990) as the local authority's collective learning, particularly how to coordinate a variety of production skills and integrate a variety of technologies. Researchers are increasingly using the idea of core competencies in outsourcing. Core activities should be kept in-house, according to the concept of core competences, which has been frequently used to create and test different outsourcing decision frameworks.

The concept's foundations of learning and communication made it applicable to the stages of managing relationships and reconsideration as well. One of the most significant factors that impact the success of an outsourcing arrangement is thought to be the vendor's competence Feeney et al., 2005; Levina and Ross, 2003.This implies that the local authority can use the same theory to decide which tasks to delegate and concentrate on key tasks that are considerate of the social welfare of the society.

2.5.5 Resource Dependency Theory

It claims that because businesses lack some resources, they must in some cases depend on the outside world for those resources. Resource dependency was created as an alternative viewpoint to economic theories of mergers and board interlocks and as a way to precisely comprehend the type of IORs that have recently contributed so significantly to market failures (Pfeffer2003). The three fundamental principles of theory are that: social context counts; Understanding how municipal authorities behave internally and externally, as well as their strategies for pursuing interests and power, is crucial.According to the theory, businesses require outside assistance in order to operate properly. This theory relates to municipal government in that all areas with insufficient resources to complete the necessary tasks can be contracted out to private companies with superior resources in terms of personnel, equipment, and training.

2.5.6 Resource based theory

According to the theory, resources, which include physical capital, human capital, and regional organizational capital, are essential to a firm's output process (Cook, 2008). This theory emphasizes two important ideas: first, that resources are essential to a company's performance; and second, that in order to give a company a competitive edge, resources must be uncommon, valuable, difficult to duplicate, and non-substitutable by other rare resources. According to Butler & Priem (2001) a company can gain a competitive advantage if its resources and capabilities are

combined and used properly. Because companies have a variety of resources and those resources are immobile, the theory's two underlying assumptions allow businesses to gain a competitive edge

An external provider should be sought out by a local authority in this situation if it lacks valuable, uncommon, imitable, and organized resources and capabilities. This is how the resource-based perspective of outsourcing is built. As a result, the local government can use the theory to decide which tasks they should outsource to private companies because they lack the necessary resources and knowledge

2.6 The outsourcing strategies that can be implemented by local authorities

Local governments can enhance their services by outsourcing certain tasks, but they must first examine what needs to be outsourced. This can be done through employee interviews or analyzing the business budget. Managers should speak with staff to identify potential inefficiencies, but should not disrupt the team's ability to work together. They can also learn from other local authorities and assess which areas consume the most resources compared to their ROI before deciding whether to outsource (Agburu and Iyortsuun, 2017).

Outsourcing initiatives that involve job cuts can be difficult to implement, as local governments and employees may not be happy with staff reductions. Reducing personnel is a natural response to eliminating redundancies, but administrators may need to admit to bad hires if an existing employee cannot be redirected with extra responsibilities or training. Staff cuts should be done with privacy, class, and respect, and suitable benefits and packages should be offered. The future of the individual should also be considered by administrators.

Administrators should get everyone on board with future objectives after the outsourcing study is finished. Employees who remain with the local authority will notice that their responsibilities have changed because they may have a lot to do and new challenges have been introduced. According to Shale (2016), managers should encourage their staff to take initiative. Employee empowerment will make it simpler to gain their support, which is essential for progress. Administrators should look for methods to develop their skills as staff members adjust to their new responsibilities. If managers increase staff productivity and value within the local authority, outsourcing will be beneficial. The municipal government can do this by covering their travel and training expenses.

2.7 The effectiveness of the outsourcing strategies in improving performance of local authorities

According to Saunders, Lewis, and Thornhill (2016) outsourcing strategies have a positive impact on the performance of local authorities, including profitability and competitive advantage. Outsourcing for service quality also improves the effectiveness of local organizations. Implementing outsourcing methods may initially appear expensive, but long-term cost savings can be achieved by eliminating ineffective procedures. Local governments can consolidate storage and shipments through outsourcing, resulting in cost savings for both the client and the provider, while providing quality services and meeting customer needs.

Outsourcing is a reliable solution for handling obstacles and surprises in the supply chain industry, as outsourced companies are experienced in problem-solving techniques and use cutting-edge technology to improve processes. In contrast, local authorities must use their own resources to address problems if they handle outsourcing internally. It is important for them to keep up with evolving systems if they choose to handle outsourcing themselves (Edwards, 2017).

According to Shale (2016), inventory administrator technology and smartphone applications assist merchants and distributors in knowing the condition of their items in real time. Meanwhile, transportation administrators systems assist local governments in organizing the preparation and carrying out of the distribution process, letting consumers to weigh various possibilities for their freight. This is becoming simpler and more practical with the introduction of new methods for tracking warehouse stock, (Agburu and Iyortsuun, 2017). Automatic guided vehicles (AGVs) are now available with the adoption of outsourcing strategies.

Using the logistical infrastructure that these providers already have in place is one of the key benefits of hiring an outsourced business, according to Betancourt (2017). A major outsourcing firm will have a sizable network of linked routes that enable them to transport goods for various clients across the nation and abroad with the greatest possible efficiency. In order to facilitate fulfillment and distribution, they will also have access to warehouses and distribution centers in strategic areas, (Goel, 2018).

2.8 The challenges faced by the local authorities in implementing the outsourcing strategies

The execution of outsourcing methods is fraught with difficulties. The potential loss of intellectual property is one difficulty. Outsourced organization gains more understanding of the contracting company's operational procedures. The outsourced companies need access to a lot of information in order to build trust and guarantee that work is completed as agreed. This includes some of the outsourcing company's trade secrets or some delicate information, (Andow, Dabo, & Ejeh, 2018). Sensitive information is always at danger of vulnerability

Ineffective documentation is a problem when employing outsourcing strategies. In the long run, a well-written requirement paper would save a lot of time and money. Both parties must participate in understanding what you have in mind for there to be a win-win scenario, (Jang, Hadley, & Lee, 2019). Another issue is the employees of the outsourced company's unprofessional attitude. A workplace setting needs to be modified to ensure on-time delivery. An unethical work mindset can interfere with productivity at the workplace. This can occasionally be a worry that must be addressed at the beginning of the outsourcing contract, (Sin et al, 2021).

According to Goel (2018), in order for outsourcing strategies to be adopted effectively, the local authority must spend significant amounts of money in order to acquire the necessary supplies. Additionally, the local government must hire individuals with specialized knowledge in various fields who will be in charge of influencing the outsourcing strategies. Effectively implementing outsourcing methods is difficult due to the high implementation costs. The majority of local authorities abandon the strategies' execution because they cannot afford to spend as much money as necessary to achieve the objectives, (Saunders, Lewis and Thornhill, 2016).

2.9 Conceptual Framework

The researcher develops a conceptual framework shown in Figure 2 below to illuminate the influence of outsourcing on local organizational performance. Outsourcing is the explanatory variable and local organizational performance is the response variable

Fig 2

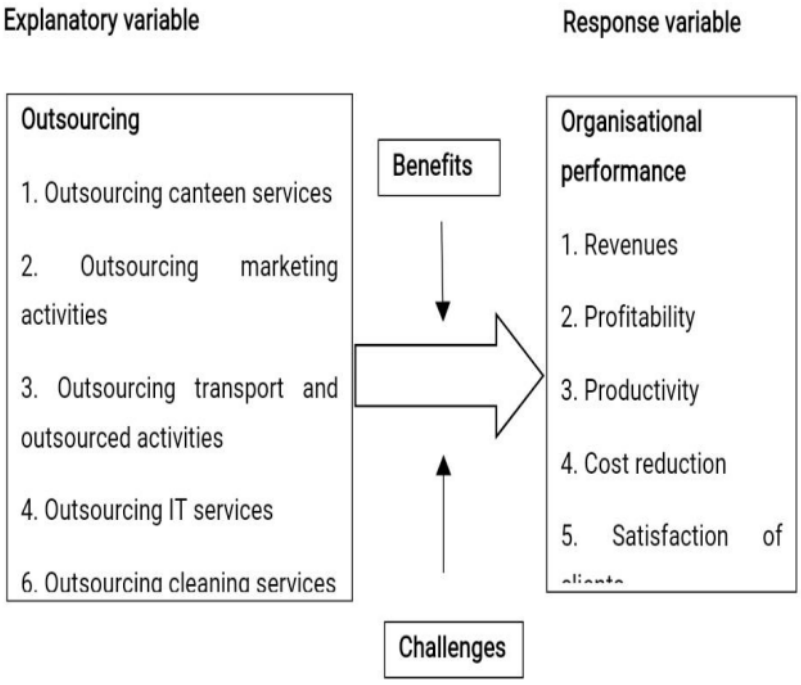


Figure 2: Conceptual Framework

The conceptual framework indicates that outsourcing can be done in many ways such as outsourcing canteen services, marketing activities, transport, IT services and cleaning services. When a local authorities implements outsourcing strategies, it will improve its performance through revenue generation, high profits, increased production, cost reduction, satisfaction of customers, satisfaction of employees and flexibility.

2.10 Empirical Evidence

2.10.1 Introduction

Kumar (2005) defines experimental studies as investigations conducted by other investigators that raise practical difficulties relevant to the area under consideration. They aid in the clarification of issues and provide a more complete view of the situation.

2.10.2 Charles (2011)

Charles (2011) conducted research on the effects of outsourcing on organizational performance in Uganda's telecommunications industry. The research goal was to determine whether outsourcing is a beneficial measure for increasing organizational productivity. The data demonstrated that outsourcing led to cost efficiency and increased organizational performance and productivity.

2.10.3 Mariusz (2010)

Mariusz (2010) conducted a study titled "Outsourcing of transportation services." A case study of manufacturers released in 2010 shown that outsourcing logistical services is primarily motivated by operational cost savings and leads to increased productivity and performance. The sample size for the research study was 43 companies from the furniture business, 55 organizations from the electrochemical sector, and 90 organizations from the food processing industry.The study's

primary research goal was to determine whether outsourcing had an impact on organizational performance in Poland.

2.10.4 O`Farrell (1993)

O'Farrell (1993) conducted study on how variations in demand were the main driver of outsourcing in Scotland and east England. High wages are the main reason for outsourcing in engineering and electronics manufacturing companies. Therefore, he learns from his investigation that the organization's need to save costs is what ultimately led to the choice to outsource. According to the study's findings, outsourcing and organizational success are directly correlated.

2.10.5 Hummels (2001)

Hummels (2001) used plant level data from the manufacturing industry in the Republic of Ireland to conduct research on the topic of the effects of outsourcing on organizational productivity. He claimed that tiny open economies are more inclined to heavily outsource their production processes. Ireland is noted as being at the top of the list of industrialized nations that outsource commercial services, with 15% of its gross domestic product made up of these services, according to Amiti and Wei (2008). In his opinion, outsourcing improves organizational performance and should be used.

2.10.6 Kimura (2002)

A study titled "An evaluation of subcontracting on performance of small to medium firms in Japan" was conducted by Kimura (2002) between 1999 and 2001. His research was published in 2002. The study's goal was to determine whether outsourcing transportation services in Poland had an impact on how well small- to medium-sized businesses function. He used a sample size of 120 businesses from a variety of sectors, including the electrochemical, furniture, and food processing industries. The results of the study demonstrated that outsourcing transportation services increases an organization's performance.

2.11 Gap Analysis

The researcher found a discrepancy among the results of the study and other research studies carried out by other scholars. The study's objectives were distinct from those conducted by other academics and it focused on the impact of outsourcing on the functioning of local authorities in Zimbabwe.

2.12 Chapter summary

The second chapter reviewed the literature on local authorities' use of outsourcing strategies, as well as the efficacy of these strategies in enhancing local authorities' performance and the difficulties local authorities encountered in doing so. The study's research technique will be the main topic of the following chapter

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The study of research methodology involves examining the scientific process of conducting research and determining the typical steps taken to investigate a research problem, as well as the reasoning behind these steps (Khothari, 2012). This chapter outlines the approach taken to conduct the research, including the methodology used to achieve the study's objectives, participant selection methods, and data collection tools

3.1 Research Design

A research design, using Steer (2013), acts as a guide or system for carrying out a study. It can be compared to an architectural plan that outlines the structure of the research. The design of the study determines its type, such as describing, correlating, exploratory, assessment, meta-analytical, investigation, or semi-experimenta. For this particular research project, the case study design will be utilized to examine how outsourcing impacts the operational performance of local authorities in Zimbabwe. The researcher will collect data from both administrators and employees to gain insight into their perspectives on this issue.

3.2 Target population

The population refers to the entire group from which specific information will be gathered. According to Hanington and Martin (2019), it is a collection of items or individuals that are the focus of research. Leedy and Ormrod (2014) further define population as a group of people who share one or more characteristics that are relevant to the study. Similarly, Ary et al. (2018) describe population as the group of people being studied, who are represented by a selected sample. Essentially, population consists of the members of a particular group that are being investigated. For this particular study, the population will consist of all employees and administrators from Harare City Council, Epworth and Chitungwiza Municipalities in Harare Metropolitan Province.

3.3 Sample size

According to Nardi (2018), a sample is a relatively small, representative subset of a population. In a similar manner, it is a subset of the overall population that is chosen for study, according to Creswell & Creswell (2017). Usually, the sample is picked to be representative of the overall population under investigation. A sample, according to Hanington and Martin (2019), is a smaller group or subgroup chosen from the wider population under study.

According to Rea and Parker (2014), the collection number refers to the overall amount of submitted responses to the survey, which only fully reflect the attitudes or actions of the target population. 40 employees and 4 administrators will make up the sample in this study.

Table 3

CATEGORY	HARARE CITY MUNICIPALITY	EPWORTH MUNICIPALITY	CHITUGWIZA MUNICIPALITY	TOTAL
Administrators	1	1	2	4
Employees	10	10	20	40
Total	11	11	22	44

3.4 Sampling methods

Nardi (2018) defines sampling as a method for choosing particular individuals or a small portion of the community in order to draw conclusions from statistics and estimate population characteristics. Instead of looking at every individual, sampling, according to Creswell and Creswell (2017), allows researchers to draw conclusions about a population based on data from a sample of the population. Nardi (2018) claims that sampling involves choosing the group from whom the researcher would collect data. This study used both non-probability and probability

sampling techniques to choose participants for the study. These two methodologies were employed as part of a mixed research strategy for the study.

3.4.1 Purposive Sampling

This method involves selecting research volunteers in a non-random manner based on their familiarity with the phenomenon under study (Bhattacherjee, 2012). In this case, it is clear that the researcher has predetermined the pick of participants. Purposive sampling was used to select important informants from Harare City Council, Epworth, and Chitugwiza Municipalities in the Harare Metropolitan Province. Due to the aim of this research, which also required experts who monitor the impact of contracting on the operational performance of Zimbabwean local governments, this procedure was crucial.

3.4.2 Simple Random Sampling

Every member of the number of people has an equal chance of being selected in this sampling method (Creswell, 2014). This researcher used a suggested participant list from Harare City Council, Epworth and Chitugwiza Municipalities in Harare Metropolitan Province for this study to answer questions about the impact of outsourcing on the operational performance of Zimbabwean local governments. The researcher will be able to give questionnaires to 40 employees and interview four administrators as a result of this. The benefit of this method was that the results could be generalized to the study group (Creswell, 2014).

In order to ensure that every member of the population being investigated has an equal and independent chance of being chosen, Hammersley (2016) claims that random sampling must be done. This implies that the choice of one individual has no bearing on the choice of another. A "hat system" research sample method was employed to study the complete population. Participants were instructed to choose a paper from a hat. According to Creswell and Clark (2017), the researcher will look at a sample of the population and use that data to draw conclusions about the entire population

3.5 Research Instruments

Research instruments are tools or methods utilized by researchers to systematically and objectively gather data. These instruments can be categorized into two groups: quantitative and qualitative.

Quantitative research instruments, such as surveys, questionnaires, standardized tests, experiments, and observations, are intended to collect numerical data that can be statistically analyzed. Qualitative research instruments, such as interviews, focus groups, case studies, and ethnography, are intended to collect non-numerical data that can provide insights into the attitudes, beliefs, and experiences of individuals or groups.

3.5.1 Structured questionnaires

Nardi (2018) claims that pre-coded questions with clearly defined skip patterns that follow the question order are a part of structured surveys. In the vast majority of quantitative data collection efforts, structured questionnaires are used. The advantages of structured surveys, according to Berger (2015), include less discrepancies, convenience of administration, uniformity in answers, and simplicity of managing information.

Structured questionnaires are typically made up of closed-ended questions, which means respondents are given a set of response choices from which to choose. Multiple-choice, rating scale, or yes/no responses may be used. These responses can be readily quantified and analyzed using statistical techniques.

3.5. 2 Structured Interviews

Structured interviews refer to questionnaires that are administered verbally. According to Nardi (2018), these interviews are typically shallow and can be completed quickly, making them a practical choice for efficiency. However, they lack in-depth analysis. In this study, the researcher will conduct interviews with four administrators from local authorities in Zimbabwe to investigate the impact of outsourcing on operational performance. As interviewing involves various forms of communication and interpersonal relationships (Nardi, 2018), structured questions were utilized to prevent irrelevant inquiries.

3.6 Data analysis and presentation methods

According to McLeod (2019) data presentation involves arranging data in a way that decision-makers can easily identify trends, while analyzing is the ability to interpret data in a helpful and applicable way. A summary sheet will be created using the code sheet as a foundation, and information will be recorded question by question. Close-ended questions will be analyzed quantitatively, while open-ended questions will be analyzed qualitatively (Creswell and Clark, 2017).

Gay (2016) alludes that qualitative analysis is a form of analysis that seeks insight rather than statistical analysis. It will enable the researcher to analyze data in which answers provided by the respondents will be varied that it is difficult to categorize and make meaningful numerical representation. Results will be presented using tables, pie charts, graphs, pictures, and text. They will be used to describe the events as they occur while presenting the obtained data in description form (Creswell and Clark, 2017). Additionally, tables and graphs are employed to enhance clarity and enable quick comprehension of the information. The data will be displayed after collection and connected to the study topics. Critical analysis of the participant responses will be done in order to fully understand the significance of each question on the questionnaire. The gathered information was examined to produce quantitative findings and suggestions.

3.7 Ethical Consideration

According to Chiromo (2009) research ethics are guidelines that researchers follow to ensure their studies are conducted in a morally responsible manner. This includes considerations such as privacy, informed consent, confidentiality, protection from harm, and anonymity. In this study, confidentiality will be promised to protect the privacy of administrators and staff. Participants have the freedom to decide whether or not to participate and can opt out at any time without providing a reason (Kahn, 2013). The study will also assure participants that their information will be kept private.

3.8 Chapter summary

The research methods, comprising the descriptive survey design, population, sample, and sampling techniques, data collection tools, data processing, and presentation strategies, have all been

described in this chapter. The display, analysis, and discussion of data will be covered in detail in the next chapter.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents data on the impact of outsourcing on local government performance in Zimbabwe, gathered through questionnaires and interviews. The study analyzes the number of participants, their gender, age, and experience to examine outsourcing tactics that can be used by Zimbabwean local government, the effectiveness of performance-improving outsourcing plans, and obstacles to implementing outsourcing strategies. The data is presented through various charts and tables. The response rate of the survey is also discussed.

4.1 Questionnaire Response Rates

The distribution of the answers to the questionnaires used in the research is shown in Table 4.1 below. Fourty questionnaires in total were given to the study's employees.

Table 4.1: Questionnaire response rate for employees

Group of people	Targeted number	Questionnaires administered	Questionnaires returned	Response rate
Employees	40	40	40	100%

All forty of the employee questionnaires that were given out were returned, giving the general rate of response of 100%. This backs up the findings because they represent the views of every employee within the organization. The prompt response demonstrates that there was substantial

employee participation as each employee had the opportunity to complete and submit the questionnaires. In the part that follows, the interview response rates will be looked at.

4.2 Interview response rates

Interviews were conducted as well as surveys. These conversations were also used to address and correct concerns the researcher had while completing the questionnaires. Table 4.2 below displays the distribution of the responses collected through the research's conducted interviews. The study administrators were contacted for a total of four interviews.

Table 4.2: Interview response rates

Group of people	Targeted number	Questionnaires administered	Questionnaires returned	Response rate
Administrators	4	4	4	100%

The response rate shown in table 4.2 above makes it plainly clear that all conversations were conducted. Interviews with the targeted administrators received a 100% response rate. The findings demonstrate that there was excellent fairness because the researcher was able to get information from the managers of every company that was chosen. The demographic information for each chosen participant is listed below.

4.3 Demographic data for administrators and employees

Employees and administrators were asked to select their gender from the available options. The proportion of responses from managers and employees by gender is shown in Fig. 4.1 below.

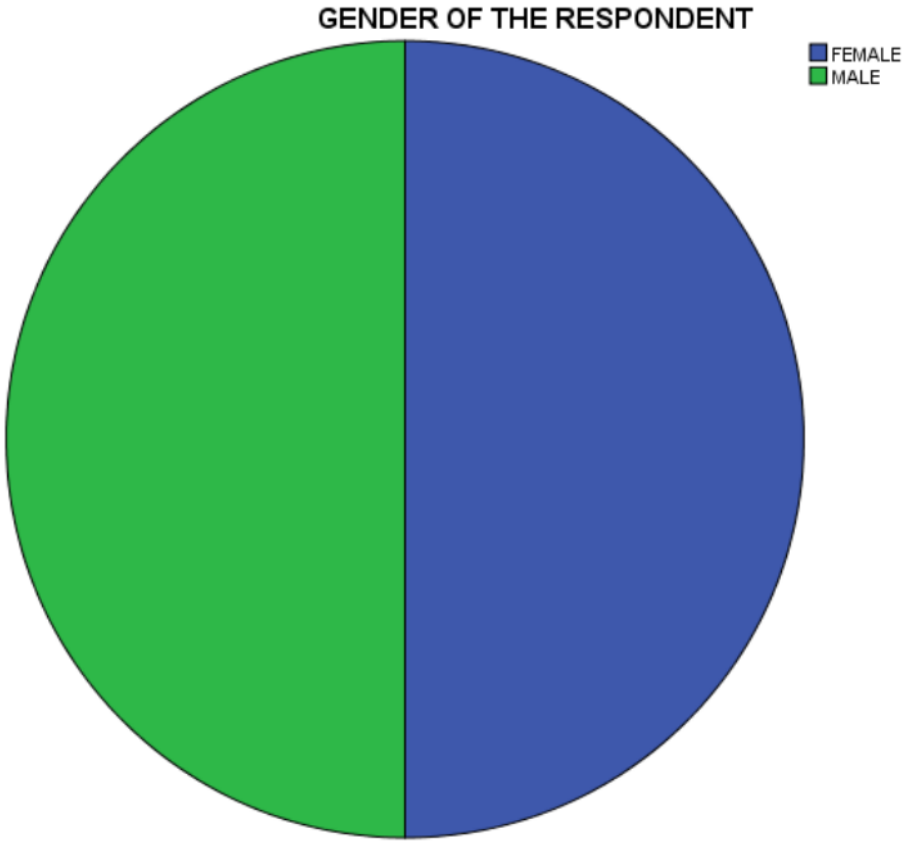


FIG 4.1

Fig 4.1: Administrators and employees by gender

According to Fig. 4.1, there were 44 participants in total, of which 22 (or 50%) were men and 22 (or 50%) were women. The fact that there were the same number of men and women who responded demonstrates that there was no prejudice in the researcher's selection of respondents and that both male and female employees cooperated equally. Equal opportunities were given to male and female participants from the municipalities of Epworth, Chitungwiza, and Harare City Council in the Harare Metropolitan Province to provide information on the outsourcing tactics being used and assess their effect on firm performance.

Fig 4.2: Administrators and employees by age

The ages of administrators and staff members were also requested. The distribution of responses from administrators and employees by age is shown in Fig. 4.2 below

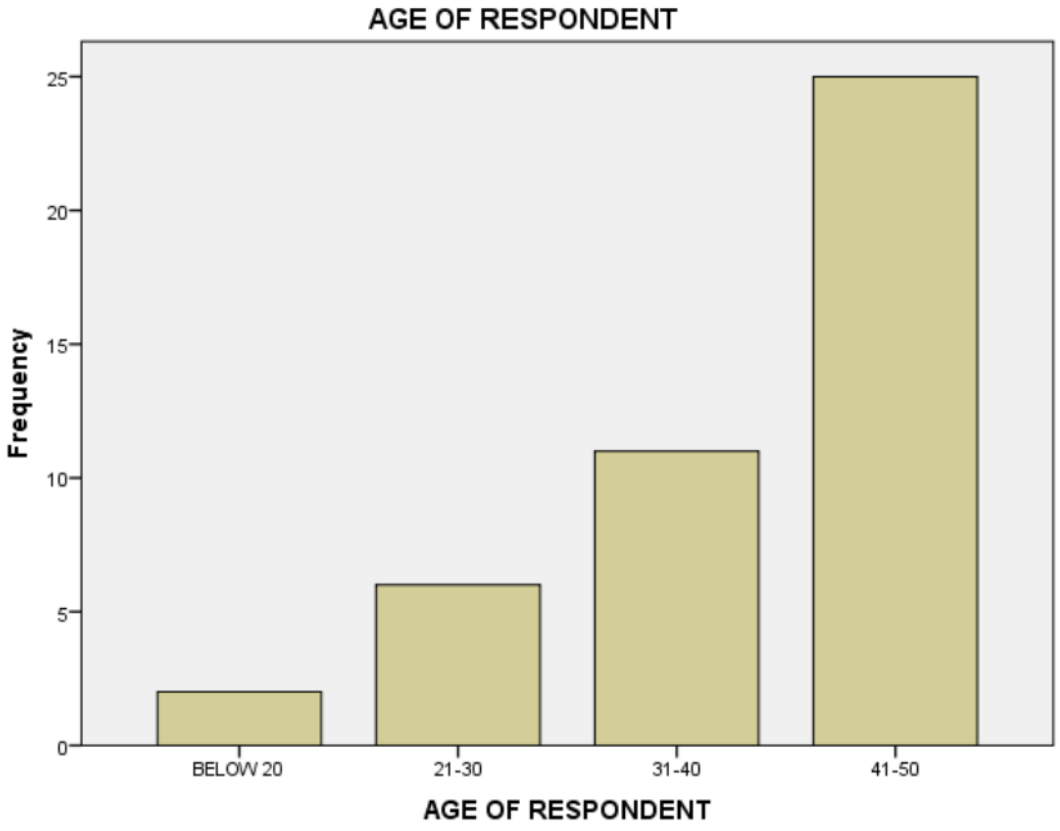


FIG 4.2

Figure 4.2 shows that, of the total 44 participants, 2 (5%) were under the age of 20, while 6 (14%) were between the ages of 21 and 30. Again, 12 (27%) of the participants were between the ages of 31 and 40, while 18 (41%) were between the ages of 41 and 50. Only 5 (2%) of the participants were between the ages of 51 and 60, and only 1 (2%) was older than 60. This demonstrates unequivocally that the majority of participants were mature and, as a result, well-informed about the outsourcing tactics being used and how to assess their effects on business performance.

In addition, participants were asked to list their level of experience in years. The distribution of participant responses by years of experience is shown in Fig. 4.3 below.

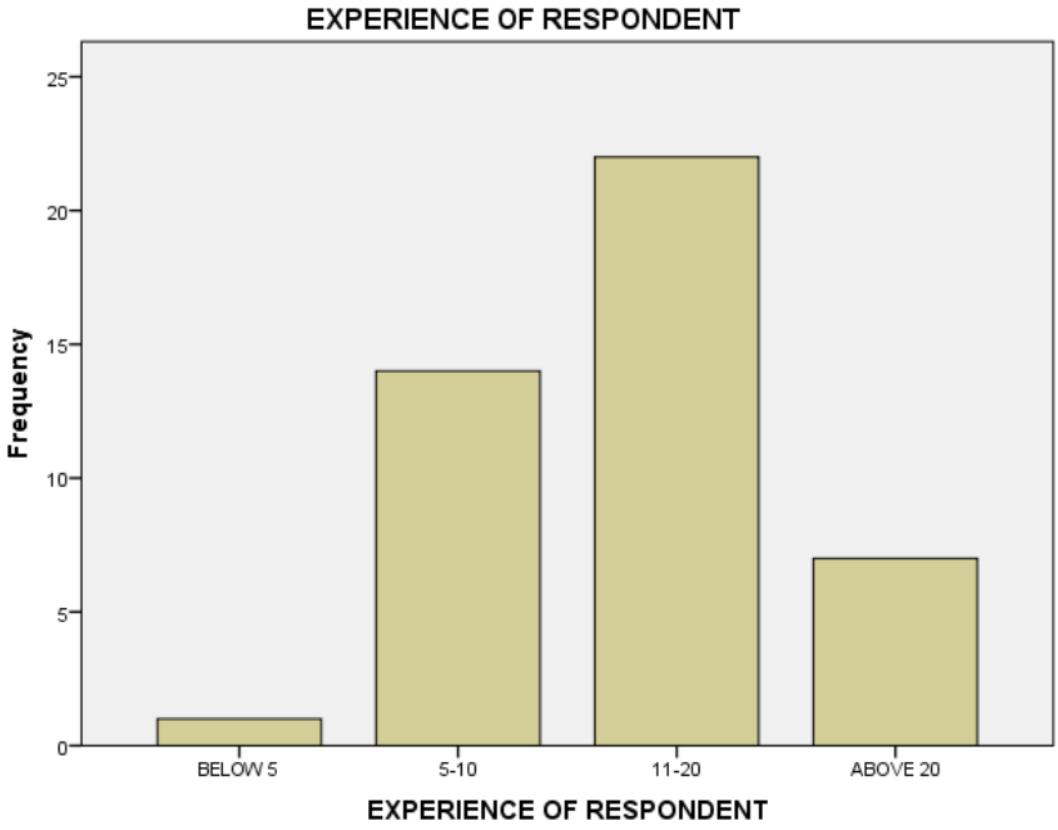


FIG 4.3

Fig 4.3: Administrators and employees by years of experience

According to Fig. 4.3, 1 (2%) of the participants had less than 5 years of experience, whereas 13 (or 30%) of the participants had experience of between 5 and 10 years. Again, according to the

statistic, 19 (43%) of the participants had years of experience ranging from 11 to 20 years, while 11 (25%) had years of experience ranging from 21 to 30 years. This suggests that the researcher mostly received information from experienced, mature, and more competent administrators and workers who were analyzing the effectiveness of the outsourcing tactics being used on business performance. Due to their extensive experience working for the organizations, the administrators and staff were able to provide the researcher with accurate information. The analysis for research questions will be covered in the next section.

4.4 The outsourcing strategies that can be implemented by local authorities in Zimbabwe

The first sub-research question in section 1.4.1 examined the outsourcing tactics that Zimbabwean municipal government could use. Table 4.3 below presents the findings about the outsourcing tactics that local governments in Zimbabwe may use.

Table 4.3: Responses from administrators and employees on the outsourcing strategies that can be implemented by local authorities in Zimbabwe

TECHNOLOGY ADOPTION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	11	25.0	25.0	25.0
	DISGREE	2	4.5	4.5	29.5
	NEUTRAL	5	11.4	11.4	40.9
	AGREE	8	18.2	18.2	59.1
	STRONGLY AGREE	18	40.9	40.9	100.0
	Total	44	100.0	100.0	

40.9% of respondents strongly agree on technology adoption that means it is an effective strategy to implement in local authorities in Zimbabwe. Technology includes utility services, software as a service and cloud enabled outsourcing, helps clients to develop the right sourcing strategies and vision , select the right IT service providers, structure the possible contracts, and govern deals for sustainable win-win relationships with external providers.

4.5 The effectiveness of the outsourcing strategies in improving performance of local authorities in Zimbabwe

The second sub-research question examined the efficacy of outsourcing options in enhancing the performance of local authorities in Zimbabwe. In response to the question, 12 (27%) of the participants said that the firms' use of outsourcing tactics led to them gaining more clients than their rivals, which led to higher earnings. The attendees also emphasized how outsourcing tactics helped businesses become more efficient and cut down on internal waste. The findings support Lieb's (2018) assertion that firms can solve issues that arise when moving materials along a supply chain by using outsourcing tactics. This suggests that outsourcing tactics help reduce costs by utilizing the most cutting-edge automation and inventory management technology.

However, 14 (32%) of the participants demonstrated that outsourcing tactics are effective at enhancing creativity within businesses. Participants disclosed that processes become more effective and user-friendly thanks to innovation. This suggests that businesses that use outsourcing tactics will attract more clients who will make purchases from them. The findings also suggest that outsourcing techniques help to increase customer satisfaction since customers prefer to be served quickly rather than wait for services that a company either refuses to provide or provides slowly (Agburu and Iyortsuun, 2017). In order to facilitate convenient fulfillment and distribution, the participants further stated that outsourcing tactics assist firms in gaining access to warehousing and distribution facilities in various places. This indicates that a company has access to the most economical means of locating alternatives and solutions to meet its needs.

Nine more (20%) participants said that outsourced businesses might tailor their services to meet the needs of their customers. According to them, the leading outsourcing firms might use their networks and contacts to create specialized outsourcing solutions that could satisfy their particular

criteria, ideal conditions, and efficiency (Mohamad, 2021). They continued by saying that outsourcing tactics made it easier to hire a business that had distribution networks, warehouses, and storage facilities, which allowed the business to expand more quickly. This suggests that the business would be able to manage its inventory and routing more effectively thanks to cutting-edge technology created after years of studying what works best for clients. Participants once more stated that the corporation would discover better methods to interact with its customers by studying the outsourced company.

The remaining 10 participants (23%) stated that outsourcing tactics aided in streamlining the organization's supply chain procedures.This means company received supplies on time, allowing them to produce goods and provide services to clients on time. Outsourcing strategies provided consulting services, shipping, customs brokerage, and other services that improved organizational performance. Customers are satisfied when they receive goods and services in appropriate quantities and at appropriate times. (Okoye-Chine, 2021).

4.6 The challenges faced by the local authorities in implementing the outsourcing strategies.

The third sub-research topic examined the difficulties faced by local governments in putting outsourcing initiatives into practice. Table 4.4 below presents the findings about the difficulties encountered by local authorities when putting outsourcing initiatives into practice.

Table 4.4: Responses from administrators and employees on the challenges faced by the local authorities in implementing the outsourcing strategies

Challenge	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The risk of losing intellectual property	9	6	1	12	16
Ineffective documentation	13	12	2	7	10
Huge costs involved in the implementation	10	7	2	12	13
Lack of skilled personnel	13	12	2	7	10
Fear of change	16	12	1	9	6
Lack of communication	13	12	2	7	10
Lack of transparency	7	10	2	12	13
Inadequate resources	11	6	1	11	15
Lack of technology	11	6	1	11	15

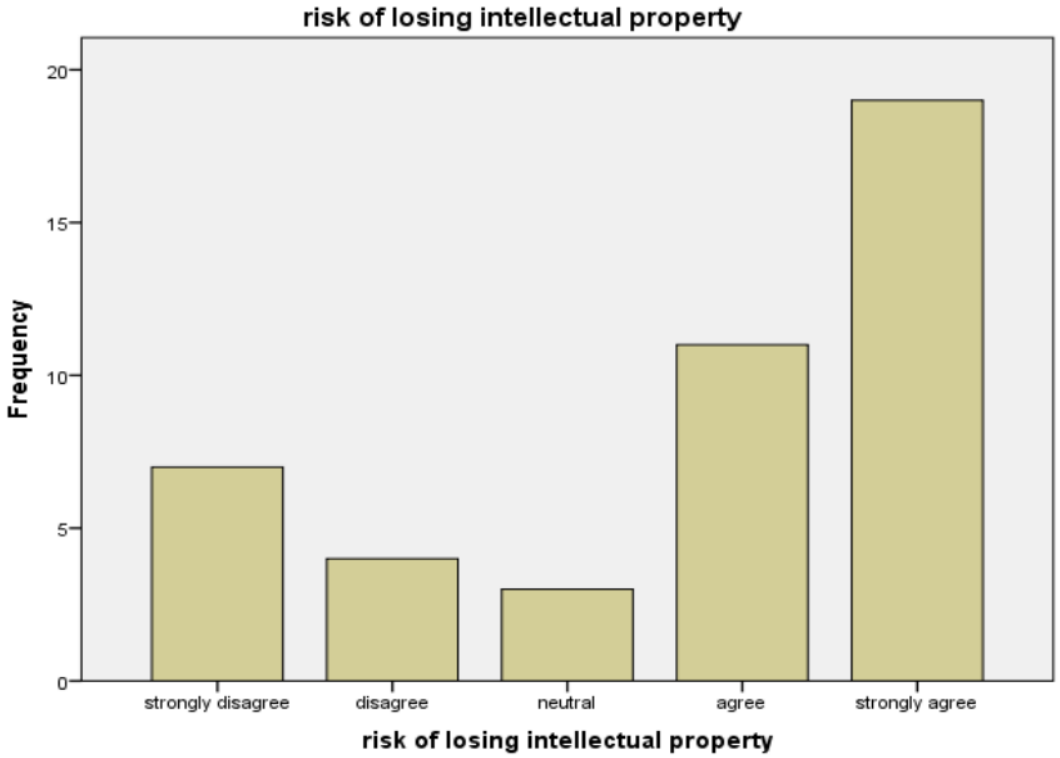


Table 4.4 above shows that 12 (27%) of the participants agreed while 16 (36%) of the participants strongly agreed that local authorities were facing the risk of losing intellectual property when implementing the outsourcing strategies, while 9 (20%) of the participants strongly disagreed, 6 (14%) disagreed, and 1 (2%) remained neutral. Again, 10 (23%) of the participants strongly agreed, while 10 (16%) of the participants agreed and 13 (30%) of the participants strongly disagreed. Likewise, 12 (27%) of the participants disagreed, 2 (5%) of the participants remained neutral, and 7 (16%) of the participants agreed. The results also showed that 12 (27%) of the participants agreed, while 13 (30%) of the participants strongly agreed that local authorities were facing enormous costs associated with implementing the outsourcing strategies. The results also showed that 10 (23%) of the participants strongly disagreed, 7 (16%) of the participants disagreed, 2 (5%) of the participants remained neutral, and 12 (27%) of the participants agreed. They claimed that several businesses didn't put outsourcing techniques into practice because they were worried about the associated costs. On the table, 7 (16%) participants agreed while 10 (23%) strongly disagreed that they lacked skilled personnel, which was a challenge in the implementation of the

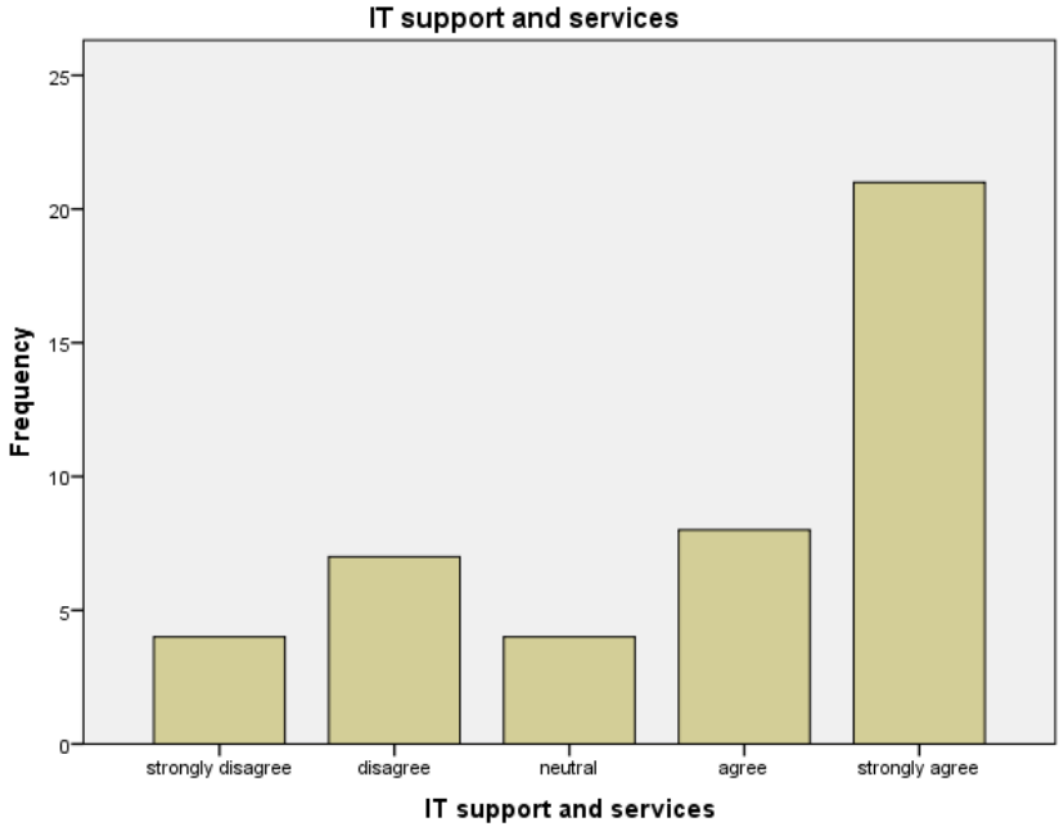
outsourcing strategies. Of the participants, 13 (30%) strongly disagreed, 12 (27%) disagreed, 2 (5%) remained neutral. The table also reveals that 16 (36%) of the participants strongly disagreed, 12 (27%) disagreed, 1 (2%) remained neutral, 9 (20%) agreed, and 6 (14%) strongly agreed that fear of change was a challenge for them and prevented them from implementing outsourcing strategies in their organization. Again, 10 (23%) of the participants strongly agreed, while 13 (30%) of the participants strongly disagreed, 12 (27%) of the participants disagreed, 2 (5%) of the participants remained neutral, and 7 (16%) of the participants agreed that the challenge preventing them from successfully implementing outsourcing strategies in their organization was a lack of communication. The table also shows that 12 (27%) of the participants agreed, while 13 (30%) of the participants strongly agreed that a lack of transparency was a problem preventing them from successfully implementing outsourcing strategies in their organization. In addition, the table shows that 7 (16%) of the participants strongly disagreed, 10 (23%) of the participants disagreed, 2 (5%) of the participants remained neutral, and 12 (27%) of the participants agreed. The table also shows that 11 (25%) of the participants strongly disagreed with this statement, while 6 (14%) disagreed, 1 (2%) remained neutral, and another 11 (25%) agreed. The majority of participants, 15, however, strongly agreed that a lack of resources was a problem that prevented them from successfully implementing outsourcing strategies in their organization. The table also reveals that 15 (34%) strongly agreed that a lack of technology was a problem preventing them from successfully implementing outsourcing strategies in their organization, while 11 (25%) of the participants strongly disagreed, 6 (14%) disagreed, 1 (2%) remained neutral. According to the findings, the majority of small enterprises suffered from a shortage of funding, which is essential for their expansion (Latinuo, 2010).

4.7 The impact of outsourcing on the local authorities' capacity to focus on their primary strengths.

Table 4.5: Response from administrators and employees on the impact of outsourcing on the local authorities capacity to focus on their primary strengths.

IT SUPPORT AND SERVICES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	4	9.1	9.1	9.1
	DISAGREE	7	15.9	15.9	25.0
	NEUTRAL	4	9.1	9.1	34.1
	AGREE	7	15.9	15.9	50.0
	STRONGLY AGREE	22	50.0	50.0	100.0
	Total	44	100.0	100.0	



IT Support and Services, the local authorities must outsource the IT consultancy. The results of the research indicated that outsourcing can provide benefits for local authorities by freeing up resources and allowing them to focus on their core competencies, it is important for them to carefully consider the potential negative impacts before making any decisions about outsourcing. For example, outsourcing IT support or payroll processing can allow local authorities to concentrate on delivering essential services such as education, healthcare, and social services. Additionally, outsourcing may lead to a loss of institutional knowledge and expertise within the local authority, which could make it more difficult for them to effectively manage their core competencies

4.8 Chapter summary

The chapter presents data and conclusions on outsourcing strategies for local governments in Zimbabwe, including the use of technology, effective communication, staff development and training, solid planning, and good leadership. However, there are also challenges such as losing intellectual property, high implementation costs, a lack of skilled personnel, fear of change, lack of communication and transparency, insufficient resources, and technology. The final chapter will summarize the results and provide recommendations based on the findings.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The entire study will be summarized in this chapter. It will present findings and suggestions resulting from the research questions and the study findings. It will summarize the research on the outsourcing tactics being used and assess how they affect business success. The conclusions were arrived at based on the study's findings. Finally, the chapter will offer suggestions for further reading based on its conclusions and research findings.

5.1 Summary of major findings

5.1.1 The outsourcing strategies that can be implemented by local authorities in Zimbabwe

It was mentioned that local authorities in Zimbabwe can use technology to enhance their performance when it comes to the outsourcing tactics that can be used. According to Radhakrishna (2017), implementing new technology can aid a company in streamlining its operations and boosting efficiency across the board.

Once again, it was mentioned that a company can adopt great communication between itself and its contracted businesses. As a result, it follows that good communication can help both parties understand what the company wants and what the outsourced companies want from it. The findings also suggest that good communication might lessen potential misconceptions between local government agencies and contracted businesses (Seongcheol and Changi, 2017).It was also mentioned that employee training and development is another tactic local governments can use to enhance their effectiveness. With incompetent people doing their tasks and no skills, it is difficult or rather impossible for a local authority to successfully improve its performance across all of its operations (Shale, 2016).

Once more, it was mentioned that local authorities can apply sound planning to enhance their performance. The findings support Mohamad's (2021) suggestion that management should effectively plan out what needs to be done in advance in order for businesses to increase efficiency.

5.1.2 The effectiveness of the outsourcing strategies in improving performance of local authorities in Zimbabwe.

It was found that businesses that were successful in using outsourcing strategies were acquiring more clients compared to those that had failed to do so in relation to the effectiveness of outsourcing methods in boosting the performance of local authorities in Zimbabwe. This suggests that outsourcing tactics aid in increasing customer satisfaction (Goel, 2018).

Additionally, it was highlighted that using outsourcing tactics allowed local governments to outsource necessary services that they either could not afford to perform themselves or did so at a high cost. Therefore, businesses can have services like distribution, warehousing, and storage performed on their behalf while merely paying for them at lower costs. As a result, they spend less money and make more money.

5.1.3 The challenges faced by the local authorities in implementing the outsourcing strategies

Regarding the difficulties local governments encountered while putting outsourcing methods into practice, it was observed that one of those difficulties was the possibility of losing intellectual property. This indicates that the firms were concerned that adopting outsourcing would make their customers lose trust in them and result in customer loss (Goel, 2018).Once more, it was noticed that inadequate paperwork posed a problem for local authorities in carrying out their outsourcing strategy. According to Mohamad (2021), documentation is crucial to carrying out commercial transactions and, if done improperly, can result in a company losing substantial sums of money.

Additionally, it was highlighted that significant expenses were associated with the implementation of outsourcing tactics, which presented a significant difficulty for many firms because it decreased revenues (Otaroghene and Nwaeke, 2018). This implies that a company must spend a lot of money in order to successfully utilize outsourcing tactics.

Once more, the researcher pointed out that certain firms are resistant to change, which has made it extremely difficult to execute outsourcing tactics. This suggests that in order to successfully

execute outsourcing methods, companies must be adaptable and open to change (Seongcheol and Changi, 2017).

5.2 Conclusions

The following conclusions were drawn from the summary of the key findings.

5.2.1 The outsourcing strategies that can be implemented by local authorities in Zimbabwe.

With regards to the outsourcing strategies that can be implemented by local authorities in Zimbabwe, it was concluded that local authorities can implement technology to improve their performance. Again it was concluded that an organization can adopt excellent communication between itself and its outsourced companies.

It was also concluded that staff development and training is another strategy that local authorities can implement to improve their performance. Once more, it was determined that local authorities may apply sound planning to enhance their performance.

5.2.2 The effectiveness of the outsourcing strategies in improving performance of local authorities in Zimbabwe

Regarding the usefulness of outsourcing techniques in enhancing local government performance in Zimbabwe, it was determined that these strategies helped businesses get more clients than those who did not use them. Once more, it was determined that the successful application of outsourcing tactics aided local authorities in being creative.

It was also determined that local authorities might acquire vital services that they could not afford to undertake themselves or that they considered to be expensive to perform by using outsourcing options.

5.2.3 The challenges faced by the local authorities in implementing the outsourcing strategies.

In light of the difficulties local governments have in putting outsourcing ideas into practice, it has been determined that the possibility of losing intellectual property may prevent local governments from doing so. It was determined that inadequate paperwork might prevent local authorities from putting outsourcing plans into action.

In addition, it was determined that exorbitant expenses associated with the adoption of outsourcing techniques could prevent firms from doing so.Furthermore, the study came to the conclusion that poorly qualified employees can prevent businesses from successfully using outsourcing tactics.

.

5.2.4 The impact of outsourcing on the local authorities` capacity to focus on the primary strengths.

Managers were sure of what the core competency of their respective company was. Their respective departments needed to concentrate on its core functions to remain competitive and therefore did outsourcing to ease it from many other functions.

The researcher find out that one of the main reason why company outsourced was because of need to focus on core functions or competencies. This agrees with literature which asserted that outsourcing has been viewed as an impetus and agent for change and that focus on core competencies has become a major driving force for strategic options, a major part of which is outsourcing (Bergstrom, 2003; Sharpe, 2007) .

5.3 Recommendations

The study recommended effective adoption of outsourcing options to enhance local authorities' performance. The following suggestions were made by the researcher after studying the outsourcing techniques in use and assessing how they affected firm performance:

5.3.1 The outsourcing strategies that can be implemented by local authorities in Zimbabwe

It is advised that local authorities use technology to enhance their performance when it comes to the outsourcing techniques that can be used by local governments in Zimbabwe. Once more, it is advised that a company foster excellent communication between itself and its contracted businesses.

Additionally, it is advised that local governments staff-develop and train their employees to help them perform better.

5.3.2 The effectiveness of the outsourcing strategies in improving performance of local authorities in Zimbabwe

Regarding the efficiency of outsourcing techniques in enhancing local government performance in Zimbabwe, it is advised that local governments successfully execute outsourcing strategies in order to gain more clients than those that had not done so.Once more, it is advised that local governments successfully use outsourcing tactics in order to reap the rewards of innovation.It is also advised that local governments successfully implement outsourcing techniques so they can benefit from acquiring important services they could not afford to perform themselves or discovered to be expensive to perform.

5.3.3 The challenges faced by the local authorities in implementing the outsourcing strategies.

Regarding the difficulties local governments have in implementing outsourcing strategies, it is advised that the government be strict in enforcing intellectual property rights so that local governments can implement outsourcing strategies fearlessly and without restriction.

It is advised that successful documentation be created to support the local authority's successful adoption of outsourcing initiatives.Additionally, it is advised that local governments pursue outsourcing from less expensive businesses in order to avoid incurring significant costs when using outsourcing tactics.

Furthermore, the researcher advised local governments to train their employees to enable the effective application of outsourcing tactics.

5.3.4 The impact of outsourcing on the local authorities` capacity to focus on the primary strengths.

The researcher advised local authorities should clearly ascertain the non-core functions to outsource and further review the potential cost and benefits to be garnered if the non-core functions are outsourced. It is advised that local authorities must outsource IT support and services function it improves them to focus with the main activities such as school development .Also housing management function should be outsourced to reduce the burden to employees who have some other duties to perform.

When outsourcing it needs an experienced vendor to work you through the process, help the authorities to avoid the bottlenecks, and mitigate possible risks. They will help define requirements, go through the discovery stage, and find the best people and organization for the job. These organization will be very competent so this will effectively allow workers to focus mainly with their core work.

If local authorities have never worked in a culturally diverse and dedicated development team, it must not realize it, but the cultural context and the national differences matter. It must be reaching out to the global market, you might have to get used to working people from different time zones.

5.4 Area for further research

In light of the study's findings, the researcher believes there is need for additional research that examines the disparities in the predictive skills of companies that implement outsourcing tactics, offering ways for companies to perform better. This analysis is warranted since the researcher is confident that it will greatly benefit her, the local authority and the government.

It has been observed that outsourcing has a big role to play in order to improve the organizational performance especially in the ever changing developing and competitive business environment allover the global whereby organization have to employ better outsourcing processes. There must be a research on how to eradicate` the negative effects of outsourcing in order to enable organizations achieve their set goals and objectives.

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APPENDIX I

QUESTIONNAIRE

Section A: Demographic Information

- **What is your gender?**

Male	
Female	

- **What is your highest academic qualification?**

Ordinary/ Advanced Level	
Certificate / Diploma	
Degree	
Postgraduate	
Other (Specify)……	

- **How many years have you worked at Zimbabwe local authorities ?**

Below 5 years	
5 -10 years	
11 - 20 years	
Over 20 years	

Section B: Extent of outsourcing implementation in Local authorities in Zimbabwe.

- To what extent do you agree or disagree that Local authority has outsourced the following activities. *[1–Strongly disagree, 2–Disagree, 3 –Uncertain, 4 – Agree, 5 - Strongly Agree]*

Extent of outsourcing implementation in local authorities.	**1**	**2**	**3**	**4**	**5**
Housing management					
Waste collection and recycling					
IT Support and Services					

Section C: Internal factors affecting implementation of outsourcing in local authorities.

- Show your level of agreement or disagreement with the following statements describing internal factors affecting implementation of outsourcing in Local authorities. *[1–Strongly disagree, 2–Disagree, 3 –Uncertain, 4 – Agree, 5 - Strongly Agree]*

Internal factors affecting the implementation of outsourcing in Local authorities.	**1**	**2**	**3**	**4**	**5**
The risk of losing intellectual property					
Ineffective documentation					
Huge costs involved in the implementation					
Lack of skilled personnel					
Fear of change					
Lack of communication					
Lack of transparency					
Inadequate resources					

Lack of technology					

Section D: External factors affecting implementation of outsourcing in Local authorities.

- Show your level of agreement of disagreement with the following statements describing external factors affecting implementation of outsourcing in local authorities in Zimbabwe.

External factors affecting implementation of outsourcing in Local authorities.	**1**	**2**	**3**	**4**	**5**
Changes in government policies and regulations					
State of information communication technology infrastructure in the country					
Competition from other service providers					
Changes in population demographics					

Section E: Ways of improving outsourcing in Local authorities.

- To what extent to you agree or disagree with the suitability of the following ways of improving outsourcing in Local authorities. *[1–Strongly disagree, 2–Disagree, 3 – Uncertain, 4 – Agree, 5 - Strongly Agree]*

Ways of improving outsourcing in Local authorities	**1**	**2**	**3**	**4**	**5**
Technology adoption					
Excellent communication					
Staff development and training					
Good planning					

Good leadership					

APPENDIX II

Interview guide

[These questions guided the interview process with the interviewees]

Section A: Extent to which outsourcing is implemented in Local authorities.

1. To what extent has the Local Authorities implemented outsourcing in its procurement processes?

2. Which procurement activities has been outsourced which are being managed and controlled in a well manner.

3. Which activities need to be outsourced to reduce the burden of the employees so that they can focus mainly with core activities.

Section B: Internal factors affecting outsourcing implementation in Local authorities.

4. Judging from your experience, what are the internal factors affecting outsourcing implementation in Local authorities.

5. Can you explain how these internal factors affect outsourcing implementation in Local authorities?

Section C: External factors affecting outsourcing implementation in Local authorities ?

6. What are the external factors influencing outsourcing implementation in Local authorities ?

5. Can you explain how these external factors influence outsourcing implementation in Local authorities ?

Section D: Ways of improving implementation of outsourcing in Local authorities.

7. In your opinion, how can outsourcing implementation be improved in Local authorities ?

Thank you for your participation.....

Effects of outsourcing on the operational performance of local authorities in Zimbabwe

ORIGINALITY REPORT

20%	14%	2%	13%
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3	erepository.uonbi.ac.ke Internet Source	2%
4	Submitted to Zimbabwe Ezekiel Guti University Student Paper	2%
5	ir.kiu.ac.ug Internet Source	1%
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STUDENT'S NAME: TARIRO MUMVUMA .. REG. NUMBER:B193265B .

DISSERTATION SUPERVISOR: MS TAPFUMA ..
PROGRAMME: PURCHASING AND SUPPLY ..

DISSERTATION TITLE: ANALYSIS OF EFFECTS OF OUTSOURCING ON THE OPERATIONAL PERFORMANCE OF LOCAL AUTHORITIES IN ZIMBABWE .

DATE	STAGE OF RESEARCH	SUPERVISORS' COMMENTS AND INITIALS	STUDENTS' SIGNATURE
20/02/2023	PROPOSAL	PROCEED TO CHAPTER 1	
16/03/2023	CHAPTER 1	ADD ANOTHER OBJECTIVE, NUMBER YOUR OBJECTIVES AND RESEARCH QUESTIONS, USE FUNNEL APPROACH, IMPROVE STATEMENT OF THE PROBLEM	T. M
30/03/2023	CHAPTER 2	LABEL SUBHEADINGS APPROPRIATELY, ADD MORE FLESH	T. M
01/04/2023	CHAPTER 3	SEND RESEARCH INSTRUMENTS, COLLECT DATA	T. M
22/04/2023	CHAPTER 4	YOU MUST USE APPROPRIATE TOOL TO ANALYZE DATA	T. M
18/05/2023	CHAPTER 5	REDUCE WORDS AND PLAGIARISM	T. M

OVERALL COMMENTS BY THE SUPERVISOR:

Student understood area of study.

STUDENT'S SIGNATURE: T.M **DATE: 23/05 /23 ..**

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#Tapfuma