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Evaluating the impact of outsourcing ICT operations at Road Accident Fund

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DECLARATION

I, Siphephelo F Chonco, declare that this research article is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

(Siphephelo Francis Chonco)

Signed at ……Johannesburg……

On the …….. day of …… 20…..

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ABSTRACT

The Road Accident Fund (RAF) receives a high number of claims as a result of major road accidents. This required RAF to change its business model to meet consumer demand (claimants) and to enhance the internal processes. This is done through outsourcing services from highly specialized entities. According to HatiPoğlu (2015), outsourcing has evolved as a strategic option for attaining organizational goals through cost management and to sustain and maintain competitive advantage. The organization is forced to outsource various service to acquired insufficient skills and knowledge within the company. However, at the end of outsourced services contract, RAF usually remain without the knowledge and skills required to continue with service maintenance.

This study aims to evaluate the impact of outsourcing ICT operations and to evaluate skills sharing between employees during outsourcing. Based on a review of the literature in the benefits of skills transfer during outsourcing, structured interviews were conducted to ICT specialist and junior managers. Participant were selected based on experience of outsourcing and ICT qualification.

The analysis of the responses demonstrated that consultants were not willing to share information and, service providers dispatched unskilled consultant. The analysis further indicated that there was lack of management support, inadequate infrastructure to store knowledge and lack of policy enforcement from the management. The results indicate that management does not enforce or develop policies for knowledge sharing during outsourcing. On this basis, it is recommended that the organization must improve good relationship with the service provider and must ensure that there are policies in place which will easily enable knowledge sharing. Further research is needed to develop a model that will monitor a successful knowledge sharing processes. The study is limited to one organisation, and it followed a single case study research strategy. Thus, the findings might have been influenced by the unique characteristics of the organisation, even though the study was based on solid theories. Caution must be taken not to generalise the findings to other organisations with different characteristics.

Keywords: ICT, Knowledge, Outsourcing, Road Accident Fund, Skills

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LIST OF ACRONYMS AND ABBREVIATIONS

RAF	Road Accident Fund
ICT	Information and Communications Technology
ITO	Information Technology Outsourcing
PFMA	Public Finance Management Act
SITA	State Information Technology Act
SLA	Service Level Agreement

1. Introduction

This research evaluates the impact of outsourcing ICT operations at Road Accident Fund in South Africa. However, before conceptualising the research in (Section 1.2), a brief introduction of the terms and concepts used in conceptualising this research is outlined in Section 1.1 generally and broadly—while Chapter 2 has a more specific and detailed discussion on the research context. The research conceptualisation section provides for the research problem statement (Section 1.2.1) and consequently the purpose of this research (Section 1.2.1) as well as the research questions (Section 1.2.2). The delimitations and assumptions of the research study are in Section 1.3 while we discuss the significance of the research study in Section 1.4 and provide a preface to the research report in Section 1.6.

1.1 Background

Road Accident Fund (RAF) is a "juristic person established by an Act of Parliament, namely the Road Accident Fund Act, 1996 (Act No. 56 of 1996), as amended (RAF Act)" and began operations on the 1st of May 1997 (Road Accident Fund, 2022:1). RAF's mandate is to provide adequate protection by compensating and rehabilitating all road users within the boundaries of South Africa. The core operation of the organization is to assess claims submitted and compensate and rehabilitate individuals based on the merits of the claim outcome. Over the years, the RAF has implemented several strategies, including outsourcing other information and communications technology (ICT) functions to improve computer systems and provide efficient and effective service delivery to all South Africans. According to Marrone, Gacenga, Cater-Steel and Kolbe (2014) the shift in ICT place pressure on organizations and ICT executives to stay abreast of the latest technological developments while assuring service availability and providing high-quality services at all times. In addition, outsourcing ICT and other services have demonstrated significant benefits, including decreased costs and risks, increased customer service, and substantial benefits due to highly skilled staff, flexibility, a focus on the core business strategy, and reduced organization capital expenditure (Hatipoglu, 2015). However, in RAF, there is no documented skills transfer strategy within the ICT department to improve knowledge so that when the outsourced contractor leaves, the remaining staff can continue to provide efficient ICT support. Mohamed, Arshad and Abdullah (2009) articulate that in an outsourcing relationship, the vendor and the client must continuously exchange and grow their knowledge. If knowledge sharing is inadequately designed, misunderstandings will ensue, resulting in poor service quality. Therefore, this study evaluates the impact of outsourcing ICT operations at Road Accident Fund to provide guidelines that can

be adopted to ensure that knowledge sharing in the outsourced relationship is mandatory and consistency in ICT operations is maintained, minimize expenditures, and improve service delivery in the organization.

In the 2017–18 fiscal year, the RAF faced two significant challenges including financial sustainability and the fundamentally adversarial "fault-based" compensation system. Moreover, it was discovered that the “lack of an integrated claims management system has resulted in a lot of inefficiencies in claims processing. and, old IT infrastructure and legacy systems also exposes the RAF to cyber security risks” (Minister of transport, 2020:18). As a result, the organisation outsourced some of the ICT function improve system used to provide better service to road victims. According to Uwamahoro-Kayumba (2019) outsourcing, is a well-recognized management practice, or the strategy of using external resources to carry out tasks that have previously been controlled by internal personnel.

RAF is guided by the Public Finance Management Act (PFMA). The PFMA regulates the financial management of the national government by enforcing policies that manage the revenue and expenditures of the organization. In addition, RAF is regulated by the State Information Technology Act (SITA). The Act regulates the procurement of ICT-related services for National departments. In the event that the Act is unable to provide ICT services to national departments, SITA will act as a procurement agent to outsource ICT-related services. Furthermore, SITA mandates include providing training on the services acquired by the organization.

RAF ICT outsourcing strategy focuses on software development, configuration, and Infrastructure as a service (IaaS). The main aim of outsourcing is to reduce the cost of maintaining Infrastructure and the cost of keeping the Software developers onsite which requires Software licensing. This improves service delivery to the RAF business and road accident victims. The core component of the strategy defines the Service Level Agreement (SLA) between the service providers and the RAF and the matrix for performance measures. In addition, minimum human capital objectives are measured on the strategy, such as the skills and value proposition of the employees.

RAF operate under challenging financial and operational restraints. In addition, the claims they receive are administered under a highly litigious atmosphere taking a long time to settle. As a result, the organization finds ways to improve its operation, including outsourcing ICT to reduce costs, obtaining expertise they do not have internally, and improving service delivery.

1.2 Research conceptualisation

1.2.1 Problem statement

The Road Accident Fund (RAF) receives a high number of claims as a result of major road accidents., which creates challenges in processing claims on time and requires business processes to be reviewed. According to Maszczak (2019) large, medium, and micro entities are facing challenges of social and economic competition in the market. Therefore, to provide adequate service and improved operations, the RAF has changed its business model to meet consumer demand (claimants) and enhance internal processes, forcing senior management to outsource services from highly specialized entities. According to Hatipoglu (2015) outsourcing has evolved as a strategic option for attaining organizational goals through cost management and as a means to sustain and maintain competitive advantage. Public sector institutions sometimes have no choice but to outsource ICT services due to a lack of knowledge, skills, and competency to improve shareholder value and reduce costs (Abd Hamid & Mansor, 2016).

The high number of daily claims received by RAF forces senior management to outsource better ICT systems to provide better and improved systems for better service delivery. However, at the end of outsourced services contract RAF usually remain without the knowledge and skills required to continue with service maintenance. There is no obligation on the contractors to transfer the highly specialized scarce skills to the organization. According to Blumenberg, Wagner and Beimborn (2009) the effectiveness of outsourcing can be positively measured through knowledge sharing. The lack of skills transfer during service provider contracts has presented challenges in ICT service delivery and compromised business continuity, particularly in claims, which is the core business, that require highly skilled ICT professionals.

Abd Hamid and Mansor (2016) state that outsourcing ICT functions reduces workload and adds value to the organization; therefore, the RAF has benefited and has been able to increase organizational performance; nevertheless, this improvement is temporary as contractors leave without transferring their expertise and skills. According to Poleto, Clemente, de Gusmão, Silva and Costa (2020) if the organization leaders fail to utilize information technology outsourcing (ITO) to benefit the organization, performance and staff retention may be jeopardized.

Therefore, this study employed a qualitative research method to evaluate the impact of outsourcing ICT operations at the Road Accident Fund with the aim of providing solutions and

best practices to be adopted in the organization's strategy to improve performance and service delivery. Furthermore, the study provides guidance on how ICT outsourcing can be used to an organization's advantage, including skill and knowledge transfer, maintaining consistency in operations and improve performance.

1.2.2 The objectives and the research question of the study

This study evaluated the impact of outsourcing ICT operations at the Road Accident Fund. As a result, the following research objectives and research questions were developed to understand the underlying factors related to outsourcing ICT operations to ensure consistency in operations and improve the organization's quality of service.

1.2.2.1 The objective of the study

1.2.2.1.1 To understand the impact of outsourcing at RAF.

1.2.2.1.2 To evaluate skills development during outsourcing ICT services at RAF.

1.2.2.1.3 To explore Human Capital gains from outsourced ICT operations.

1.2.2.2 The research questions

What is the impact of outsourcing ICT services at RAF?

What are the available systems to facilitate skills transfer during the outsourcing of ICT services at RAF?

What skills accrued to employees during outsourced ICT operations?

1.3 Delimitations

The delimitation of the study focuses on RAF ICT. RAF experiences many issues with outsourcing of ICT service. This has affected service delivery on the organization. The purpose of choosing RAF is that the policy being used by the organization is common on other state entities. The focus on RAF ICT is also one of the department common to other entities. The formulation of the ICT outsourcing framework intends to be beneficiary to other entities if adopted.

1.4 Assumptions

The assumption of this study relies on the RAF ICT strategy on outsourcing services. In the case RAF strategy promotes insourcing of ICT services this study would be invalid. This means RAF would be adopting strategy which will require training of the employees through formal education excluding hands on training by the service provider. Furthermore, the study assumes that there are available funds to support outsourcing as a strategy in the organization and the resource are available to support skills transfer.

1.5 Significance of the study

For years, the RAF has operated using an unsustainable model. As a result, the organization become the government's biggest contingent liability. Furthermore, RAF faced liquidity issues as claims against the fund outpaced the growth in the RAF levy (South African Government, 2022). RAF has also experienced a huge number of legal claims, which have increased over the years. For example, they paid from R800 million in 2008 to R10.6 billion in 2019. According to (Road Accident Fund, 2022) in the 2019/20 financial year, the fund settled claims to the total value of R44,0 billion, these costs included R3.4 billion towards medical costs, R160 million towards funeral costs, R10.8 billion towards legal and other expert costs, R9.4 billion towards general damages - primarily to persons not seriously injured and R20.2 billion towards loss of earnings and support for those who qualified.

In addition, the organization's outstanding claims increased from 234,244 in the previous financial year to 297,130 in 2019/20. According to Nduwimfura and Zheng (2016) outsourcing ICT services can benefit both a company and the country. However, most of the critical issues related to outsourcing ICT is a lack of skill transfer, resulting in the organization's poor service delivery. Therefore, to mitigate the shortage of skills and improve the quality of service, RAF invests in outsourcing ICT operations to achieve their key strategic objectives: to compensate all the road victims, gain a cost advantage over time and provide quality service. However, the organization does not have clear guidelines or strategies to transfer skills so that when the outsourced contractor leaves, the employees can continue and perform their duties to ensure consistency in the service they provide. This study evaluates the impact of outsourcing ICT Services at the Road Accident Fund. The study findings will significantly impact the organization by providing guidelines that be adopted in the strategic planning to ensure knowledge is transferred and consistency in service delivery. According to Altin, Uysal and Schwartz (2018) long-term sustainability for an organization can be attained when resources are managed effectively. Likewise, the findings of this study will support the development in the field and empower IT senior management to create and implement strategies to improve operations and skills during information technology outsourcing (ITO) contracts.

1.6 Limitations

Research limitations are elements of any study that are not within the researcher's control (Morgado, Meireles, Neves, Amaral & Ferreira, 2018). This study limitation is based on the fact that the evaluation was conducted using one organisation, RAF, and cannot generalise the result.

1.7 Chapter layout/ thesis structure etc (Preface to the research report**)**

Chapter 1:

This chapter summarises the background, overall purpose, objectives, and significance of the research study, as well as the chosen research design and methods.

Chapter 2: Literature review

This chapter will review the existing literature relating to the theoretical context of the study. Literature on the following aspects is discussed in this chapter: Outsourcing, disadvantage of outsourcing, knowledge transfer, employee empowerment and organization performance.

Chapter 3: Research methodology

This chapter articulates the research methodology used in this study and provides the basis for adopting methods utilized in this study. This section also proved the rationale for research reasoning and epistemological construct, as well as how the data was collected, the process and the procedure used for data analysis.

Chapter 4: Presentation of result and Discussion

This chapter presents the result of this study. The chapter is intended to present and analyse the empirical data collected through individual in-depth interviews and document analysis using the previous research that has been conducted.

Chapter 5: Discussion of research findings

This Chapter discusses the research findings drawn from the research results.

Chapter 6: Recommendation Conclusions and Summary

This chapter discusses the conclusions drawn from the study's objectives and the study recommendations. The challenges that arose throughout the investigation will be discussed, and recommendations for further research will be offered.

2. Literature review

This chapter presents a literature review to familiarize the researcher with the knowledge and understanding gained from prior studies in the field, allowing the researcher to evaluate the impact of outsourcing operations and knowledge sharing to improve the quality of service. The chapter will begin by classifying the common terminologies to understand the phenomenon under investigation.

2.1. Outsourcing

In the present days, outsourcing has been a key strategic instrument that can equip employees to gain the knowledge and skills essential for reorganizing and managing relationships in a manner that is also beneficial to the efficient and effective operation of the business (Obeng, Mensah & Anim, 2015). According to Hatipoglu (2015:109) outsourcing is made up of two words "out" and "sourcing"; sourcing means "the act of transferring work, responsibilities and decision rights to someone else." Likewise, outsourcing is the organization's strategy to utilize external resources to carry out the tasks usually performed by internal people and resources. In addition, outsourcing is a business strategy to contract out the most important operations to specialized, efficient service contractors to improve operations (Kalinzi, 2016). Moreover, service outsourcing has emerged as one of the most important means for businesses to reorganize the value chain, maximize resource allocation, reduce cost, and improve their competitiveness. According to Kulvanitchaiyanunt (2010) outsourcing is a technique used by the organization to make the decision to contract-out people/contactors to a third-party supplier, who in exchange provides and manages these assets and services for a predetermined fee over a specific amount of time. Michela and Carlotta (2011) articulate that outsourcing functions, mechanisms, and activities that are typically performed within a company through outsourcing contracts. Likewise, Ikediashi and Okwuashi (2015) argue that outsourcing is a form of delegation of responsibility in which operations or service production is delegated to the external contractor to improve the quality of service. Gossler, Wakolbinger and Burkart (2020) concur that outsourcing is the method by which organizations utilize resources outside their boundaries. Therefore, every outsourcing partnership necessitates a degree of coordination that is aligned with the activities of the organisation in order to be meaningful. Likewise, partnerships are simply one approach to planning outsourcing engagements. In addition, they could be structured as partners and customers or integrated solution agreements (Gossler, Wakolbinger & Burkart, 2020). The advantages of outsourcing include strategic focus, lower operating costs, strategic flexibility, and the prevention of bureaucratic expenses (Kotabe, Mol & Murray, 2008). Likewise, Somjai (2017) suggest that the benefits of outsourcing include expert knowledge and quick delivery, as well as the ability for the organization to shift certain obligations to the outsourced vendor. Therefore, investing in outsourcing is the best idea as it allows the organization to focus on what they can do better while outsourcing operation activities that others can perform more efficiently, cheaply, and effectively (Pang, Zhang & Jiang, 2021). Although outsourcing appears to be a reasonable strategy to reduce labour costs, it carries risks if the appropriate management is not in place to manage the changes. There is

evidence of profit-generating activities abroad, but this depends on well-trained managers who comprehend the complexities of outsourcing (Meinlschmidt, Schleper & Foerstl, 2018).

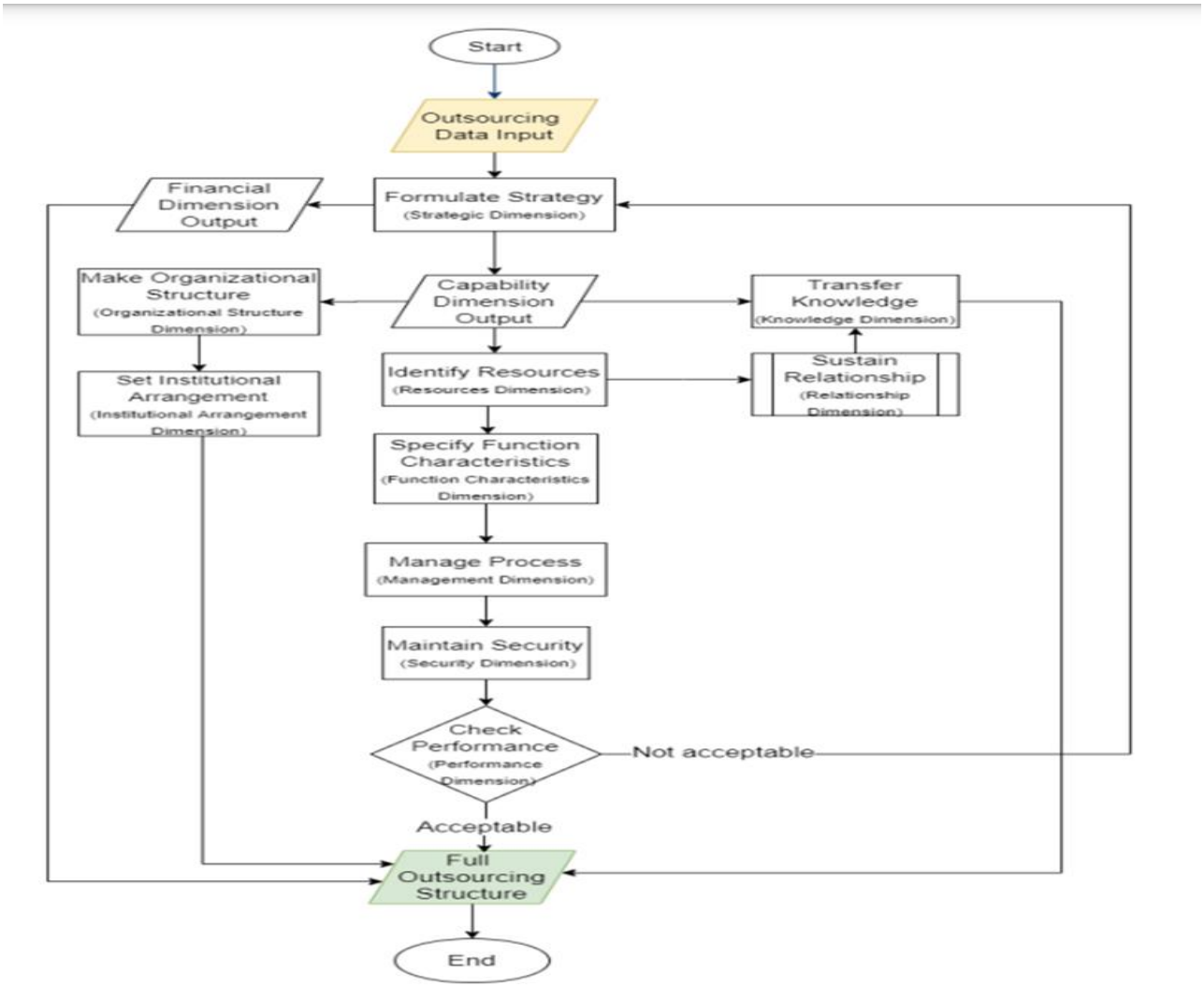


Figure 1: Dimensions required to reach an acceptable outsourcing structure

Source: (Elnakeep, Helal & Mazen, 2021:6).

Elnakeep, Helal and Mazen (2021) recommends the above dimensions or phases as the important factors contributing to a successful knowledge transfer in the outsourcing partnership. As a result, there is a link between organisational performance, contractor partnerships, and employees in organizations, all of whom must collaborate to ensure the success of ICT outsourcing (Wibisono, Govindaraju, Irianto & Sudirman, 2018).

2.2. Information Technology Outsourcing

Information and communication technology (ICT) refers to the techniques that enable information to be accessed via telecommunication, Moreover, It is similar to Information

Technology (IT), but its primary focus is communication technologies, including the internet, mobile phones, wireless networks and other communication channels (Ratheeswari, 2018). Conversely, information technology outsourcing (ITO) has emerged as a fundamental business approach for minimizing IT expenses, focusing on core skills, and enhancing the firm's performance (Bui, Leo & Adelakun, 2019). For years, information technology outsourcing (1TO) has become a standard tool and a crucial component of business strategy. Consequently, the ITO market continues to expand and has developed into an established sector (Pflügler, Wiesche & Krcmar, 2015). According to Hatipoglu (2015), rapid advancement in technology influences the economy and business conditions. Therefore, keeping up with technological advancement has become extremely important for businesses to survive.

According to Saitta and Fjermestad (2006) information technology outsourcing (ITO) can be defined as an organization's decision to hire an independent contractor to deliver and/or support IT and/or IS services operations. Moreover, information technology outsourcing (ITO) can be viewed as a business decision model, but its implications fall under the finance and economics sphere. In addition, strategic outsourcing, for example, necessitates a fundamental decision to reposition the organisation through a large-scale change program (Pankowska, 2019). Therefore, organizations resort to information technology outsourcing (ITO) due to a lack of firm-specific competencies needed for service delivery (Plugge, Janssen & Joha, 2013). Information technology outsourcing (ITO) can increase the effectiveness of the organisation; therefore, the senior managers who decide to outsource should balance transactional expenses with efficiency and productivity gains (Dolgui & Proth, 2013). However, vendor lock-in and inflexibility pose a problem for organizations investing or planning to invest in information technology outsourcing (ITO) over the long term (Schermann, Dongus, Yetton & Krcmar, 2016). Moreover, information technology outsourcing (ITO) performance can be evaluated based on the outsourcing's outcome efficacy, strategic advantage, and overall satisfaction for the organization investing in the outsourcing (Rosin, Stubner, Chaurasia & Verma, 2019).

2.3. Disadvantages of outsourcing

The organisation's utilization of outsourcing may result in challenges and restrictions that have a substantial impact on the work environment. As a result, organizations should engage in comprehensive and purposeful risk management, which can significantly reduce risk (Khawan, 2020). Conversely, Koong, Liu and Wang (2007) argue that senior management's outsourcing decisions, especially to outsource information technology offshore, can be problematic and frequently risk-driven, which they have to accept in pursuit of achieving improved

performance. Furthermore, Dalmolen, Moonen and Hillegersberg (2015) indicate that collaborative efforts in the outsourcing chain are extremely difficult due to the risks and complexities such as uncertainty of cost reduction in the current supply chain via collaboration, uncertainty of suitable monitoring of performance in achieving the collaborative goals, uncertainty of alignment of business structures of outsourcing chain partners, lack of time reduction in outsourcing collaboration, lack of interoperability of outsourcing nodes' information systems and lack of data accessibility, risks of outsourcing chain and IT investment collapse.

Organizations that decide to outsource should carefully compare the benefits and risks, take steps necessary steps to mitigate the risks, and empower their employees on the advantages of outsourced services (Dinu, 2015).

2.4. Skills

According to OECD (2017) skill is a complex term that is difficult to quantify. However, it can be definition as a talent that include both intellectual and non-cognitive capabilities, as well as expertise that is specialized to a job, profession, or industry (technical skills). In addition, skill refers to knowledge that has been learned from experience or education and involves trade and craft skills gained via apprenticeship. In addition, developing skills can boost overall productivity and enable an individual to work more efficiently (Mistri, Patel & Pitroda, 2019). On the other hand, skills shortage can negatively impact labour performance and impede the capacity to innovate and embrace new technologies (Brunello & Wruuck, 2021). Additionally, the increasing rate of globalization and technological advancement creates issues and enhances chances for economic growth and job creation (Mistri *et al.*, 2019). According to Quintini (2011:3) organizations have skill shortages when they are unable to attract workers with the necessary skills in the available labour market at the given wage. Furthermore, a skills surplus emerges when the skills supply exceeds its demand. Therefore, organizations can determine the quality and quantity of skills required to enhance their performance by adopting the following:

Self-reported mismatch

- Ask the staff members if they have the abilities necessary to perform a function more demanding than their current duties or if they require training to complete the job satisfactorily.

Realized-matches mismatch

- Individual evaluation to understand their skills compared to acquiring skills in the field serve as proxies for job requirements.

A workforce that is appropriately trained with skills and knowledge is not only necessary for economic growth, but it is also a prerequisite for the growth of the organisations and the country (Akinshipe, Aigbavboa, Maake & Thwala, 2019). According to Lotriet, Matthee and Alexander (2010) South Africa's leadership and government agencies are aware of the need to develop skills across all sectors of the economy and education, especially ICT skills. As a result, there is a significant ICT skills gap due to the rapid technological advancements; nevertheless, this quick rate of improved technology is necessary if the country is to maintain a competitive advantage (Van Tonder, 2004).

2.5. Knowledge transfer

Knowledge transfer refers to the process through which one organization or unit recognizes and acquires specific knowledge that resides in another organization or unit and then uses that knowledge in new contexts (Aziati, Juhana & Hazana, 2014). In addition, knowledge sharing is crucial to the success of outsourcing arrangements since it has a favourable effect on managing partner relationships (Uwamahoro Kayumba, 2019). According to Pflügler *et al.* (2015) knowledge is widely regarded as the most significant and valuable resource for strategic planning. Therefore, organisations depend on employees and training systems to improve skills to provide quality service and strengthen business operations. Likewise, knowledge transfer is the technique by which one organization or unit recognises and acquires specialised knowledge that exists in another organization (Aziati *et al.*, 2014). Knowledge management is the process of developing, obtaining, interpreting, maintaining, and transferring knowledge to enhance performance by adjusting behaviour depending on new knowledge. Moreover, knowledge transfer is the process of communicating and disseminating information within an organization so that it can be used to solve challenges and enhance performance. Effective knowledge transfer is characterized by an increase in the value of a company's knowledge assets, which should ultimately result in enhanced organizational performance (Kess, Torkko & Phusavat, 2007).

In the context of information technology outsourcing (ITO), knowledge transfer is greatly influenced by the types of knowledge, the complexity of the project, and the outsourcing technique (Aziati *et al.,* 2014). Moreover, outsourcing of information technology (ITO) has demonstrated that knowledge transfer significantly impacts customer performance. However,

the accomplishment or failure of information technology outsourcing (ITO) rests not only on the IT consultant team but also on the organization's staff, whose IT outsourcing knowledge has a direct impact on their adopting new technology (Distanont & Khongmalai, 2022).

2.6. Employee empowerment

Empowerment in the workplace is a commonly used concept to represent a variety of techniques to provide employees with varying degrees of autonomy in various aspects of their work experience (Moye & Henkin, 2006). According to Bartunek and Spreitzer (2006) employee empowerment efforts aim to increase employee motivation and increase organizational productivity. Lee, Kim, Son and Kim (2015) concur that empowering employees gives them the power to make decisions and permits them to carry out their daily responsibilities effectively. Furthermore, employee empowerment is a tool given to employees by their management, allowing them to select how their tasks are completed. According to Boudrias, Gaudreau, Savoie and Morin (2009) employee empowerment behaviour patterns have been overlooked despite their practical significance. Therefore, empowerment is used to transform employee perceptions and encourage (pro)active activities that could affect organizational outcomes. Empowerment encourages employees' confidence, dedication, and efficiency through participation in decision-making, innovation, and delivery (Vu, 2020). Strategies and methods of empowerment can provide employees with a sense of belonging and boost their self-assurance and it is useful in maintaining their confidence and abilities (Barsi, Ziglari and Abadi, 2013).

Maintaining employee empowerment requires effective leadership and commitment. If employees think that top management is committed to providing sufficient empowerment, and resources, they will demonstrate a high degree of dedication (Vu, 2020). Employee empowerment is linked to organizational commitment (Hanaysha, 2016). Moreover, employees with strong organizational commitment are more likely to build an emotional attachment to their organizations, have more substantial ambitions to make meaningful contributions, and experience satisfaction which can lead to improved operations (Sahoo, Behera & Tripathy, 2010).

2.7. Organisation performance

Elena-Iuliana and Maria (2016:1) argues that “organizational performance is confounded with notions such as: productivity, efficiency, effectiveness, economy, earning capacity, profitability, competitiveness etc.” Therefore, to increase performance, organizations must

focus on leadership or management and the ongoing application of knowledge, which can be a critical success factor in supporting employees, organizational, and leadership transformation (Soelton, Noermijati, Rohman & Mugiono, 2021). Thus, organizational performance is evidence of the management's or leadership's skills necessary to accomplish organizational objectives and improve operations (Soelton, Ramli, Wahyono, Saratian, Oktaviar and Mujadid, 2021). In addition, organisational commitment has a significant and beneficial impact on the performance of the organization, which can lead to employees making substantial contributions to organizational performance (Nugrahati, Soelton, Ramli, Syah, Saratian, Arief & Fauzi, 2019).

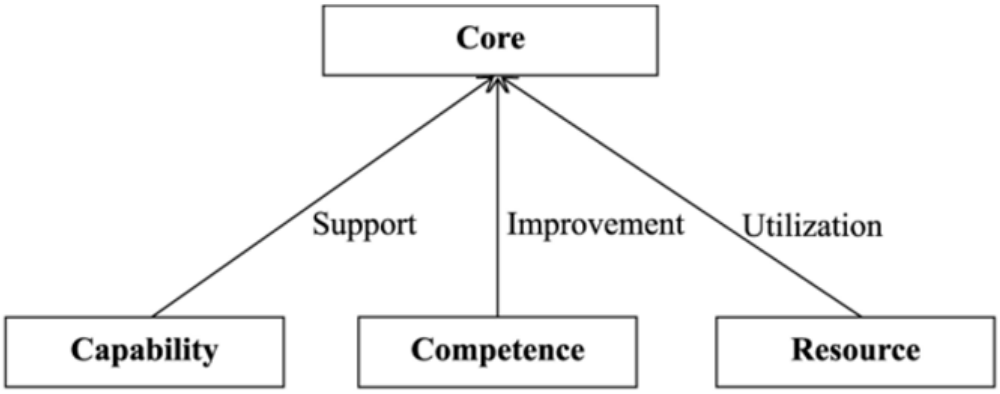
2.8. Information Technology Outsourcing Theoretical Framework

Over the years researchers have performed many studies to identify theories and models to understand Information Technology Outsourcing. Work that is put in by research have developed many theories about ITO outsourcing. Many theories and theoretical frameworks have been identified with an aim to understand ITO. Vaxevanou and Konstantopoulos (2015) gathered information with aim of identifying theories and models that addresses ITO in the organizations. The author identified theories that relates to ITO to further understand the research questions, only three theories are relevant to this study that focuses on skills transfer by the service provider to organization human capabilities and competency. To increase the explanatory power, three interlinked theories namely; Core Competency Theory, Resource Based View Theory and Knowledge based View Theory. Therefore, these theories are considered for this study as they were designed to measure the competitive advantage for organization through knowledge that exists within the individuals.

2.8.1 Core Competencies Theory

Core competency is one of the models that was developed based on Theory of Resources (Prahalad & Hamel, 1990). The theory determines the level skills competencies within the organization. The theory focusses on capabilities, Competency and Resources of the organization, thus, the core competency theory was formed. Shilton, Howatt, James and Lower (2001) defines competency as skills, knowledge, abilities, and values that are necessary for an organization to gain competitive advantage. This means that the organizations require skills and knowledge to have a competitive advantage in the market. One of the core aspects of Core Competency theory is Capabilities. These capabilities of being more experienced in certain areas can be translated into valuable competencies through deliberate investment and are the product of collective learning of individual assets (Hafeez, Zhang & Malak, (2002). Core

competence can be said to build upon continuous and deliberate investment and accumulation of experience. This competency can provide the firm with a well-coordinated system that aims to deliver better value to customers. Klein, Gee, and Jones (1998) indicated that integrated skills of individuals in the organization can form core competency of the organization.



Outlined core competence model: associated concepts linked to the core competence concept.

Figure 2: Core Competence Model (Koay & E Markov, 2011).

The organization needs to be in cognisance that employees in the organization are well skilled to provide competitive advantage in the market. Therefore, the core competency diagram indicates that capabilities and competence of the employees supports and improve core competency of the organization. and it is used by resources such as individuals.

2.8.2 Resource-based Theory

The resource-based theory (RBT) is an influential approach in strategic management. It has been widely applied as a managerial framework to determine vital resources for a firm to achieve a sustained competitive advantage. The theory provides an essential framework to explain and predict the fundamentals of a company's performance and competitive advantage (Utami & Alamanos, 2022). Helfat and Peteraf (2003) indicated that there are two fundamental assumptions of RBT, which is heterogeneity of resources and capabilities. This means employees in the organization poses various capabilities that can results in competitive advantage for the organization and secondly, a firm has imitability of resource that can be used to achieve strategic goals in the organization. It is important that the organization is able to measure skills the company has to compete in the market.

RBT framework presented in the VRIS model (valuable – rareness – inimitable – substitutability) was later replaced by the VRIO model (valuable – rareness – inimitability – organization) The VRIO model proposes the new criteria of the organizational embeddedness of a resource. This criterion proposes that the importance of an organization is organized in such a way as to exploit the resource (Barney, 1991; Barney, 2007). It replaces the resource criterion concerning substitutability is the VRIS model.

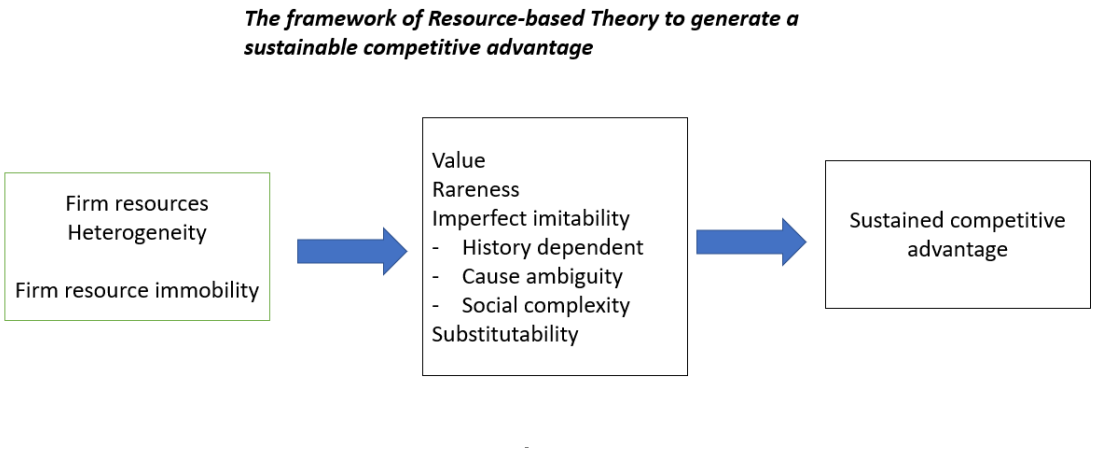


Figure 3: *Resource-Based Theory Model* (Utami & Alamanos, 2022).

Therefore, the model is relevant for this study because it identifies skills and knowledge of the organization that can be exploited to compete in the market. The skills can be acquired through skills development, Inservice training and knowledge management system that exists in the organization.

2.8.3 Knowledge-based View

Knowledge-based view Theory of the firm (KBV) is the management concept of organizational learning that involves employees and the service provider through knowledge sharing (Lee, 2011). As other theories Knowledge based draws on other theories such as: (1) the traditional study of distinctive competencies; (2) Ricardian economics; (3) Penrosian economics; and (4) the study of the anti-trust implications of economics. Theory looks at distinctive factors that forms part of the organization performance. The question being asked in this theory is why other organization constantly outperform other organization. The theory assumes that businesses are profit maximizers and that business managers are overly rational. The theory assumes that companies have resources which have heterogeneity of skills. The competitiveness of skills creates a competitive advantage in the market. This theory it is important to this study because it indicates that employee's heterogeneity skills create a

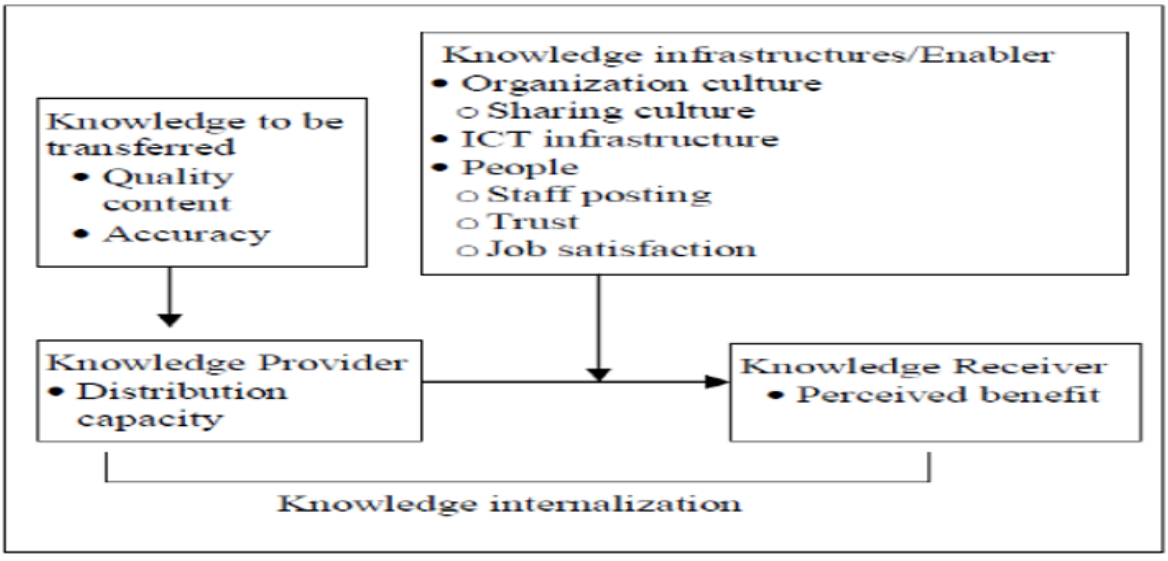
competitive advantage in the organization. Therefore, a proposition is made in this study that skill sets can be learned by employees.

2.9 Framework for The Study

The researcher was guided by this framework to measure the success of Knowledge Transfer in the Information technology Outsourcing. The framework developed indicates various factors such as Knowledge Provider (KP), Knowledge Receiver (KR), Knowledge to be Transferred and Knowledge Management Infrastructure which are the indicators of a successful knowledge transfer between the service provide and the organisation (Arshad, Hanapi & Buniyamin, 2010). The framework presents KP as the source of knowledge with the attributes of distribution capacity.

The model has KR as a recipient of knowledge that focuses on quality, reliability, timelines and accurate of the information. The last component of the model is Knowledge Management Infrastructure (KM) which is an enabler of information sharing, and it comprises of Sharing Culture, training and other aspect of information sharing enablers. The model takes into consideration that there is tacit and explicit information. This means caters for information residing in peoples head and knowledge that is kept by the organization in a Knowledge Management System. The model further notes the quality of knowledge that is documented. The KM is also known as the knowledge Management System (KMS) that enables the organization to store and share information.

The model creates a matrix of mechanism and Knowledge transfer factors, this is sent to personnel involved ITO.



Knowledge transfer Model for ITO

Figure 4: Knowledge Transfer Model for ITO (Arshad, Hanapi & Buniyamin, 2010).

RAF lack skills and knowledge transfer processes. The organization also lacks resources to store and disseminate information. This model was chosen by the researcher because it provides solution to the issues experienced by RAF. Furthermore, the model is less complicated and has fewer participant involved in the ITO. The participant involved in the development of the model were similar to the size of the ICT department.

2.10 Conclusion

The ITO body of knowledge was carried out by researchers to meet the challenges faced by an organisation on ICT outsourcing. The Literature review argues that ITO outsourcing is essential for the improvement of an organization's performance. Frameworks and theories such as Knowledge Based View (KBV) and Resource Based View (RBV) have been developed by researchers to improve the transfer of skills when outsourcing information technology. This study is important due to the focus on skills and knowledge transfer, which is the main focus of these theories. In addition, they describe methods for enhancing skills and knowledge during ITO. In addition to the literature, the Knowledge Transfer model, which is derived from KBV, is also elucidated. The model highlights the essential qualities required to successfully complete skills and knowledge transfer during ITO.

3.Research strategy, design, procedure, and methods

This chapter describes the research methodology applied in this study, including the Research Strategy, research design, instrument, sampling methodologies, and data analysis approach.

3.1 Strategy for this research

In this study, an inductive approach is chosen. Saunders, Lewis, and Thornhill (2009) noted two research approaches, which is the inductive and deductive approach. The inductive approach builds upon theory. In deductive research, the researcher test concepts from theory using experiential data. “The process of theory testing includes theory improvement, refinement and extension” (Bhattacherjee, 2012). Saunders, Lewis and Thornhill (2009) “further point out that the inductive approach comprises of data collection and theory development using the results from the analysed data”. Research methods are categorized into three, namely quantitative, qualitative, and mixed methods. The choice between qualitative, quantitative, and mixed methods is about the type of data collected and analysed. “Qualitative research is a scientific method of investigating phenomena using non-numerical data. On the other hand, quantitative research is a scientific method of investigating phenomena using numerical data” (Bhattacherjee, 2012). This research is using the qualitative research method. This is inclined by the objective of the study that requires a data collection and analysis.The

study undertakes the similar approach of Arshad, Hanapi and Buniyamin (2010) which assess the ICT knowledge transfer in Malaysia.

3.2 Research design

The research design provides a clear guide on conducting the research. “This includes the research philosophy, methodical choice, strategy, time horizon, techniques and procedures” (Myers, 2013). “The decision to select a particular research design is informed amongst other things by the worldview assumptions of the researcher, the nature of the research problem, the researcher's experience, and the audience” (Creswel, 2009). “The research design provides a solid base for the research; it keeps the objective of the study in view and provides a direction for the study” (Mark, Philip, & Adrian, 2009). Bhattacherjee (2012) indicated that the quality of research design is defined in four important attributes: internal validity, external validity, construct validity, and statistical conclusion. The unstructured interviews is used as a research instrument for the purpose of this study. This is done on individual Face-to-Face and Focus group.

3.3 Theoretical research paradigm

Interpretivism is a prevalent social science philosophy that emphasizes the scientist's position in embracing the dynamic and complex qualities of the social world by participating and entering social realities to determine appropriate interpretations, thereby incorporating human interest in the research (Saunders *et al.*, 2015). In addition, positivism, which is often used in natural science, comprises an objective approach to examining natural phenomena, their aspects, and their interactions. Moreover, positivism is a prominent paradigm of academic inquiry and an epistemological philosophy that promotes utilizing natural scientific approaches to the investigation of social reality and beyond. (Bell, Bryman and Harley, 2022). Conversely, pragmatism, which relies on context, action, and effect, posits that an ideology's satisfactory practical application should serve as its guiding principle (Creswell and Creswell, 2017).Therefore, this study locates itself under the interpretivism paradigm; the in-depth interview permits the research to be subjective, and the interpretive research philosophies can generate an in-depth understanding of the topic. Interpretive phenomenology is concerned with more than just descriptions of experiences but involves the in-depth exploration of “how subjects make sense of their significant life experiences”(Houston and Mullan-Jensen, 2012:268).

3.4 Research procedure and methods

3.4.1 Study Population

A study population consists of all the components that have a given set of criteria of interest (Babbie, 2020). As a result, participants are the individuals that were chosen to take part in this study. Therefore, in determining the research population, the researcher considered the nature and objectives of the study as well as the data necessary to answer the study's questions. The population is spread across all provinces in the country. All regions have at least one person involved in ITO, and the majority reside at the Head Office. A targeted population is described as a group, objects, individuals, or elements from which the researcher wishes to collect data; in most cases, a sample population is established and refined within the targeted group (Stratton, 2021). The population used for the purpose of this study includes Junior managers, ICT operations specialists, ICT Security and Software developers. The study uses a population of employees working in ICT service and have a great understanding of the impact caused by outsourcing ICT

Research target population

RAF has about 3000 employees and 188 ICT services involved in the ITO. The population is spread across all provinces in the country. All regions have at least one person involve in ITO and the majority is residing at the Head Office. RAF does not have vulnerable people such as pregnant women and disabilities. The population used for the purpose of the research includes Junior managers, ICT operations specialist and developers. The benefit of having the ICT personnel involve in the study, is the knowledge and the issues they have encountered during services outsourcing.

Sampling or selecting respondents from the target population.

Sampling is the practice of selecting a small portion of a population from which to gather data for research purposes. Shearer and Webster (1985) state that sampling is the process or method of choosing a representative sample or portion of a population in order to ascertain the characteristics of the entire population. Bhattacherjee (2012) indicated that sampling can be defined as the “process of choosing a subsection (sample) of a population of interest for purposes of making observations and statistical inferences about that population”. Taherdoost (2016) concur that, sampling may be used to draw inferences about a population or generalisation based on existing theory. There are two main types of sampling methods: probability sampling and nonprobability sampling (Ragab & Arisha, 2018). For qualitative methods, non-probability sampling is used. This study is using the purposive sampling

approach, which relates to the deliberate selection of the respondent based on the respondent's knowledge and attributes (Campbell, Greenwood, Prior, Shearer, Walkem, Young, Bywaters & Walker, 2020). In addition, Majid (2018) argues that sampling is a crucial technique for research studies since the population of interest typically contains too many people for any study to recruit all of them as participants. Therefore, the sample of this study is selected from the target population. This study is using a small purposive sampling of RAF ICT department staff (N=10). These individuals are knowledgeable about the impacts of outsourcing ICT operations.

3.4.2 Ethical considerations when collecting research data.

Ethics in research focuses on the ethical conduct of the research such as philosophy, theology, further; ethics can be defined method or procedure for deciding on how to act on an issue or complex problems (Resnik, 2011).

The researcher is a Software Developer at the RAF. The researcher's job activity is to maintain confidential information in an organization and no identifying information collected. This ethical conduct influences the research behaviour and vows not to mislead any community or personnel that are impacted by the research. Identified sample employees were sent an email requesting participation in the study. Aggreging participant were given a participation information and written consent form. A consent from the voluntary participant can be withdrawn an any stage. Additionally, data is stored on the cloud that is accessible by the researcher only using password protected authentication. Only the researcher has access to the cloud repository.

Creswell and Poth (2016) highlighted that during data collecting in the field and the analysis and presentation of qualitative findings, a qualitative researcher faces numerous ethical considerations associated with trustworthiness, like credibility, dependability, and transferability. Given the importance of ethics in research and the challenges of doing research, the researcher is regulated by university policy, which assures that all research is performed ethically to protect the dignity and safety of research participants. All participants were be advised that participation in this study is voluntary, and they can withdraw at any stage. Additionally, data is stored on the cloud, accessible by the researcher and the supervisor only using password-protected authentication. Only the researcher and the supervisor has access to the cloud repository.

3.5 Research data and information collection process

The chapter highlights the process followed to analyse the data, point out the sample demographics and ethical considerations.

3.5.1 Research data and information processing and analysis

The previous section provided information regarding collecting data, which is conducting in-depth interviews and reviewing relevant literature. In this section, researchers explore handling and analysing data. In addition, data analysis is an important component of the research since it is where the data obtained by different techniques are examined so that conclusions can be reached about the topic (Ott & Longnecker, 2015). Likewise, qualitative interviews were audio recorded, transcribed verbatim and translated where required. According to Clarke, Braun and Hayfield (2015) thematic analysis is one method of qualitative data analysis; the technique is used to describe and interpret the perspectives of participants. Further, thematic analysis offers a versatile approach to data analysis and permits researchers with diverse methodological backgrounds to partake in this type of research (Creswell & Creswell, 2017). King, Horrocks and Brooks (2018) concur that, thematic analysis provides a highly flexible method that can be customized to match the unique aims of a wide range of studies while still providing a comprehensive description of the data.

This study uses thematic analysis as a technique to analyse data and use Nvivo software. Thematic analysis is useful in this study to summarizing essential components of a massive data collection since it requires the researcher to adopt an organized approach to data management, leading to the result that is clearer and easy to understand (Kiger & Varpio, 2020). In addition, using software for qualitative data analysis is advantageous in terms of enhancing the rigour of the analytical stages for validating information that does not represent the researcher's views of the data.

This study uses the following phases of data analysis to establish trustworthiness during each phase of thematic analysis.

Table 1: Establishing Trustworthiness During Each Phase of Thematic Analysis

Phase 1	Familiarizing yourself with your data	Prolong engagement with data Triangulate different data collection modes Document theoretical and reflective thoughts Document thoughts about potential codes/themes Store raw data in well-organized archives Keep records of all data field notes, transcripts, and reflexive journals
Phase 2:	Generating initial codes	Peer debriefing Researcher triangulation Reflexive journaling Use of a coding framework Audit trail of code generation Documentation of all team meetings and peer debriefings
Phase 3:	Searching for themes	Researcher triangulation Diagramming to make sense of theme connections Keep detailed notes about development and hierarchies of concepts and themes
Phase 4:	Reviewing themes	Researcher triangulation Themes and subthemes vetted by team members Test for referential adequacy by returning to raw data
Phase 5	Defining and naming themes	Researcher triangulation Peer debriefing Team consensus on themes Documentation of team meetings regarding themes
Phase 6:	Producing the report	Member checking Peer debriefing Describing the process of coding and analysis in sufficient details Thick descriptions of context Description of the audit trail Report on reasons for theoretical, methodological, and analytical choices throughout the entire study

Source: (Nowell, Norris, White & Moules, 2017:4)

3.6 Research strengthens—reliability and validity measures applied

At research reporting (after you Research strengthens—reliability and validity measures applied. Reliability is the degree to which research method produces stable and consistent results. Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are “

3.6.1. Reliability and trustworthiness

Because this is a qualitative discourse, this study complies with trustworthiness.

Trustworthiness

Trustworthiness can be described as the credibility of the researcher's results, i.e., everything the researchers gathered in designing, conducting, and reporting to make the research outcomes credible. The objective of the research, its methodology, procedure judgments, and the

specifics of data creation and management should be made clear and transparent (Hammarberg *et al.*, 2016).

Dependability - Dependability measures the consistency and credibility of the study, as well as the extent to which research methods are outlined, enables someone not involved in the research to follow, review, and critique the process used in the research (Gupta, Shaheen & Reddy, 2018). The researchers of this study has documented the study design and implementation, including the research approach, how data was collected (e.g., memos, field notes, the researcher's reflexivity journal), and reflective evaluation of the project.

Credibility - Credibility relates to the degree to which the research accurately reflects the actual meanings of the people who participated in the research and dependable (Altenmüller, Nuding & Gollwitzer, 2021). Therefore, the researcher ensured the study's credibility by obtaining additional explanations from the participants throughout the interview and summarizing their responses to verify their accuracy.

Transferability – Transferability in qualitative research refers to how the researcher transfers results to similar study contexts with other participants while maintaining conclusions and interpretations (Stahl & King, 2020).

Confirmability - Confirmability relate to the researcher's ability to preserve objectivity by making sure that the data provided by the participants and findings are without bias (Stahl & King, 2020). To achieve confirmability, the researcher-maintained fairness by acknowledging the existence of multiple perspectives and avoiding my personal experiences or opinions from influencing the research findings.

3.7 Research weaknesses—technical and administrative limitations

Lack of resources, qualitative usually requires a large sample size. Sample size were few than expected from the qualitative research. It was impossible to obtain a large number of participants in the State-Owned Entities due to uncurtaining of information leak.

3.8 Inclusion criteria

Inclusion criteria describe the characteristics of the individuals to include in research and it can include a demographic or geographical (Polit & Beck, 2009).

1. Must be an RAF employee.
2. Must work in ICT department and have great understanding of outsourcing ICT operations.
3. Must occupy a senior management position and technical position.

3.9 Exclusion criteria

Inclusion criteria are not the inverse of exclusion criteria. Instead, they identify characteristics that exclude an individual from inclusion in the research (Polit & Beck, 2009).

1. Refusal to participate in the study
2. Other RAF employees who do not work in the ICT department.

3.10 Study site

The study site is where the research is carried out and data collected (Sheehan, 2018). This study is conducted at RAF using the boardroom and offices. The boardroom and the offices were be prebooked to ensure that there is no disturbance when the interviews are conducted.

3.11 In-depth Semi-structured interview

After determining the study design, researchers must create a sample strategy and choose a data collection technique. Moreover, qualitative data gathering techniques include, among others, interviews, focus groups, and case studies. Moreover, in qualitative research, interviews and focus groups continue to be the most prevalent data gathering techniques (Silverman, 2020). Conversely, semi-structured interview is described as one in which protocols are used to guide the interviewing process. It allows the researcher to examine the participants while maintaining the flow of the interview process (Creswell & Creswell, 2017). In addition, a research interview refers to a process in which an investigator and respondent engage in a dialogue that focuses on research questions (Ruslin, Mashuri, Rasak, Alhabsyi & Syam, 2022). Each interview for this study is expected to take between 30 and 60 minutes and recorded. According to Khan (2014) the primary objective of conducting in-depth interviews is to obtain knowledge from the participant's viewpoint. In addition, an in-depth interview provides a researcher with a unique opportunity to dig deep into participant knowledge and understanding. Furthermore, interviews can be divided into six different types:

- Structured interviews
- Focused interviews.
- Informal conversational interviews
- Semi-structured interviews.

- Non-directive interviews.
- Problem-centred interviews.

This study employs semi-structured interviews to gather data from selected participants, since the use of semi-structured interviews can enable the researcher to "probe" for more thorough responses to understand the impact of outsourcing ICT operations at Road Accident Fund. In addition, the process allows the participants to clarify what they have revealed during the interview process.

3.12 Conclusion

This chapter provided detailed information on research methodology adopted in this study, including research design, method of data collection and data analysis procedure, and the ethical consideration applied to this investigation.

4. Presentation of research results

4.1 Introduction

This chapter presents the analysis and findings of the research. Interviews were conducted to collect data from 8 employees at RAF, chosen employees have extensive experience in ICT and outsourcing of ICT services Themes and concept arose from the data collected. In the discussion of themes, the researcher makes use of quotation marks to represent data obtained from the participants; reference is also made to the reviewed literature to support the points made. The conceptual framework is presented at the end, and a summary of the chapter is provided.

4.2 Description of individual represented in interviews

RAF has more 3000 employees. It has five regions across the country with Head Office in centurion. The description of individuals are two Software developers represented the Software development team. The team comprises of mixed gender that have substantial years of experience in ICT and outsourcing. The years of experience raged from 5 to 10 years in ICT. The Software development team is responsible for developing new software and maintaining existing software in the organization. The Software’s supports entire system and processes in the organization and improves service delivery. Two ICT Security specialist represented ICT Security team that supports and protect the organization from cyber-attacks and other ICT security breaches using security best practise in the industry. One ICT procurement manager responsible and overseeing all the contract and the SLA between the service provider and RAF,

Further, ensures that all services rendered by Service Providers are completed and paid. One Service Desk manager that is responsible for managing all the ICT incident and requests, one Email specialist on the email exchange department who is managing the configuration of cloud email and on premises email. One SAP configuration specialist and SAP manager who ensures that payment reaches individual claimant and Service Provider. SAP system is an Enterprise Resource Planning (ERP) system that has multiple modules such as Human Resource (HR), Finance, Supply Claim Management and Facility Management. The interviews mentioned above also form part of the group interviewed for triangulation. The group of specialist and managers have many years in the ICT industry, and it does not exclude the years worked before RAF. Furthermore, they have vast experience in outsourcing of ICT services and operation. Each individual selected has at least one Service Provider assisting with additional task needed to be performed. The sample selected have experience challenges with ICT outsourcing. This ranges from initial stage of procurement to closing of the outsourcing contract.

4.3 Findings and analysis

4.3.1 Dominant orientation

Individual and the group interviewed specified that their challenges when it comes to ICT outsourcing at RAF. The dominant themes for the measurement of impact include lack of enforcement of policies that promotes knowledge transfer between the service provider and the employees, Consultants that are less skilled, Consultant that are not willing to share information and knowledge, hostile relationship with the service providers and Insufficient framework for knowledge management (**Distribution capacity**). The findings identified three themes***: impact of outsourcing at RAF, skills development, and Human Capital gains***

4.3.2 Importance of outsourcing ICT (*: impact of outsourcing at RAF*)

Participants suggested that it is crucial for the organization to outsource ICT to improve its competitiveness. They further highlighted that outsourcing reduces the cost of production and efficiency and assists in closing the shortage of skills within the organization.

> *"It is necessary for the organization to outsource services that will enhance competitive advantage on the market. There are various reasons why the organization must consider outsourcing some of the function of the business. This includes reducing the cost of production and being efficient. Specifically outsourcing ICT skills, the organization to cover all the areas of ICT that lack skills."*

The findings are consistent with Mtsweni, Mokwena and Moeti (2021), indicating that organizations benefit from outsourcing, including cost savings, utilizing suppliers' capabilities in highly specialized areas, avoiding technology obsolescence and maintaining or increasing flexibility. Therefore, it is critical that the organization outsource some of its ICT and improve its efficiency.

4.3.2 Lack of enforcement of policies (*: impact of outsourcing at RAF*).

When the participants were asked about the challenges and benefits of outsourcing at the RAF related to knowledge transfer.

Participants revealed that the company does not have policies guiding knowledge transfer between the service provider and the ICT employees. There are no measures put in place to allow sharing of knowledge during and after the consultation. When the consultation has been concluded, and the service has been rendered. It becomes the responsibility of the ICT employee to research and understand what the consultant performed that function and rely on research on to resolve the issue.

, *"We as specialists are having issues when it comes to some of the skills possessed by the consultant. We are unable to obtain those skills. Management does not have proper processes defined for engagement with a Service provider to allow us to get those skills. The only concerned management have been that the system must be running and the service provider is paid."*

The results contradict Gupta and Gupta (1992) assertion that the vendor and customer must continuously share and gain knowledge in an outsourcing partnership. However, RAF Supply chain management has process and policies in place that evaluates the service rendered by the Service Provider, but the policies do not focus on the Human capital aspect of the contract. They merely ensure that the service was rendered. Policies that are there excludes knowledge transfer. In addition, some participants suggested that it is critical for the organization to enforce knowledge transfer in an organization. This will ensure that the organization has enough skilled resources and can reduce the cost of outsourcing service providers.

4.3.3 Unskilled Consultants (*skills development*).

Another theme that emerged is quality content; in this case, it defines the skills the consultant poses to carry out the services requested. The required skills are important to complete the task due to lack of skills in the organization. Skilled consultants provide important services to the organization and influences organizational performance. Participant pointed out many

instances where the service provider dispatched an unskilled consultant to perform the requested task. In this instance, the service provider acted improperly because it was agreed between both parties that this task needed to be carried out by an experienced consultant. It became difficult for the ICT Specialist to optimize the system and to aid the business because of the unskilled consultant. The unskilled consultant also poses a risk because they might break the system. Furthermore, it is impossible to get new skills from a consultant that is not skilled enough to perform their task. A question was asked to participants as to what extent they can measure the knowledge that has been transferred.

> *"We as ICT specialist are aware of the skills required to complete the task, but we don't have experience and knowledge of how to complete some of the particular tasks. Therefore, the specialist can only check that the system is working, if the system is not working, ICT specialist are able to determine that consultant is not able to carry out the task. Secondly, when the consultant takes too long to complete the task and when the consultant contacts senior and google the issue.*
>
> *"As specialists, we can identify that the consultant has no knowledge of resolving the or the consultant is not competent to carry out the task. This rests with the specialist where the issue is the service provider that offered an incompetent person. The other issue is that there is no immediate resolution, and there is no process in place to get a knowledgeable consultant. The company does have procedures to escalate the issue, but the issue will not be attended to immediately."*

It is important that if the organization chooses to outsource ICT proper care should be taken to ensure that the selected organization has the required skill to do the job.

Outsourcing is an important investment that affects the organization's bottom line, risk profile, client relationships, adaptability, and day-to-day operations. As a result, risks such as dependability, including service capability, availability, contractual obligations, and security, should be considered (Malaysia & Malaysia, 2003).

4.3.4 Consultant not willing to share information and knowledge (*skills development*).

This theme talks about consultant not sharing information about service and technology required to be used by the company. The willingness of knowledge sharing by the consultant has an important role in fostering successful knowledge transfer process, this is because a consultant can go an extra mile when sharing information as a result, the accuracy and quality of information will ensure correct knowledge can be transferred successfully and used

throughout the organization. Participant stated that it is important that consultant are not willing to transfer information to ICT specialist.

"*Consultant and Service provider are not willing to share information. What I've notice they always want to hold the knowledge and you will not know what knowledge they have. Even if you can have it on contract, it is difficult to quantify what skills they have and what knowledge they have transferred. This sits with the consultant willingness on how much information they want to share with you. Service provider always transfer basic knowledge of the product or service. They only show you this what is done."*

Participant indicated that consultant do not provide enough time for RAF they always have other clients to assist

"Skills transfer is part of the contract. However, Consultant do not spend enough time with ICt specialist. They seem to have simultaneous contracts therefore they do not have time to engage RAF as a result, they do not have time to share information. Secondly, Service provider do not want to share knowledge because they are afraid of losing business. The knowledge and skills possess by the consultant from the service provider is their bread and butter. Some Service Providers have intellectual property, and they are given a mandate not to share any information and skills"

During the focus group one thought emerged that, some consultants are not aware that they must share knowledge.

" *As an ex-consultant I was never told to share knowledge with the service provider. The only thing I knew was to ensure that I render the service requested and bill the hours to generate revenue for the consulting firm. Whether is the bad service provider or good service provider all the consultants are not keen to share information.*".

The participant and a focus group shared some thoughts in this theme and indicated that most of the service providers are not willing to share information and some are protecting their interest with an aim of gaining money. A focus group also indicated that most of the consultant are not aware that they must share knowledge or transfer skills to the company.

4.3.5 Insufficient tools for knowledge management (*Human Capital gains*)

Insufficient tools for knowledge sharing is another themes which is associated with distribution capacity., Participant were discussing the issue that arises when the Service provider decide to share knowledge. Participants poses the question on how will the knowledge be kept in the

absence of Knowledge Management tools? The discussion also included the platform and tools available for knowledge Sharing. Participant was asked about the value of knowledge management and sharing information within the organization.

"*The organization does not have a repository for storing information that is needed by the organization for business continuity. When the employee leaves the organization, they are given two weeks to ensure that they transfer skills to another employee. Information is not kept anywhere. This means service provider they will not be able to store and distribute information in a manner that will benefit the organization. The information will reside with person that is being trained only, when that person leaves the company there is insufficient system in place to keep that information."*

Participants indicated that service consultant must be given a platform which will ensure that knowledge is kept and shared with the ICT specialist.

"One of the issue our department has is keeping knowledge not only from service providers but also from skilled internal specialist. This includes tacit and explicit information. Most importantly tacit information. It is difficult to track and trace how did a person resolve the issue when they have left the company similar case with the consultant it is very difficult to trace how did the consultant resolve the issue. If this information was kept in a repository, it would be easier to trace and resolve IC related issues. It will be also beneficiary for the organization in the succession planning"

Focus group also agreed that there is lack of knowledge sharing platform in the organization. When an employee leaves, he is given two weeks to share what ever knowledge they can share. The focus group also indicate that Service provider need to be aware of the repository if it exists and what is the importance of knowledge sharing. Consultant won't be able to share information when knowledge management system are not available. This can also be noted by unavailability of KMS on SAP the Enterprise Resource Planning System (ERP).

4.3.6 Relationship with Service provider (*Human Capital gains*)

This theme discusses the relationship between service provider and the organization. Participant expressed issues and benefits to have a good partnership with service providers. Participants stated that.

"Outsourcing also allows flexibility of skills to be obtained from different service providers, when there is good relationship with service provider, it easy to exploit other functions needed

by the organization. In other words, RAF is able to outsource certain skills for a shorter period of time using the same contract the organization can also acquire other skills from the service provider. This creates value for money. RAF is also not keen on recruiting skills internal. The organization does not want to have permanent position for some technical skills strategically. This is because ICT service is not the core function of the RAF. This means service providers must be able to share knowledge and skills related to that specific task. This can also be accomplished through good relationship with the service provider.

This means strategic relationship between organization can be beneficial to both parties. In this case RAF has developed strategic relationships with the service providers and has yielded good results in the context of knowledge sharing during outsource. This is aligned with Gossler, Wakolbinger and Burkart (2020) suggestion which states that outsourcing partnership necessitates a degree of coordination that is aligned with the activities of the organisation in order to be meaningful. Consultant and ICT specialist have become closer, and this has created a channel for outsourcing partnership necessitates a degree of coordination that is aligned with the activities of the organisation in order to be meaningful

4.3.7 Management support (*Human Capital gains*)

This theme describes that management support towards organization knowledge transfer, and how are they managing service providers. Participants were asked about the level of management support during ITO and knowledge sharing.

"One of the issues that arise from outsourcing is managing of consultant from the service provider, At some point service providers bill more hours than the actual hours worked, and this also requires to be managed. Management also ensures that the policy and the budget do encourage employees to study and upgrade skills is available. And this is done in form of the bursary and external training programme; however, it does not focus on the skills transfer during outsourcing. The service providers usually provide technical support as part of the emergency support when the system is not working but the training does not monitor if the skills and knowledge is being transferred to internal employees"

Management does not full enforce the implementation of policies and some consultants are not monitored whether they perform their task as requested. There is lack of service provider monitoring and assessment. Management support is mostly focused on formal skills upgrade such as training and ignores tacit information from the consultants.

Participant 1 was asked about management support within the organisation on training and upgrading of skills.

"Each year budget is done by management to ensure employees upgrade their skills. Managers should be able to transfer skills to junior managers, this indicates that they are less interest in knowledge sharing and skills upgrade. The company does have policies that supports upgrading of skills and knowledge; however, it lacks the infrastructure to keep the knowledge for business continuity."

Management does not enforce and track skills transfer policies and process. Escalation processes are not clearly defined as to what actions must be taken when the service provider is not competent. The culture of knowledge sharing within the organization remains the issue. Management does not support innovation.

4.3.8 Representational of results based on objectives

4.3.8.1 To understand the impact of outsourcing at RAF.

Participants pointed out that, outsourcing is important as it improves the performance of the organization. It reduces cost of production and positions the organisation to be competitive in the market. Outsourcing also improves service delivery by reducing the turnaround time for payments to a claimant. Production cost reduction in the organization can increase investment in innovation, which in turn allows them to implement new ideas and acquire new technology.

4.3.8.2 To evaluate skills development during outsourcing ICT services at RAF.

The transfer of skills during outsourcing is a challenge for organizations. Service providers often provide the organization with unskilled labour. Technicians play a significant role in transferring competencies to internal employees as a results Unskilled technicians find it challenging to resolve issues that the organization is facing. This also increases the cost of production for the organization. Additionally, Skilled consultants are often reluctant to share information with the organization. This is because they are afraid to lose business with the RAF. It also cumbersome for the organization to assess the extent of information that must be shared by the consultant.

4.3.8.3 To explore Human Capital gains from outsourced ICT operations.

Human capital lacks the resources to acquire knowledge and skills from service providers. There is a lack of enforcement of policies that must improve the transfer of skills and the

acquisition of knowledge. The organization does not have sufficient resources to enable service providers to retain knowledge. There are no systems and procedures in place to allow employees to acquire and transfer information to other employees. As a result, the organization relies entirely on the skills of service providers to solve problems as they arise.

5. Discussion of research findings

This section presents the findings from that analysis that is presented above. The findings are presents with a deeper meaning

Table 2: Research Findings Themes

Main Themes	Themes	Description
	Important of outsourcing ICT	Organizations benefit from outsourcing, including cost savings, utilizing suppliers' capabilities in highly specialized areas, avoiding technology obsolescence and maintaining or increasing flexibility.
Knowledge to be transferred	Consultants that are less skilled	**Quality Content** The experience and skills Knowledge provider is vital to ensure that knowledge and skills are transferred. It is also a barometer to measure the extent and the magnitude of information that will be shared. Well qualified and experienced consultant forms part of the critical success factors of knowledge transfer.

Knowledge Provider	Consultant that are not willing to share information and knowledge**.**	**Distribution Capacity** Readiness to transfer the knowledge. Also, distribution capacity of KP has significant influence in determining the success of knowledge transfer process. Therefore, KP must have the ability to facilitate and deliver knowledge to KR, also to help KR explore and exploit the knowledge. They must take an extra effort in distributing or sharing the knowledge to KR. Knowledge provider willingness to share information is essential in the success of knowledge transfer process. KP willingness allows specialist to gain more trust towards the service provider.
Knowledge Infrastructure/Enable	Organizational Culture	The organization must develop a culture that allows sharing of information and knowledge.
	ICT Infrastructure (Insufficient tools for knowledge management)	Knowledge Management System is the platform connecting the KP and KR. It ensures that information is stored, classified, and saved

		in a secured place where anyone could access in. Distribution capacity can be culture or ICT infrastructure.
	People	The core of knowledge sharing relies on people willing to share information and people anticipating receiving information.
Knowledge receiver	Perceived benefits	Knowledge receiver plays an important role in ensuring that the knowledge is received. This adds as a success in organizational vision to have more skilled and willing people in the organization.

Outsourcing certain services of the organization reduces cost and improves productivity (TCE: Williamson, 1981, 2008). This is aligned with the opinion of the participant who indicated that outsourcing improves production and reduces cost. Research has critical evaluated and came up with theories and model defining ITO. One of the models which measures the success of ITO is the success of Knowledge Transfer. Arshad, Hanapi and Buniyamin (2010) developed a model which measures knowledge transfer in ITO. The model comprises of Knowledge to be transferred, Knowledge provider (KP), Knowledge Receiver (KR) and Knowledge Infrastructure/Enabler.

One of the critical success factors of outsourcing is knowledge transfer. Findings also indicates that the most important part of outsourcing is the success of knowledge transfer. In other words, organization must be able to measure knowledge transferred between the service provider and the ICT specialist to determine the success or failure on knowledge transfer. The transfer of knowledge also depends on the quality of knowledge from the knowledge provider. Analysis 5.3.3 indicates that often consultants do not have sufficient knowledge related to skills required

to execute the project. Lee (2011) opposes this by saying that skilled consultant also assists knowledge transfer.

The findings suggest that Knowledge Provider must be able to facilitate and ensures that information reaches the Knowledge Receiver. This requires a consultant to be willing to share and disseminate information to the KR. Knowledge transfer is not a spontaneous process; it depends on people's willingness to transfer their knowledge and whether the knowledge held by individuals can move from the individual to the group and organizational levels (Cabrera & Cabrera, 2005; Ipe, 2003). In this sense, a key problem is that people are not always willing to transfer their knowledge (Gagné, 2009; Huber, 2001). KP must have precision on what knowledge needs to be transferred to the organization. This means that every time the KP engages with the organization, they must be willing and prepared what information is required to be shared and will the information be transferred to the organization. KP Must also determine the degree of knowledge sharing such as Explicit knowledge and Tacit knowledge.

It also important to store information on a repository that will be access by specialist for business continuity. These repositories vary from organization and is known as Knowledge Management Tools, analysis indicates that the organization lack knowledge management tools. Knowledge management tools improve efficiency such as providing better service, reduces problem-solving time and improve organizational learning. The Knowledge management tools allows the organization to keep tacit and explicit information, and it also segregate the access of information from the organization users.

Knowledge sharing between the service the organization requires a good relationship with the service provider and requires management support. Soelton, Noermijati, Rohman and Mugiono (2021) indicates that management support towards employees is key to organizational performance and success. One of the themes indicates that some service providers go beyond the consultation and provide information and extra hours to the organization. This indicates that there is a good relationship between the service provider and the organization. Management forms a baseline to executing knowledge transfer in an organization. Management must ensure that policies and procedures are implemented and monitored.

6. Summary, conclusions, limitations, and recommendations

6.1 Introduction

The recommendations below provide a basis of understanding and proposals on the impact of outsourcing ICT operations. Proposed recommendations are developed using themes identified

in the analysis from the data collected through interviews. The recommendations are mostly focusing on the knowledge transfer impact during and after service has been rendered by the service provider through ITO.

6.2 Summary of findings

The research found that outsourcing ICT helps the organization improve service delivery; however, the results suggest that there is a lack of skill transfer between the service provider and technical staff. These problems stem from the lack of policies and their enforcement by the organization. The lack of policies provides an opportunity for service providers to not share information needed by technicians to improve business continuity. The results also show that consultants are unwilling to share technical information with staff for fear of losing business. This has led to delays in resolving technical issues as the organization is forced to seek assistance from the service provider. Although the organization lacks policies for knowledge retention and skill sharing, it does not have the necessary knowledge management system to store and disseminate knowledge.

6.3 Recommendation

6.3.1 Importance of outsourcing ICT

Participant pointed out that it is important to outsource ICT for the organization. This improves service delivery, efficiency, and quick response to ICT challenges. ICT needs to maintain and improve the strategy of outsourcing. This can be expanded by involving business operations and identifying business function that can be automated through ITO. RAF business operations needs to be aware of benefits of ITO and how can they improve business process by outsourcing ICT operations. The organization must implement governance frameworks such as COBIT which recommended by many institutions in the organization. The purpose of COBIT is to ensure that business operations and ICT are aligned. The framework also provides monitoring capabilities.

6.2.2 Unskilled consultants.

Unskilled consultants are a serious concern for IT outsourcing. This also puts a relationship between the service and the organization at risk and has an impact on knowledge sharing between the consultant and the ICT specialist. It also increases cost of production and cost of outsourcing. This forces the ICT specialist to extend project timelines and figure out how to resolve the technical issues.

Organization must ensure that each consultant that is dispatched to RAF must be always screened. Process and measures must be put in place to ensure that the organization receives well skilled consultant. This can be done by adopting Human Resource policies which ensure that skilled individuals are boarded and ensure that skills required by the vacant post is filled by the correct incumbent. Furthermore, there should be punitive measure in place which focuses on service providers that issue consultants that are not skilled. This means that management needs to develop or adopt punitive measures from Human Capital department and procedure from supply chain management. These measures must ensure that correct action is taken to untrustworthy service providers.

6.2.3 Lack policy enforcement

Analysis points out that the organization lack policy enforcement towards knowledge sharing and ITO. This means there are no regulation or any framework in place which assist managers in enforcing knowledge sharing in the organization. Policies act as a guideline to achieve organizational goal. They are the cornerstone of organizational success. As part of the organizational success, ICT skills and knowledge plays an important role in ensuring that system and operations operates optimal. Therefore, ICT management must ensure that it develops and enforce policies that supports knowledge sharing. This can be archive by monitoring and evaluating all the services rendered by the service provider. The evaluation needs to measure one the amount of skills or knowledge stores in the Knowledge management tool and ensures that skills shared are aligned with the insufficient skills required by the organization. Policy enforcement also allows identification of key factors for ITO failure and success.

6.2.4 Consultant not willing to share information

Lee (2001) indicated that knowledge sharing is one of the success factors of outsource. In other words, the Knowledge Provider must have quality of skills or knowledge needed by the organization. This will ensure that the quality of the knowledge transferred assist the organization in executing day-to-day activities. Consultants must be made aware that when engaging with RAF ICT, some of the skills must be shared with the company.

The organization needs to be specific on what information must be shared between the consultant and the organization. This will reduce the uncertainty of knowledge sharing from the service providers who are worried about Intellectual property or losing business. Defining

the rules before engagement will make it easier for a consultant to share information. Defining the rules also indicates that the organization has a strategic objective about the purpose of ITO. It also shows that the organization is aware of the sufficient skills and know the organization requires to a specific department. Therefore, this can improve willingness of consultant to share knowledge to ICT specialist. Willingness to share information reflects good relationship, the quality of the information shared, this includes its timeliness, accuracy, adequacy, completeness, and reliability.

6.2.5 Insufficient tools for knowledge management

The organization need to establish the objective and benefits of implementing knowledge management system in the organization. One of the objectives of implementing KMS is to ensure that knowledge is kept, secured and shared within the organization and one of the benefits of KMS is identify procedures of solving organizational issues and reduces problem solving turnaround time. The organization must identify what obstacles and pain the system will resolve. The organization must also identify people responsible for implantation of KMS. The individual chosen must also have a final say in what technology or methods to use when implementing the solution. This is where the project management aspect comes into play, and it's the place where the actual delivery dates and milestones, success metrics, and expected changes to business processes

The organization must also establish change management. This will ensure that there is buy-in from stakeholders. Change management must also outline what are the benefits of implementing Knowledge management such as the importance of sharing knowledge. Management must also involve Learning and Development department which will train users for best practise and how the knowledge must be shared within the organization.

Implementation must be outlined to ensure that users are aware when to start sharing information. Upon implementation it is necessary for the management team to monitor the usage of the system. It is vital that service providers are aware of knowledge management system and it also important that to track the information from the service providers. Lastly Users need to aware of how to access the information and distribute to other users. This will ensure the cultural change. This may become easy for Service providers to share information.

This classification of knowledge to be shared makes it easier for the organization to sort, code and disseminate knowledge. It is important for a KP to have personal management by planning and scheduling time to allow for knowledge sharing.

6.3 Limitations

Some limitations need to be considered when interpreting the findings of this study. To start with, the study is limited to one organisation, and it followed a single case study research strategy. Thus, the findings might have been influenced by the unique characteristics of the organisation, even though the study was based on solid theories. Caution must be taken not to generalise the findings to other organisations with different characteristics. Secondly, participants were selected using selective sampling; the method used to select participants may have created a bias in responses as participants had good relations with the researcher. However, the study could not be carried out without selecting participants who are known to be well vested in the topic. Lastly, the participant's responses were coded; the coding process may be regarded as subject to researcher bias. Different researchers may interpret the same data differently; the understanding and appreciation of how themes were developed become critical in demonstrating the robustness of findings (Noble & Smith, 2015). To reduce bias, the researcher validated responses and constantly compared participants accounts.

6.4 Conclusion

Relationship with Service provider and management support are key in ensuring that knowledge is transferred between the consultant and the organization successfully. This can be accomplished by ensuring that Knowledge Management system is in place to capture knowledge generated by the organization. This includes culture, norms, procedures of solving issues and the way the organization sees success. The organization must improve relationship with service provider by ensuring that there are frequent meetings with stakeholder management. Engraving the relationship by also constant evaluating of service providers to ensure that the technology is align between two organization. It also important for the organization to share their vision, strategies, and road maps to ensure that service providers are aware of the standards required by the organization.

Management need ensure that consultants are outsourced share the same vision with the organization which is to improve service delivery to South African citizen. This will be archive through enforcement of policies that governed success of the organization.

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Appendices

Appendix 1: Data collection instrument - Interview Questions.

Evaluating the impact of outsourcing ICT operations at Road Accident Fund

Research Questions

1. Do you have knowledge of the number of employees in the organization?
2. Tell me about your years of experience at RAF, i.e., years of experience, job description and role?
3. Tell me about your educational history.

4. Take me through your knowledge about outsourcing services in your department and what type of services are being outsourced in your department. Please also tell me what benefits did it bring your department and what challenges did you experience?
5. In terms of skills transfer, what were your observation about the experience/skills of the service provider and tell men about the skills you acquired during and after the consultation has been delivered.
6. Can you please discus with me the relationship between Service providers and the department staff.
7. Please tell me about management support when it comes to skills transfer and are you aware of any polices or strategies which support skills transfer in the organization? In your response, please also include your observation on management support on innovation.
8. How many times does the company send you for training relative to your job description?
9. On what point do you measure information and skills sharing between the service provider and the employees.
10. What is your view on outsourcing ICT services at RAF relative to knowledge base and skills?

Appendix 2: Ethic documentation from the Road Accident Fund

Memorandum

Road Accident Fund

TO: IAN BARRIEL
ACTING CHIEF HUMAN CAPITAL OFFICER

FROM: TSHEPISO MAMANYUWA
ACTING SENIOR MANAGER: LEARNING & DEVELOPMENT

SUBJECT: RESEARCH APPLICATION: SIPHEPHELO NCHONCHO

TYPE OF MEMORANDUM:			
Information Memorandum		**Decision Memorandum**	✓
(Tick ✓the applicable block. If you have selected the 'Decision Memorandum' also tick ✓ the applicable option of relevance to your submission)		1. Strategy Endorsement	
		2. Commercial Options	
		3. Approval	✓

1. Purpose

1.1 The purpose of this Memorandum is to seek approval from the Acting Chief Human Capital Officer (ACHCO), to grant Siphephelo Nchoncho, permission to conduct a research and data collection exercise from the Road Accident Fund (RAF). A copy of the research application form is attached hereto.

2. Background

2.1 Siphephelo Nchoncho is an internal applicant and is a registered student at the University of the Witwatersrand for a Master of Business Administration. The topic for his research is titled, evaluating the impact of outsourcing ICT operations at the Road Accident Fund The research will be conducted at Head Office. The data collection method will be through interviews. A list of questions to be used for this research and a letter from the Institution are also attached hereto.

Centurion: 420 Witch-hazel Avenue Eco Glades 2 Centurion 0046 | Private Bag X178 Centurion 0046
T +27 12 621 1600 | www.raf.co.za

Board Members: Ms Thembelihle Msibi (Chairperson), Dr Nomonde Mabuya-Moloele (Vice Chairperson), Mr Hilmi Daniels, Ms Lorraine Francois, Mr Khotso Mothobi, Mr Moses Nyama, Dr Maria Peenze, Mr Thulani Tshabalala, Mr Bosa Ramantsi (Director-General's Representative)

SUBJECT: RESEARCH APPLICATION: SIPHEPHELO NCHONCHO

3. Discussion

3.1 The Research Committee comprises of representatives from the Human Capital Department (Learning and Development) and Legal and Compliance Department (PAIA and POPIA Unit), respectively.

3.2 The purpose of the committee is to assess each research request and check compliance in terms of the RAFs' Policies, Procedures and Rules regarding access to RAF information. Upon application of its due diligence mandate, the committee is further tasked, to make a recommendation to the Executive in terms of either accepting or rejecting the application made.

3.3 The findings of the research will be used solely for academic purposes. No part of it may be circulated, quoted, or reproduced for distribution outside the organisation, without prior approval of RAF CEO.

4. Consultation

4.1 PAIA and POPIA Unit.

5. Legal Implications

5.1 None.

6. Communication Implications

6.1 None.

7. Financial Implications

7.1 None.

8. Attachments

8.1 Research Application

8.2 List of questions for research

8.3 Letter from the Institution

SUBJECT: RESEARCH APPLICATION: SIPHEPHELO NCHONCHO

9. Recommendations

9.1 It is recommended that the research application be approved.

10. Author's Declaration

I hereby confirm that relevant and applicable RAF Policies, procurement processes, PFMA and its Regulations, including any other regulatory requirements have been complied with.

11. Signatures:

Prepared by:

T.Tshikomb
T.Tshikomb (Jun 8, 2022 16:01 GMT+2)

Thato Tshikomb

Skills Development Facilitator

Date: Jun 8, 2022

☑ ☐

Supported / Not Supported

Tshepiso Mamanyuwa

Acting Senior Manager: Learning & Development

Date: Jun 8, 2022

Comments: None

Appendix 3: Ethic documentation from Wits Business School

Graduate School of Business Administration
University of the Witwatersrand, Johannesburg

Wits Business School Ethics Committee
Constituted under the University Human Research Ethics Committee (Non-Medical)

Ethics Clearance Certificate

Ethics protocol number: WBS/BA2290044/281
This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).

Project title	Evaluating the impact of outsourcing ICT operations at the Road Accident Fund
Investigator / Researcher	Mr Siphephelo Chonco
Nature of Project	MBA (Research Article)
Decision of the Committee	Approved, provided stakeholders and participants are advised that anonymity and confidentiality cannot be guaranteed.
Issue Date of Certificate	2022-12-04
Expiry date	Date of submission of the project / research report
Chairperson	Prof Anthony Stacey ☎ +27 11 717 3587 +27 82 880 4531 anthony.stacey@wits.ac.za

Declaration by Researcher

One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

Signature

2022-12-15
Date: