THE ROLE OF STAKEHOLDER MANAGEMENT IN THE SUCCESSFUL EXECUTION OF SERVICE DELIVERY PROJECTS IN THE CAPE METROPOLIS TOWNSHIPS.

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ABSTRACT

As alluded to in the preceding literature, there is a high rate of project failure, specifically in the projects of service delivery in the townships. There were a lot of disruptions to services, disagreements with the beneficiaries of the projects and too many uncompleted projects. This is, among other things, symptomatic of a serious disjuncture between the execution and the overall management of the stakeholders in the execution process. The objective of the study was primarily to identify the impact of poor stakeholder management as a contributory factor to project execution or failure.

A mixed research method was used to collect data for the research, and appropriate instruments (questionnaire survey and interview schedule) were required for the effective collection of the data. All the participants volunteered to participate, and the respondents were given the right to withdraw at any time during the research process. The information provided was confidential and the respondents' identities were protected. Purposive and snowball sampling were used. Every second qualifying participant was chosen to participate. The sample comprised 350 overseers of networks across all communities in Metropolis.

Data collection was done using structured questionnaires and interviews, together with the assistance of administrators for these projects, who helped with data collection. Regarding ethics, the participants were invited to participate voluntarily. The participants could withdraw from the study whenever they felt uncomfortable. The participants were given the option to omit any questions they were not comfortable with. The study could assist in reducing the failure rate of township service-delivery-projects and boost the provision of much needed service delivery. The analysis comprised usage of the SPSS platform, illustrations, and tables, in order to compare variables.

KEYWORDS: *Stakeholder Management, Service delivery, Projects, Townships, Cape Metropolis.*

DECLARATION

I Ayabulela Mlisa: 212197371 declare that the contents of this research represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the CPUT.

26 Aug. 21

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Ayabulela Mlisa **Date 2021**

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DEDICATION

First, this study is wholeheartedly dedicated to my late mother: Nomkhuseli Mlisa, my father: Patrick Mlisa, my beautiful daughter: Imolathile Oyintando Mlisa and my wife: Ziphozihle Mabindla-Mlisa who have been my source of inspiration, gave me strength when I thought of giving up and continually provided me with moral, spiritual and emotional support.

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GLOSSARY

Terms/Acronyms/Abbreviations	Definition/Explanation
ANC	African National Congress
CCDI	Cape Craft and Design Institute
CDE	Centre for Development and Enterprise
OECD	Organisation for Economic Co-operation and Development
GEAR	Growth, Employment and Redistribution
SPSS	Statistical Package for the Social Sciences
SALGA	South African Local Government Association
SD	Sustainable Development
RDP	Reconstruction and Development Programme
PMSA	Project Management South Africa
IDP	Integrated Development Plan
GDP	Growth Development Programme
PMI	Project Management Institute
NDP	National Development Plan

CLARIFICATION OF TERMS AND CONCEPTS

- ***The Impact of stakeholder coalition*****:** A Public Benefit Corporation that provides analytical products to help participants invest in their townships. The Coalition provides data-driven analytics to help stakeholders understand how capital is impacting public projects.
- ***Delivering stakeholder management:*** This is set out in regulations issued by each regional government.
- ***Service management:*** These are structures and processes that were designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment, and broad-based participants.
- ***Service delivery:*** This is a set of principles, standards, policies and constraints to be used to guide the designs, development, deployment, operation and retirement of services delivered by a service provider, with a view to offering a consistent service experience to a specific user township.
- ***Municipality:*** A town or district that has local government.
- ***Stakeholder:*** A stakeholder is any group of participants, firm, individual or structure that is affected by the implementation of any undertaking, in this case a project.
- ***Stakeholder management:*** This is a systematic method of identifying, analysing and managing the expectations of project team members to deliver a successful project.
- ***Stakeholder analysis:*** This is defined as a process of establishing and organizing insights about the project stakeholders by systematically identifying who the stakeholders are, assessing the extent of their influence in projects and prioritizing them in categories that were informed by their influence in the project (Eskerod & Jepsen, 2013: 27).
- ***Project management:*** This is quite often a province and the responsibility of an individual project manager. This individual is directly involved in activities that produce the results, but more importantly, strives to maintain the progress and mutual interaction and tasks of various parties, in such a way that reduces the risk of overall failure, maximizes benefits, and restricts costs.
- ***Sustainable development:*** This is a process for meeting human development goals by using the ability of natural systems to continue to provide the natural resources and ecosystem services that the economy and society depends on. Sustainable development (SD) is the organizing principle for sustaining the finite resources that are necessary to provide for the needs of future generations as well as life on the planet (earth).

CHAPTER ONE: INTRODUCTION

1.1. Introduction

South Africa's overall administration systems were the product of central, regional, and local administration. A local administration department is the "government's face" that shows how administration procedures and methods have been changed into concrete effects. Government policy achievement or malfunction as required by the constitution (FFC: 2018:21) and is viewed at the level of local administration. The government continues to perpetuate the use of apartheid institutions by using outdated procedures, rather than pursuing more advanced, forward looking policies:

A significant number of people who were historically excluded from living in towns, have recently begun to move from disadvantaged towns to major cities. COGTA (2018) argued that the current places high expectations on the existing infrastructure and the government is expected to increase the budget for infrastructure as people are now demanding more facilities in these big cities.

There is an increasing demand from these communities for accommodation, the construction of and maintenance of bridges, schools, healthcare centres and many other essentials. The national government is currently taking back the money that is not used in cases where services were not delivered to the people.

1.2. Problem statement

The research indicates that the constrained involvement of stakeholders in the execution of cost-effective facilities within communities can cause risks for citizens. According to Yang (2014), over the years, there has been much community unrest in the metropolis as a result of poor service delivery. This is because those who were tasked with the delivery of services to communities were not delivering them but were instead, abusing state resources by using the money meant for service delivery to enrich themselves and those close to them.

The disheartening fact is that a lot of capital is pumped into service delivery programmes by the government at local, provincial and national levels, but the reality is that it is poorly managed at all levels of government and as such, there is little to no implementation of the delivery schedules

set by the government. This suggests that those at the helm of service delivery projects were unable to manage them successfully (Municipal Structures Act 117 of 1998).

Failed service delivery has resulted in the migration of people from local to metropolitan municipalities, which has caused a great demand on infrastructure in metropolitan cities in order to accommodate an increasing number of people daily (Van Wart, 2003). As such, it becomes increasingly difficult for service delivery to succeed in metropolitan cities as the demand is too high (Wesley,1997).

In addition, political conflicts between political parties in municipalities also causes a delay in service delivery as these conflicts escalate and budgets cannot then be approved (Northouse, 2007). Political parties often focus on their differences, which results in unending conflict that delays service delivery to those who need it most (BCM Monday report, 2011).

This testifies to the fact that poor management of service delivery in local municipalities is the root of the problem; coupled with a high level of corruption, as well as party political conflict. Therefore, this study seeks to find innovative ways of service delivery at local municipality levels as well as to explore systems to curtail corruption in the tendering system at government level, while finding constructive ways to deal with party political conflict (Louw & Venter, 2010).

1.3. Rationale and significance of the study

This study was motivated by an observation of a lack of service delivery in many impoverished communities in the Cape Metropolis. Kalitanyi and Visser (2010) reinforced the fact that the increasing rate of unemployment, as well as poor service delivery were increasing at an alarming rate instead of being alleviated.

The evidence in the study suggested that businesses who were contracted by the government to deliver certain services in communities were failing to do so and would rather recoup the money paid to them as profit, while failing to deliver goods and services.

This study is significant as it seeks to provide solutions to the way service delivery can be improved for those who were most vulnerable to make sure that they receive the necessary services they deserve. Hindrances of service delivery have been identified as encompassing party-political conflict and corruption, as well as faulty overall management of the service delivery system by the government.

1.4. Aims and objectives of the study

1.4.1. Main objective

To expand a service delivery project system for stakeholder management while implementing service delivery projects in the Cape Metropolis townships successfully; as well as developing a project management system for the effective implementation of service delivery in the Cape Metropolis.

1.4.2. Secondary objectives

- To define structures that have been utilized to deliver services in the metropolises.
- To identify if there is a link between corruption and a lack of service delivery to intended recipients.
- To define the frameworks used by the government to acknowledge interested groups and to assess how they contribute to the requirement to provide services.
- To determine the extent to which party-political conflict serves as a hindrance to service delivery.
- To establish the mode of engagement in service delivery projects by interest groups with different interests.
- To identify effective stakeholder management systems for effective service delivery.

1.4.3. Research questions

- What were the procedures used to find projects that are desirable for social and economic progress?
- To what degree does the government find the participants of these projects satisfactory?
- Does the government, as a director of these projects or services involve all relevant stakeholders during the project implementation process?
- Are these stakeholders given any responsibility when the selection of contracted service providers of these crucial services take place?
- What steps does a government take when those who have been entrusted with projects of services fail to deliver goods and services in communities?
- What is the government’s plan when trying to combat a constant failure in service delivery projects?

1.5. Hypotheses or propositions

These comprise the study paradigm, residents, samplings, data gathering methods, ethical considerations, and data analysis. A mixed methods strategy was used in this study, which included both qualitative and quantitative methodologies. According to Suresh (2014: 138), study design is the most important plan or blueprint. The explanation of the approach, the study location, the sampling size, the sampling method, the tools, the strategy for collating data and the investigation to obtain answers for exact questions are all part of the methods and processes for obtaining and analysing the data required in a research study. The researcher acquired information and data from journals, books, and the internet to build a theoretical backdrop for the study.

1.6. The literature reviews

1.6.1. Stakeholder analysis

Stakeholder analysis is a method used by many people to identify and organize information about investors who were involved in a certain project (Chaudhry, 2012; Oji, Iwu & Tengeh, 2017). There is a system that is designed for this purpose as it helps to assess the degree of impact on a project and also orders stakeholders into groups based on their impact within the project. Aligica (2006: 80) also agreed with the fact that the stakeholder analysis approach is pivotal in identifying projects and mapping their comparative strengths. The determinants of their involvement in a project; also classifies their positions and specifies the comparative priority given to stakeholder benefits, thereby evaluating the values of each investor success.

Mok and Shen (2016: 293) emphasized that analysis plays an important part in managing a project. Once the stakeholders have been identified they need to be evaluated, as they cannot be managed effectively without this (Reiss et al., 2006: 306). The method used in stakeholder analysis is critical if the members of the team understands the stakeholder environment and develops successful strategies within the project team (Mok & Shen. 2016: 298). Over the years, many simulations have been established which deal with reviews of stakeholders' information (Bryde & Brown, 2005; Oji et al., 2017). The traditional view of project management in a community is that it is successful if it is calculated on the basis of a developed triangle project. The documentation and classification of people who are effectively involved in project analysis is crucial to stakeholder controlling practices (Jepsen & Eskerod: 2009). Yang et al. (2009) argued

for a primary significant phase in managing a comprehensive project's details, to update stakeholder analysis. There are three different systems that are used in the industry for guiding stakeholder analysis and these methods comprise: (a) a characteristics-based catalogue of stakeholders, (b) the likelihood of impact on matrices, and (c) the stakeholder circle method. The information from the Project Management Institute (PMI) confirms that a stakeholder analysis is a method used to study and to evaluate both numeric and qualitative knowledge. The approach provides useful insights into stakeholders that can be used in the selection of techniques for elicitation, and it determines which stakeholders were involved in different phases in the project.

1.6.2. Service delivery context

The research undertaken by public industry and quality review (2012: 5 and 21) shows that after 1994 South Africa revealed multitude instances of fraud and public outrage over the poor performance of municipalities. An attempt was therefore made to resolve this problem (Odhav, 2009; Vincent & Fieuw, 2011). Munss and Bjeirmi (2015: 81) distinguished between the terminology of the project and project management, by creating different meanings for both concepts. The description increases spiral awareness of science by presenting a reasonable way of accepting the goals of the report.

This section of the study gives us a comprehensive understanding of housing allocation schemes and on how the strategies of allocating houses were used. The programme relates to the allocation of housing resources for the city of Cape Town. The State Housing Programme in 2009 set the rules, objectives, plans, standards and conditions that were applicable to many housing support programmes introduced from 1994 onwards and offered an overview of the various support tools; including the task performers and participants involved in the acknowledgement, selection, and acceptance of receivers. Although focus is placed on the need for training and development to increase the quality of operation, the factors originating from these rules tend to hinder the starting and finishing of the project.

1.6.3. Leadership styles

In the workplace, there were various leadership styles to choose from. All leadership styles have good and bad sides, but that decision depends on which side the leader chooses or sees as best for the team. An organizational culture and goals determine which leadership style is good for its workers, depending on the tasks to be completed and departmental demands, but some of the

firms offer different leadership styles inside the company. Leaders use different leadership styles as their visions and ideas are not the same.

1.6.4. Government policies

Restoring policies and transforming the economy after years of economic separation under the apartheid government and financial authorizations levied by the international community, formed part of the ANC's election platform chosen to drive its key socio-economic agenda in the 1994 elections. When the Apartheid era was coming to an end, the economy of our country faced several critical structural issues. The twenty years of regime of the National Party had been extremely detrimental to the economic environment, with inactive economic evolution, decreasing incomes, cumulative unemployment and a spiralling liability crisis. During this disaster, the government tried to create a regulatory system that could begin to resolve the multiplicity of problems, including the economy and other issues.

1.7. Research Paradigm, Approach, Design, and Data Collection Methods

1.7.1. Paradigm/philosophy

In an article published by Preston and Sachs (2002), they averred that stakeholders may influence or be influenced by the activities, goals and the changing of the rules in an organization (Gray, 2014). Since stakeholders' philosophies are made up of the views of insolvents, creditors, service providers, administration authorities, trade unions and everywhere in the community all these stakeholders need to be satisfied (Ilinova, Cherepovitsyn & Evseeva, 2018; Ramachandran, 2020). Therefore, the concept requires fair treatment of any individual, organization or citizen that is affected. Within this principle, a participant in the measurement of market competition (Robert Allen Phillips) is understood to be an active member in the organisation. Rawls (2008) stated that there was a need to distinguish one stakeholder from another. Stakeholders were identified as dedicated partners pursuing mutual benefits. Leaving this out would create excessive competition between stakeholders that could lead to competing dysfunction – taking a chance doesn't work. Therefore, it is of the utmost importance to clearly define and recognize each stakeholder.

1.7.2. Research approach

This segment dealt with the stakeholder management approach (Ilinova et al., 2018; Pedrosa-Ortega *et al.*, 2019). The rationale explained why a varied approach is used for data gathering

and analysis. Stakeholder management was undertaken in the Cape Metropolis. The researcher would prefer to remain unsure about what needs to be accomplished to achieve the Municipality of Cape Metropolis's basic task of delivering community services; irrespective of whether they were in the development department or elsewhere. Arrangements were made to interview people who chose to be involved in the study. Stakeholder administrators were interviewed about project execution, dysfunctional conflicts, conflict management, organizational culture and stakeholder maturity rates, their impact on stakeholder execution and on the processes that inhibit the recognition of effective stakeholders. Such issues play a huge part in service delivery projects.

1.7.3. Research design

The design method chosen is concerned about how data was obtained and analysed. A study by Ragin (1994), (as quoted by Flick, 2007; Ilinova et al., 2018; Pedrosa-Ortega *et al,* 2019), helped the researcher to tackle the research problem. The research methodology employed in this study includes the research method, the nature of the populace, the sampling and data gathering methods, principled deliberation, and data analysis. The researcher used a diverse technique; a combination of qualitative and quantitative approaches. A case study research design was used to produce an exhaustive and multi-pronged comprehension of a complex issue (Robertson et al., 2011).

A case study design was deemed suitable for examining the real-life context of service delivery using the Human Settlements Department to access participants for the study. The study assessed the extent to which service delivery is hindered at stakeholder management level and examined the underlying issues of corruption and party-political conflict. The case study method was used to obtain a micro view of service delivery; particularly because housing remains a contentious issue in the South African context; with a general scourge of land grabs across the Cape Metropolis across the years. This provides a clear example of why service delivery needs to be effective.

1.7.4. Demarcation/delimitation of the study

Due to capital constraints, the research location was restricted to the Cape Metropolis. The research was limited to a hundred and twenty respondents to meet the requirements of external and internal stakeholders.

1.7.5. Target population

The target community comprised internal and external stakeholders. The first group of internal stakeholders was made up of stakeholder professionals, stakeholder managers, financiers, contractors and shareholders. The second population group comprised external stakeholders included local and national experts, municipal authorities, the media, social services (schools, hospitals, etc.). This study was carried out among service companies in the various offices in the Western Cape. The supervisors from different offices numbering approximately a hundred and fifty were spread across the Cape Metropolis.

1.7.6. Sample

The sample numbered approximately a hundred and fifty, distributed in different offices in the Cape Metropolis.

1.7.7. Sampling methods

Because of the substantial disparity in ethnic and gender distribution, stratified random sampling was used for all respondents served by various active service providers in the Western Cape. Stratifying the population was deemed appropriate to avoid restricting the findings to one cluster of people.

1.7.8. Sample size

The study employed two sample size methods, namely quantitative and qualitative approaches. As noted above, the samples were drawn from stakeholder consultants employed in state and local governments who were concerned with organizational matters. A hundred and fifty overseers of the networks were spread across all the communities in the Cape Metropolis.

1.8. Data collection instruments - questionnaire

Part A: Demographic information. The researcher collected demographic information including gender, age group, marital status, country and education. as these characteristics were relevant to the research being undertaken. Section A classified qualified participants under populace, trial frame, and model size. This survey is structured based on a five (5) point Likert scale where One (1) = pointless, Two (2) = considerable, Three (3) = modest, Four (4) = valuable, and Five (5) = extremely crucial.

Part B: Identification of stakeholders and issues. This section collected service delivery stakeholder profile data; namely which year the stakeholder began his or her employment, service delivery stakeholder groups, quantity of personnel in the start-up phase and the existing quantity of personnel. The disparity between current turnover and start-up turnover showed statistically whether the stakeholder was rising in the organisation or not.

Part C: Stakeholder classification-based attributes. This segment requested data on the factors affecting the decisions of the African service delivery entrepreneurs to establish a stakeholder in service delivery. Section C's goal is to address the sub-research issue.

Part D: Examination of stakeholder relationships. This segment sought data on the problems facing African service delivery entrepreneurs.

1.8.1. Data collection/fieldwork

A standardized survey was used to gather data using personal interviews. The key reason for choosing this strategy was because it allowed any issues to be cleared-up on the spot if there were any misunderstandings, as the interviews were informal. The participants were asked questions directly or via survey plans used by South Africa Stakeholder Management (PMSA), depending on accessibility and convenience. All questionnaires needing further clarification were dealt with using a follow-up telephone call.

1.8.2. Data coding and analysis

The Statistical Package for the Social Sciences (SPSS) is designed to conduct research projects (Chaudhry, 2012; Oji et al., 2017). Charts and tables were essential for easy interpretation and judgement of the data. The data comprising questionnaires was prepared and corrected before being placed on an Excel spreadsheet for analysis. The data collected was translated into diagrams that showed the relationship between the variables. Thereafter, the charts were used to explain the data and to determine and present the research conclusions.

1.9. Ethical considerations

Ethics is the principles and regulation of appropriate behaviour. According to Rule and John (2011: 111) an investigator should take this into contemplation while performing a study. Several investigators of information have engaged in unprincipled activities that have impeded the dignity

of their respondents from time to time. To prevent this, it is important to inform all participants to be aware that they could partake in the research if they were interested in doing so. In addition, they could leave the exercise whenever they wanted to, and they could omit questions that they were not happy with. The answers they gave were not provided to any authority, hence their privacy was covered.

1.10. Limitations of the research

This study paper is limited to the following: the participants were selected from the stakeholder's management office who were service delivery project-based within the municipality.

1.11. Research plan

Table 1. 1: Research plan

Time Schedule	Task
10/05/2020	Chapter One: Proposal plus questionnaire
31/06/2020	Chapter Two: Literature review
31/08/2020	Chapter Three: Research Methodology
30/03/2021	Chapter Four: Ethics and fieldwork starts
20/04/2021	Chapter Five: Data Analysis
31/04/2021	Chapter Six: Framework and Conceptualization in Service Delivery
15/05/2021	Submission for examination
12/12/2021	Graduation

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction to service delivery project

This section discusses structural issues in the project environment, such as a difference in authority, the role of functional managers in the implementation of changes, the goals, project teams, political implications and the repercussions. In one study, the relevance of senior management in stakeholder management was acknowledged. The provincial government is the "face of government," where government guidelines, plans, and programmes are translated into actionable outcomes.

At the provincial government level, the progress of government programmes as directed by the constitution (FFC: 2018: 21) could be easily noticed. Apartheid structures and their respective growth programmes are the sole source of orders for the South African government. As a result, most of the population, which had previously been barred from residing in towns, has begun to migrate from the countryside to the major cities. COGTA (2018) argued that this places a strain on infrastructure that were originally designed for a tiny population. Housing, roads, schools, hospitals, and a variety of other needs were among the townships' requests.

It is also noticed that money is being returned to government that was meant for service delivery; even though the results had not been achieved. Results have been predictable on occasion, such as violent protests due to failed service delivery (Steytler & Powell, 2010), accusing the government of failing to fulfil promises that had been made. This study focuses on one significant part of the governments delivery that is expected by townships. Many different sections in the delivery process (stakeholders) have different interests and roles to play in delivering services. Therefore, research was required to show the involvement of various stakeholders and their impact on project success.

2.2. Stakeholders on service delivery

Stakeholders comprises the group of contributors, firms, individuals or structures that are impacted during operations. In this study a project is defines as collective enterprise that is carefully planned to accomplish a certain aim (Loening-voysey et al., 2018; Naidoo & Ramphal, 2018). A stakeholder is a component of a responsibility that must be considered during the project implementation process (Hawrysz & Maj, 2017; Pedrosa-Ortega et al., 2019). Stakeholders are

defined by Gil-Lafuente and Barcellos de Paula (2013) as individuals or a specific group of people who may be within or outside a project, who are actively and passively involved in daily project activities. Leaving these out would unavoidably open the door to potential fights and disruptions to necessary processes (Loening-voysey et al., 2018; Smith, 2018). There are many types of stakeholders whose presence has an impact on the project's processes, either directly or indirectly.

2.2.1. Stakeholder theory

Participants in service delivery initiatives can affect or be affected by government processes, purposes, and policy changes (Boutilier, Henisz & Zelner, 2016; Loening-voysey et al., 2018; Ramachandran, 2020). Debtors, creditors, contractors, the government, labour unions, and the township are all represented. The ideology mandates that everyone is affected by, whether an organization or a community, should be treated equitably (Ramachandran, 2020). Muchnik, (2013: 5-9) stated that if stakeholders are not treated fairly it may result in fights, deadly retaliation and disrupting procedures. The stakeholder position that may be intentional or involuntary. Opponents were measured in this definition as active stakeholders of the organisation to control competition in the market (Ramachandran, 2020; Watermeyer & Phillips, 2020). John Rawls' (2008) suggested that a distinction should be made between the various classes of stakeholders. Stakeholders seeking mutual gains are dubbed stake owners (Smith, 2018; Watermeyer & Phillips, 2020).

2.2.2. Classifications of stakeholders

In any process or responsibility, according to Freeman and Reed (1983: 88-106), there will be organizations or people who may be affected or drawn into activities. These people and organizations are involved in procedures that must be completed, necessitating the need to classify the various stakeholders. Stakeholders were divided into three (3) categories, namely primary, secondary, and excluded stakeholders:

- **Primary Stakeholders** – these were usually on the inside (internal stakeholders) and have a direct impact on the operation. They included attendees, as well as the management and other internal officials.

- Secondary Stakeholders – are usually not involved in the procedures and day-to-day operations of the projects. However, some may have economic or other interests, such as local government, the public, activists, or the media.
- **Excluded Stakeholders** – these are those that may be affected but don't have a say or aren't able to cause fights or disruptions. These may include stakeholders such as plants, animals, geology, and climate change.

Other stakeholders included are depicted diagrammatically in Table 2.1 below.

2.3. Process of stakeholder mapping

The stakeholder charting (identifying) process categorizes stakeholders according to their expected influence (Aligica, 2006; Hawrysz & Maj, 2017). Therefore, stakeholders are categorised based on their ability (or potential) to influence operations. They are classified as having either high or low power.

Table 2. 1: ***Process of stakeholder mapping***

High power interested:	These have a strong impact on operations – they must be kept engaged and their needs must be satisfied – good communication is needed.
High power, less interested:	They have less interest and yet they can create unnecessary risks to your operations, they must be kept satisfied to avoid a tipping point when they can be disruptive. They must not be bored with too much communication.
Low power interested:	They may not have much to benefit or lose – but they are interested. They are probably the most resourceful of your stakeholders – they must be kept informed of events.
Low power, less interested:	They may not be bothered much as they may not be seriously affected personally – but without overdoing it, they must be kept informed as they may assist in bad times.

2.4. Stakeholder mapping process

As shown on Table 2.1 above, the process regarding the level of interest displayed may have an effect on service delivery operations or may create unnecessary risks (Matinmikko-Blue, 2018). The complicated and vague character of super successful service projects, according to Yang (2014: 446), necessitates an effective stakeholder management style to accommodate opposing stakeholder views. Because of the complicated and unstable nature of these projects, project

managers should use systematic techniques and appropriate abilities to accommodate stakeholder interests and achieve the desired best value of project outcomes. Jowah (2013) stated that project failure happens when project objectives are not fulfilled according to the project plans therefore clients will be dissatisfied. Failure in project management happens if the traditional factors of project scope, time, budget, and technical conditions are not accomplished as planned.

2.5. Stakeholder management

Stakeholder management, according to Nwobodo-Anyadiegwu, Mbohwa and Lawrence (2018), is a system for identifying, scrutinizing, and managing the project team's prospects in order to execute a successful project. Stakeholder management, according to Chinyio and Olomolaiye, (2010: 5), is not happy with the association of projects and its stakeholders. According to Jepsen (2013: 6), this principle of stakeholder management is actually needed if they are encouraged to do so, and it is also advantageous to reflect on suitably driven projects and requires reassurance in order to contribute to the project. Stakeholders are defined by Friedman and Miles (2006: 2) as persons who were active and fully involved in the survival of an organization. This definition demonstrates that a project's success hinges on a thorough understanding of stakeholder requirements.

According to Ramachandran (2020), the varied interactions takes place among the many project participants in any successful service of delivery and the direct impact it has on the project's good progress. Expectations for achievement of the project stakeholders is well recognised and important to a project's successful completion (Nwobodo-Anyadiegwu et al., 2018; Ramachandran, 2020). Stakeholder management success is dependent on efficiently directing efforts, converting neutrals, destroying rivals and categorizing them in a way that may be enough to begin the stakeholder management process (Gil-Lafuente & Barcellos de Paula, 2013).

2.6. A Stakeholder analysis

When stakeholders were identified, it was also critical to ensure that they were thoroughly analysed, because otherwise, they could not be effectively managed (Reiss et al., 2006: 306). In the project team, the approach to analysing project stakeholders is critical so that all concerned stakeholders understand the environment and establish appropriate engagement strategies (Mok & Shen, 2016). Stakeholder analysis is addressed by several models that have been developed over time. Bryde and Brown (2005), stated that project management associations have taken a

traditional approach based on triangular fluctuations and have not used it to integrate both micro and macro viewpoints, in order to prevent disputes and arguments among stakeholders.

Table 2. 2: Stakeholder analysis

Name	Assumed Role and Expectations	Reservations	Provides to Project and Decision Control
Sue Wereiams	Sponsor: Project meets all service delivery project and executive goals.	Firms' ability to develop a new capability.	Direction and decisions Gate approvals
Ajit Verjami	Department manager: No expectations for this project.	Believes another project provides a better solution.	Resources Resource allocation decision
Steven Cross	Client: Project was be completed under budget	Timeline is very aggressive.	Funding Gate approvals
Danielle Carvalho	Subject expert: Project to stay on schedule and completed on time.	Already committed to two other projects.	Time and expertise None

(Source: Russ, *et al.,* 2017: 96)

According to Table 2.2 above, all participants are analysed according to their engagement in the project, theory anticipation, and according to the influence they have in the project, as well as the level they were at before the decision-making point. The stakeholder analysis activity, according to Russ et al. (2017: 96), is about prioritizing project stakeholders and serves as a source of data regarding project stakeholders for subsequent stakeholder analysis. Stakeholder analysis, according to Clarke and Cooke (2014: 430), works well with project leaders and they will have a better understanding in terms of local context around the project scope and such analysis informs best practices and proposals, to reduce the amount of opposition to a project.

2.7. Service delivery project context

The data from the Africa Performance Review of 2012 was used to compile this report. Since the start of the democratic system in 1994, there have been numerous incidences of dishonesty and corruption and public outcries in South Africa regarding municipal underperformance. An improvement strategy was established to deal with this problem. Bjeirmi (2015: 81) explained the difference between projects and project management, stating distinct definitions for the two

words. A start and end date must be established to achieve a specified goal with a sequence of tasks. The National Housing Code, 2009, establishes policy values, regulations, standards, and morals that apply to the government's housing aid programmes, which have been in place from the day the country gained freedom in 1994, with the goal of providing an easy-to-understand summary of various subsidy instruments.

2.8. Service delivery and project management

In South Africa, the term "service delivery" refers to the provision of essential resources to citizens who rely on them, such as water, power, infrastructure, land, and housing (Ramachandran, 2020). The South African Constitution specifies that municipalities are responsible for ensuring that all residents have access to services to meet their needs (Gil-Lafuente & Barcellos de Paula, 2013; Ramachandran, 2020). Municipalities relied heavily on revenue from government. When fees became too expensive, participants were unable to pay, and stakeholder projects began to lose money and were unable to offer services. Ramachandran (2020) proposed that in order to improve service delivery, project managers should be taught quickly finalised policies and processes.

2.9. Leadership styles

In the workplace, different sorts of leadership styles exist (Management, 2010; Gonos & Gallo, 2013). Each leadership style has advantages and disadvantages. The philosophy and objectives of a company determine which leadership style is ideal for them. Other businesses provide a variety of leadership styles in the workplace, depending on the responsibilities that must be completed and delegated. Leaders in the political service delivery initiative and other disciplines displayed a variety of leadership styles. Leadership, according to the researcher’s research, is about transforming a team from ordinary to extraordinary via a knowledge and acceptance of the differences between management and leadership.

The model's quality and self-direction are expected to be provided by the pacesetter (Koech & Namusonge, 2012). "Do as I do, now," is how this style could be summed up in a few single words. When a team is already motivated and skilled, the pacesetting technique works well. An authoritative leader unites the team behind a single purpose and focuses on the final result, leaving the means to everyone's discretion. "Come with me," is how this approach could be summed up. When the team requires new ideas due to changing circumstances, an authoritative

style works well. Authoritative leaders foster a spirit of entrepreneurship and a strong commitment to the intended purpose. The leader strives to create emotional relationships that foster a sense of belonging to the company. "Members come first," is how this style may be summed up in a single statement. When co-workers need to recover from a traumatic event, this technique works well. Because sole dependence on praise and nurture might create substandard performance and a lack of motivation, this technique should not be totally relied upon.

Participants are progressed in the future by the coaching leader. If this could be summed up in three words word, it would be "Go for it." When a leader wants to help co-workers to develop long-term personal strengths that will help them to be more successful in the long run, he or she should use an effective coaching style. An oppressive front-runner requests immediate respect and this approach could be summed up in one word - “coercive”. This method is most needed in times of crisis, such as during a corporate improvement or takeover effort, or in the event of a true disaster, such as a tornado or a fire. When all else fails, this method can help control an issue. In practically every other case, however, it should be avoided.

Members of the team help the democratic leader to reach a consensus. The technique can be summarized in a single phrase: "What do you think?". This is a democratic technique that is used by most leaders when they want participants in projects to perform to their best abilities or achieve desired goals and objectives. This technique is not the ideal option during an emergency and when the leader's colleagues aren't well-informed enough to provide adequate guidance. Take two cups of authoritative leadership, one cup of democratic, coaching, and associated leadership, plus a dash of pacesetting and coercive leadership "to taste," and you've got an amazing formula for long-term leadership success with every team in your life.

2.10. Government policies

In April 1994, South Africa held its first democratic elections, with the African National Congress (ANC) winning a majority vote to lead the administration of national unity. After years of economic segregation and financial sanctions imposed by the international community in protest against the apartheid regime, the country needed to reorganize and change its economy. South Africa's economy was facing several major structural problems at the end of the Apartheid era. The National Party's final two decades in power were primarily detrimental to the economy, with slow economic development, diminishing income, accumulated job losses, and increasing debt. During this crisis, the ruling party tried to put together a policy framework that could address a lot of

issues that were causing problems for the economy's improvement, both economically and in other ways.

In every aspect of society, the economy had been constructed on carefully enforced racially divided lines. Underdeveloped wastelands were separated from well-developed areas controlled by white people. Black townships with minimal basic infrastructure had been separated, away from white suburbs with plenty of resources. Poverty reduction consequently had to be a top priority for the new democratic administration. Making a broad list of options that purported to address every demand mentioned isn't a good idea. Making promises is easy; keeping them is much more difficult. It was necessary to create a programme that was both feasible and met the goals of the participants. The purpose of this programme would be to improve the quality of life for all South Africans, while preserving a peaceful and stable community.

2.11. Primary socio-economic development

Houses for Africans was a programme designed to drive the principal socioeconomic growth strategy of South Africa's first democratic administration. It established a clear link between growth and development, refuting popular beliefs that the two are not well-linked or are not working as planned. Some were saying that growth precedes development and development comes after growth, due to a scarcity of nodes.

The Reconstruction and Development Programme (RDP) is a unified programme that combines growth, development, successful service, and redistribution. The infrastructure project that offered all its members access to modern and current utilities like power, water, telecommunications, transportation, health, education, and training was the key to this connectivity. In both urban and rural settings, these programmes satisfied necessities while also unlocking hitherto untapped economic and human potential (ANC, 1994: 6).

The post-1994 administration addressed and redressed apartheid's social, economic, and spatial discriminations. Inequality was manifested not only through race – which was mostly associated with class – but also through the country's physical layout, established under the homelands system. These units faded with the coming of democratic change, but in both rural and urban areas they left huge gaps in every social and economic arena, including stages of health and education, basic amenities, and job opportunities. Despite these accomplishments, growth statistics for private assets, employment opportunities and programmes of growth development

were unsatisfactory. The monetary growth and private assets were inadequate to participate in assisting in diminishing the high rate of unemployment and the programme had almost none of the resources that were desperately needed. While the Growth, Employment, and Redistribution (GEAR) policy met macroeconomic objectives, it clearly failed to address the prevailing social challenges.

The National Development Plan (NDP) pursues four major goals as a long-term strategic plan:

- Defining the broad objectives that need to be achieved by 2030.
- Developing agreements on the major obstructions that will prevent us from accomplishing these objectives and what needs to be done to overcome them.
- Creating a common long-term tactical context within which more comprehensive planning can take place, in order to advance the NDP's long-term aims.
- Providing a foundation for making decisions on how to best allocate limited resources.

2.12. Sustainable development

Sustainable development (SD) is a method of achieving human development goals while also protecting natural systems' ability to supply the natural resources and ecosystem services that the economy and society relies on. Supportable development is the organizational principle for meeting finite resource demands, in order to meet the desires of future generations on the planet.

Sustainable development is a method that is used for imagining a desired future state for human civilizations and the resources that are needed to continue to suit human requirements while maintaining the honesty, strength, and attraction of natural biotic systems. Fears about natural systems' carrying capacity are linked to social, political, and economic issues in sustainable growth. The concept of sustainable science focuses on current responsibilities to renew, maintain, and improve planetary resources for future generations to use. Environmental resources should be recognized and measured because of rural poverty and overexploitation.

2.13. Training and development

A proper training and development role was characterized as unity in human resource management, relating to activities aimed at successful individuals and group performance (GFATM, 2016). This can be either mandatory or optional, and it enhances the satisfaction and

performance of participants who supply sustainable services. Managers, on the other hand, have a practical obligation to ensure that rules and procedures are followed, with three goals in mind:

- To guarantee that employees are adequately equipped to perform their duties.
- To be an asset in the management of liability risk.

1) To successfully supply long-term services.

2.14. Summary

This section guaranteed that participants in service delivery should take government policies seriously, and that they should facilitate entrance to functional participation of stakeholders in townships, resulting in service delivery increasing from 84 percent in 2013 to 90 percent by 2019. The number of people in townships who were using flush toilets climbed from 60 percent in the year 2011 to 63.3 percent in the year 2016, but, in the same period, the percentage of individuals who were are using vented pit toilets went up by 12.2 percent.

Regardless of the significant improvements made since 1994, most people in townships have no access to secure, inexpensive and dependable service delivery. Unventilated pit toilets were used by 13,7 percent of persons in townships across the country, while 2,2 percent utilized bucket toilets and 2,4 percent had no one willing to assist them with service delivery. The importance of access in service delivery is essential, yet it varies. While many stakeholders in townships, mainly those that are in municipalities of the Western Cape, Gauteng, and portions of the Northern Cape, generally had close contact to service delivery improvement arrangements, admission into poor rural municipalities in the Eastern Cape, KwaZulu-Natal, and Limpopo was limited.

There is still a lack of service delivery access for the 4,1 million people in townships. Rural B4 municipalities have 1.6 million residents who are limited by money and distance. Persistent underinvestment, as well as poor infrastructure maintenance and refurbishment, had a negative impact on the ability to provide services to residents in a sustainable manner. Despite efforts to eradicate it, the bucket toilet remains a human rights issue with possible health dangers. It is worth noting that the data offered by metropoles for the annual non-financial survey and those acquired from township stakeholders differ significantly. Accessibility is easily defined as the provision of essential services to all stakeholders in townships. The results demonstrate inequities to stakeholders in townships; predominantly in the Western Cape, even though availability is not stated in terms of distance.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

Stakeholder management practices are explored in this chapter. The reason for using a mixed method style for data gathering and analysis has been explained. The stakeholder management research will be carried out in the Stakeholder Projects of the Cape Metropolis. The main purpose of the stakeholder management research questions was to figure out what impact a metropolitan coalition government would have on governance and service delivery.

The purpose of the case study is to stay on track with what needs to be done, in order to fulfil the basic mission of the Cape Metropolis Stakeholder Initiatives, which is to provide services to the township, regardless of the level of success. Qualitative and quantitative approaches were used, as well as interviews with participants who took part in the study. The impact of stakeholder management on project execution, dysfunctional stakeholder disputes and conflict management, organizational culture and project maturity levels, and their impact on project execution procedures impeding effective stakeholder acknowledgement are discussed.

3.2. The research objective revisited

Based on the problem description and research objective described above, the major goal of this study is to build a service delivery project framework for successfully executing the delivery of services of projects in townships in the Cape Metropolis. Surveys projected for the study have been divided into two categories; essential and secondary objectives (Suresh, 2014: 76). Evidently, specified goals are a critical component of a successful study. In assessing the absolute outcome of resources, stakeholder management research without stated objectives is aimless and directionless. There can be no replicable scientific conclusions from any form of research if the aims aren't clear. The aim of the research is to develop a service delivery model that can be utilized to reduce the risk of project failure due to poor stakeholder management.

The objectively considered objectives of why service delivery programmes fail when there are many stakeholders that could help supply effective services are:

- To determine the processes in place for delivering services in townships.
- To determine the government's classification systems for interested groups and to discover how they relate to the service delivery mandate.

- To establish the nature of the participants by dividing them into groups with varying perspectives on service delivery projects.
- To investigate the techniques utilized to choose the contracted service providers that are responsible for delivering services.
- To analyse government perspectives on how to effectively address the failure to deliver acceptable services.
- To recommend government officials' perspectives on the reasons for their failure to provide essential services.

3.2.1. Research philosophy

According to Kimmich et al. (2009:4), three approaches to stakeholder management in service delivery initiatives have been introduced.

- **Expressive stakeholder approach:** this method adopts a phenomenological style towards participants, interrelationships, underlining a grounded empirical basis and identifying and illustrating the key qualities of stakeholders regularly for normative and influential reasons.
- **Normative stakeholder style:** this process shows the understanding of many viewpoints, as an inter-subjective environment is required to stimulate change toward sustainability.
- **Influential stakeholder approach:** this method focuses on reaching the project's goals, determines how stakeholders are connected to these goals, and aims for strategic stakeholder management.

Three alternative strategies of stakeholder management approach are introduced, according to convergent parallel design (Creswell & Clark, 2011: 69), and the management strategy takes various elements into account, such as moral, political, technological, and economic concerns. The three methods are as follows:

- **A strategic approach:** with this approach, the shareholders' profits take precedence.
- **Multifluidic style:** assigns equal stakes to stakeholders and undertakes responsibility for them.
- **Stakeholder synthesis method:** presupposes a moral, but not mandatory, obligation to stakeholders.

3.2.2. The convergent parallel design

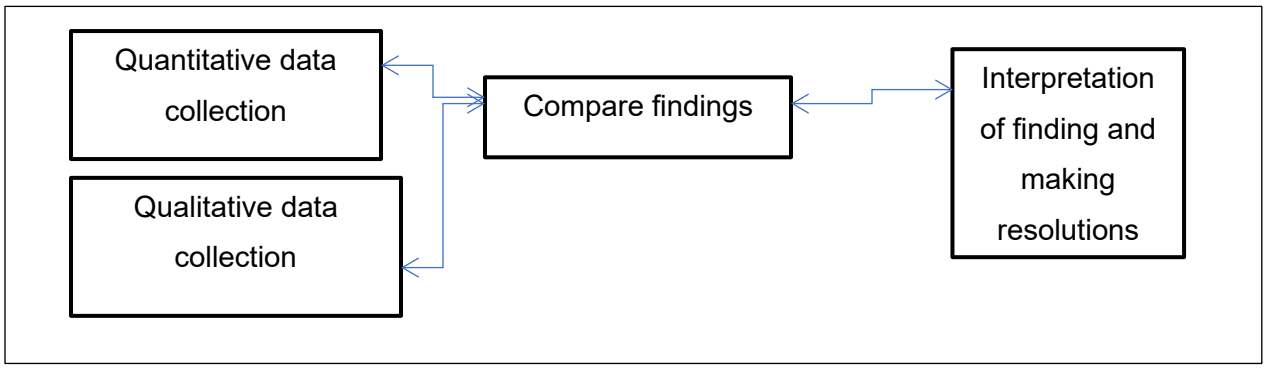

Figure 3 1: ***The convergent parallel design***

3.2.3. The study areas and justification

The focus was on six service delivery projects in the Cape Metropole in areas such as Nyanga Junction; being the central service delivery area in the Cape Metropolis, the Stellenbosch service delivery market, Franschhoek service delivery and the Khayelitsha service delivery marketplace. These markets were selected for the following reason: Nyanga Junction is situated in the Cape Metropolitan area where service providers from all corners of the African continent used to host meetings for a successful service delivery plan. Before the democratic era/freedom, in Nyanga Junction there were a lot of protests against poor service delivery.

3.3. ` Research design and method

To mitigate the limitation, the researcher was helped by township members to connect with participants of service markets. RDP was the principal socioeconomic development blueprint of South Africa's first democratic government. The RDP is a unified programme that combines growth, development, successful service, and redistribution. The key to this connectivity is an infrastructure programme that aims to offer all our participants contemporary and effective services such as power, water, telecommunications, transportation, health, education, and training. In both urban and rural communities, these programmes met basic needs while also releasing hitherto untapped economic and human potential.

3.4. Target pollution

Internal and external stakeholders were divided into two groups for this study. Internal stakeholders comprised: project consultants and project participants that were controlled by

project managers, financiers, contractors and project owners. External stakeholders comprised local and national governments, local townships, and hospitals, made up the second group of people. This study was carried out among successful service organizations from several provinces in the Cape Metropolis. The population that was sampled was made up as shown above and the study used non-probability sampling.

3.5. The sample frame

According to Khan (2008), a sample frame is a technique for selecting a group from six service delivery marketplaces in the Cape Metropolitan area, in order to acquire data for the entire group. The study's sample frame included governance stakeholders who owned small and medium service firms or micro enterprises in the Cape Metropolis that were over three and a half years old.

3.6. Sampling method and strategy

A purposive non-probability and snowballing sampling approach was used. Participants were chosen in order for the researcher to learn more about the strategies they used to transition their service businesses from survivor or micro businesses to small or medium businesses. To identify all the participants, the researcher used a snowball sampling procedure. This agrees with Tengeh (2011: 169). The researcher used a qualitative approach, chose a suitable sample size of a hundred and fifty participants and decided to utilize probability sampling as well as snowballing non-probability sampling.

Table 3 1: *Stakeholder Analysis*

Name	Assumed Role and Expectations	Reservations	Provides to Project and Decision Control
Sue Were beiams	**Sponsor** Project meets all service delivery project and executive goals.	Firms' ability to develop new capability.	**Direction and decisions** Gate approvals
Ajit Verjami	**Department manager** No expectation for this project.	Believes another project provides a better solution.	**Resources** Resource allocation decision
Steven Cross	**Client** Project was completed under budget.	Timeline is very aggressive.	**Funding** Gate approvals
Danielle Carvalho	**Subject expert** Project stayed on schedule and was completed on time.	Already committed to two other projects.	**Time and expertise** None

Source: (Russ, et al., 2017: 96).

Table 3.1 above is an illustration of a stakeholder evaluation table in which all stakeholders are assessed, based on their commitment and participation in the project, their ideal expectations, their uncertainties and project value, as well as the amount of authority for their decision-making. The stakeholder analysis activity, according to Russ, et al. (2017: 96), is prioritizing project stakeholders and serves as a single source of information regarding project stakeholders for subsequent stakeholder analysis. Stakeholder analysis, according to Clarke and Cooke (2014: 430), helps to show directors' better grasp of the local context around the project and provides guidelines.

3.7. Sample size

For both quantitative and qualitative methods, the researcher used two sample size approaches. Because they were associated with operational difficulties, the sample was taken from project practitioners working in provincial and local governments, as described above. The number of administrators in these structures was anticipated to be thirty in each of the Cape Metropolitan Area's six service delivery markets. A total of thirty0 managers and supervisors (directors and deputy directors) were questioned in each market. According to Mweree (2008: 179), sixty representative objects were regarded as being enough for statistical purposes in any big study.

As a result, there were no names for the targeted sample, but the statistical normal distribution technique was taken into consideration. The number selected for a quantitative data sample size is projected to be thirty. In each of the six markets survey questionnaires were issued to managers/owners of governance-owned and micro service survival companies. Similar studies were conducted by Tengeh (2011) and Khosa and Kalitanyi (2011, 2014). Even if a web-based platform is used, a more realistic sample size computation is expected, provided that the intended service list is correctly available (Raosoft, 2004). When using the Raosoft platform, a 95 percent confidence level and a 5 percent error margin were arrived at. Only when the interviewee's information was saturated was the qualitative sample composition reached (Ritchie & Lewis, 2003:172).

3.7.1. Sample size data

The projected sample size comprised thirty stalls (thirty service delivery markets) at Nyanga Junction service market, thirty service delivery markets at Khayelitsha, twenty service delivery

markets in Stellenbosch, twenty-five service delivery markets at Franschhoek service market and twenty-five service delivery markets at Philippi. The total number of service delivery townships was a hundred and fifty-five. Trying to maintain a 95 percent confidence level (i.e., a 5 percent error margin), the standard sample size noted by Raosoft platform was a hundred and forty-eight, but the response in distribution was at least 50 percent and an endorsed sample size was a hundred and forty-eight. A hundred and forty-eight questionnaires were successfully distributed for the study.

All these hundred and forty-eight questionnaires were usable, and questionnaires were checked before distribution. The researcher issued thirty questionnaires to participants at Nyanga Junction in the service market and they were collected with zero unusable questionnaires. Some of the forms were not used because contributors did not answer all the questions, and some did not follow the instructions. In Stellenbosch twenty-five questionnaires were distributed. All were usable and it was expected that less than 5 percent would be unusable.

Table 3 2: *Sample size data*

Location	Number of Service Delivery Markets	Sample Size
Nyanga	30	28
Khayelitsha	30	28
Philippi	25	24
Cape Town	20	20
Franschhoek	25	24
Stellenbosch	25	24
Totals	**155**	**148**

3.8. Assumptions made

The assumptions of the participants were not skewed, and they expressed the truth to the best of their knowledge. The researcher ensured that no one would be offended by the questions and that they were all properly understood, and that all responses were based on the respondent's perceptions. In every department where information needed to be studied, there were no restrictions.

3.8.1. Designing and composition of questionnaires

The questionnaires were split into the following parts:

- **Part A:** Collected demographic information – this part comprised demographic data of South African service delivery stakeholders such as gender, marital status, country of birth, and education as these are major factors in the service delivery project.
- The purpose of **Part A** was established to find participants who would meet the criteria for a population, model frame and model size. The feedback form was designed using a 5-point Likert scale where 1 = not important, 2 = some important, 3 = normal important, 4 = very important and 5 = exceedingly important**.**
- **Part B:** Identification of stakeholders and issues. **Part A** collected service delivery project data such as the year in which the service delivery operation began, categories of service delivery project, the quantity of participants during the start-up phase, the existing number of participants, service delivery project revenue per year throughout the start-up phase, up-to-date sales income per year and affiliates. The intention of **Part B** was to respond to the research's challenges. The feedback form was designed to pinpoint the distinction between the start-up and existing revenue. The distinction among the existing and start-up turnover technically demonstrates whether the service delivery project is expanding or not. All the annual trades and outflows were rated using a 5-point Likert scale where 1 was smaller than R51,000 (survivalist service delivery project), 2 was between R51,001 and R21,000 (micro service delivery project), 3 was between R210,001 and R5,100,000 (small service delivery project), 4 was between R5,100,001 and R6,100,000 (medium service delivery project) and lastly, 5 was between R6,100,001 and R15,100 000 (average service delivery project).
- **Part C:** Stakeholder classification-based attributes. This part implored statistics for the reasons that affect the African service delivery stakeholders' judgments to start off a service delivery project. The aim of **Part C** was to give feedback to the investigation queries.
- **Part D:** Examination of stakeholder relationships. This part requested records about the disputes African service delivery participants encountered throughout the start-up phase of the service delivery exercise. The intention of stakeholder management **Part** D was to respond to the sub-research queries.
- **Part E:** Evaluation of stakeholder influences. This part requested information about the issues that best illustrated the challenges service providers encountered in expanding their

service delivery strategy. The part concerning stakeholder management was to respond to the sub-question that wanted to explore the motives why African service suppliers prefer the service distribution projects in the Cape Metropolitan area**.**

3.8.2. The pilot testing of the questionnaires

The opinion of a supervisor, adjustments and recommendations were applied; then the modified feedback form was pre-tested on a community service delivery scale. Eighteen feedback forms (10 percent from a hundred and forty-eight feedback forms) were circulated to African service delivery stakeholders at a flea market in Nyanga Junction, a well-known township in Cape Town. The first set of ten surveys was issued in week one of June 2020. The second stakeholder management set of five feedback forms, were also dispersed on the same subject matter in the second week of November 2020. The sets of feedback forms were evaluated for regularity, and five conflicting queries were revised or rectified.

3.9. Ethical clearance certificate

The committee for ethical clearance at Cape Peninsula University gave an ethical clearance certificate to the researcher before embarking on data collection (see Appendix A).

3.10. Sampling selection

A stratified random sampling technique was used among all the participants covered in a number of companies delivering good governance and service delivery in the Cape Metropolitan, because of the serious imbalance in racial and gender distribution. This was to prevent skewing of the findings in the direction of one group of participants.

3.11. Quantitative interviews and analysis

Because interviews entailed direct communication between one or two persons, with the researcher asking a question and the participant answering (Zikmund, Babin, Carr & Griffin, 2010: 150), was an effective method of gathering data from the participants. Grafin et al. (2010) stated that the study conducted face-to-face interviews with relevant residents who ran small and medium city service enterprises relevant to the topic; using a voice recorder and a notepad.

3.11.1. Quantitative data capturing process

The project's success at the college stage demonstrates the chasm between measuring one essential objective of health service delivery and bridging it. A skills development programme was employed for townships that used service delivery information guides. The number of participants who used service delivery were used to determine the success rate of such programmes.

The success of the service delivery programme and the level of implementation of its goals was shown by the number of townships that utilized it. The level of user service delivering wellness throughout the supply chain added to the challenge. A typical sample showed a 30 percent reaction as quite awful, followed by a 26.67 percent response as being either good or bad or very bad. Only 16.67 percent of respondents in townships showed that they were either extremely knowledgeable about services or very knowledgeable about their specific service delivery supply chain.

3.12. Data collection instrument

The interview forms were utilized as the research instrument to take notes on what has to be done to discover solid answers for the research. The questionnaires were created in order to determine the source of the problem in the case study.

3.13. The qualitative interview process

The information provided by King (2004: 11) suggested that interviews were the utmost popular form of collecting qualitative research documents. Yin (2006) and Lambrecht (2008: 900), said that a qualitative survey allows the scholar to reply to the 'why, what and how' queries. The scholar utilized an interview guide to organize in-depth face-to face discussions to gather evidence from each of the three public managers.

The aims of the interviews were:

- To comprehend the facilities offered by stakeholder projects in delivery marketplaces.
- To discover whether the essential services offered by stakeholder projects to the local stakeholders vary.
- To find out what other services were involved.
- To understand why delivery stakeholders, choose certain delivery projects.

- To unpack the obligations that were required to attain a service deliver operating space.
- To comprehend the extent to which the obligations vary between local stakeholders and extensive service stakeholders.
- To gain knowledge of how long it took for service delivery stakeholders to attain operating space in the market.
- To investigate the disputes between service delivery stakeholders encountered during start-up and growth phases, and
- To comprehend the disputes the stakeholder projects, face in providing these services.

3.13.1. Sampling perceptions of service delivery users

In many cases, the service delivery project has failed, and the study is revealing healthy experiences of stakeholders using service delivery. Existing service delivery operations are a one-of-a-kind offering that demonstrates the positive impact of young participants' abilities to succeed in second-chance learning. This service delivery opportunity exists inside education and training systems. This is revealed in the pilot project's service delivery criteria.

As a result, the goals of this study were to create a bridging programme of skills that included theory as well as practice and occupational exposure to reduce the likelihood of individuals engaging in high levels of consumption. Healthy interventions reaffirm that positive service delivery programmes for young people boosts and builds on their strengths while also preventing dangerous behaviour. Despite the positive completion percentage of service delivery users across the six townships, the performance area of service delivery is still under-researched, according to a recent study.

3.13.2. Data collection

The researcher applied the drop off-and-pick up technique to distribute feedback forms. The researcher encountered unforeseen problems because some of the participants had lost their questionnaires and some had left their questionnaires at home.

The researcher changed the technique from drop off-and-pick-up to the wait-and-collect approach to allow the participants to complete the survey forms.

3.13.3. A plagiarism check

Brynard and Hanekom (2006: 86), indicated clearly that plagiarism is the replication of someone's effort without acknowledging sources by providing references. All the data that is not expressed in the researcher's own words has been referenced properly and acknowledgement has been given throughout the study.

3.13.4. The limitations of the study

The research concentrated on issues affecting the growth of entrepreneur service delivery services in selected services markets in the Cape Metropolitan area. Stakeholder management was restricted to service delivery provided in the six chosen township markets. The study investigated South African stakeholders at service markets. Discussions on limitations that can be improved by assessing the validity of the study included a lack of experimental design. The research depended heavily on the techniques and skills that were acquired after experiencing the services offered. Due to the cost issue, two experimenters with differing microbiological management experience and techniques performed the experiments and shared the data for stakeholders-based service delivery, thus leading to potential human errors. To improve the experiment further, one experimenter could have performed the entire experiment. Possible bias and human errors cannot be fully eliminated as this experiment relied heavily on the accuracy of the research results. This problem could be minimized by having an experimenter who is well trained on laboratory techniques and instruments.

Growth of service delivery markets: Certain factors inhibited the growth of service delivery markets. Challenges resulted from within service delivery operations that were trying to grow their service delivery outcomes. The service delivery services provided highlighted the problems created by the differences in suppliers' and stakeholders' opinions. Chapter Four introduces and reviews the findings of the research.

3.14. Reliability

The term "reliability" refers to one's capacity to trust the results of a study. The amount of data must be sufficient, and the data must be coherent enough to be trusted. Therefore, in order to obtain correctness and consistency, a pilot research project must be conducted to ensure that this research is not defective and is dependable (Zikmund et al., 2010: 65). A model analysis of

the services in delivering projects in the Cape metropolis was performed by the researcher to assess the trustworthiness of the questionnaires and interview guides. There were thirteen surveys in the pilot project (10 percent of the thirty questionnaires). Stakeholder management was then able to gain insight into areas that required attention.

3.15. Research validation

Trustworthiness, authenticity, transferability, dependability, conformability and credibility were discussed before discussing data validity and reliability in a qualitative study. A data mechanism should be legally acceptable when it measures its aims (Tatham and Black (1998), cited by Mwangi, 2011: 88). It is important to double-check the data collection instrument to make sure it measures the right things. The study objectives, the data collection instrument, and the substance of the research must all be verified by the supervisor. To verify that this study is accurate and legitimate, the researcher collected and analysed data using a triangulation approach. Triangulation sampling is aided by questionnaires and interview guides, as well as the use of one or more theories to collect data. Members of the ethical committee also double-checked the study's validity.

3.16. Summary

This chapter has discussed and justified the choice of the research design applied in this study highlighting the research philosophy and how it links to the research study. A mixed method approach was applied. Interviews were organized with the three significant stakeholder project managers (a qualitative) and a maximum of thirty surveys per each chosen service delivery market were gathered from the Cape Metropolitan stakeholders.

CHAPTER 4: RESULTS AND DATA ANALYSIS

4.1. The introduction to finding and data analysis

The findings began by introducing the background to the research, the study's goals, the significance of the study, as well as the research design and methodology. Finally, the chapter concludes with the study's research framework and projected outcomes.

Stakeholder classification has benefits and drawbacks when it comes to prioritizing techniques. The research approach for this study was based on a mix of quantitative and qualitative methods.

The participants in the Cape Metropolis townships are involved in forecasting, arranging, running, and the monitoring of service delivery. Cronje (2007: 9) stated that; in addition to fundamental planning, organizing, leading, and controlling, that management entails the achievement of defined and declared organizational goals in the most efficient manner possible.

Previous scholars identified several issues with stakeholder management in successful service projects, including the failure to adequately involve project stakeholders and to project directors' uncertain stakeholder management aims.

Strain was experienced due to classifying "invisible" stakeholders and a lack of reports from participants. Stakeholder expectations were identified, analysed, mapped, and managed in a variety of ways.

A standard simple histogram in Figure 1 showed 30 percent as quite badly, followed by 26.67 percent showing *badly* to *very badly* responses. Only 16.67 percent showed quite well or very well in the level of understanding of a disinfectant supply chain.

According to Fukuyama (2001:1), social capital refers to norms that promote co-operation between two or more individuals. Examples of social capital were honesty, commitment, and reliability. Participants answered the question - what is your current best estimate on the amount you spend per month on health?

4.2. Systematic, cluster questionnaires

According to Hussey and Hussey (1997: 161), a questionnaire is a document that contains a list of questions that are designed to solicit information from participant(s) in each stakeholder group.

The study utilized a hundred and fifty questionnaires comprising semi-structured household questions. The questionnaire began with demographic information of the participant, then general questions, followed by specific questions, and lastly participants' opinions were requested.

The data collected from the interview was then paired, and transcribed. Similar responses were grouped and coded into specific categories and then converted to quantitative data. Descriptive analysis was then performed on findings and then the results were recorded. The results were then monitored and evaluated, to provide solutions to the challenges facing service delivery to the participants and their families and friends.

4.2.1. Stakeholders descriptive analysis

The stakeholder's descriptive analysis was used to analyse the quantitative data collected by means of the survey questionnaire (Hawrysz & Maj, 2017; Pedrosa-Ortega *et al.*, 2019). The data was coded and processed using (SPSS) software to flexibly present the raw data (Chaudhry, 2012; Oji et al., 2017). The processed data was then statistically presented in tally, percentage and frequency, and displayed in tables, cross-tabulated, and expressed by means of bar charts and pie charts. Care was taken to ensure that no evaluation was made according to race. This aspect was noted as very critical, given the fact that Cape Town is so diverse and rich in culture.

4.2.2. Descriptive statistics on service delivery projects

After the feedback of statements from participants given in Table 4.1 below, the modified surveys have been pre-tested in township service delivery projects scale. Eighteen surveys (10 percent from a hundred and forty-eight surveys) were circulated to African service delivery stakeholders at service delivery markets in the well-known townships of Philippi and Nyanga in Cape Town.

The first sets of surveys were circulated in the first week of June 2020. The second stakeholder management set of five feedback forms, which were the same as the previous surveys were also dispersed to the same subjects. Both sets of surveys were evaluated for stability and five contradictory questions were changed where necessary.

Table 4. 1:*Descriptive statistics service*

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation	Variance
1.1. Government policy encourages the development of service delivery project members providing training courses.	150	1.00	5.00	3.5267	1.12146	1.258
1.2. Service delivery members/stakeholders were suitably and adequately qualified.	150	1.00	5.00	3.1333	.90980	.828
1.3. There were stakeholders' workshops in service delivery and methodology.	150	2.00	5.00	3.3533	.89094	.794
1.4. There is a level of service delivery principles in all stakeholder management.	150	1.00	5.00	3.1933	1.02778	1.056
1.5. Do your service delivery methodologies assist in more effective project planning during initiation stages?	150	1.00	5.00	1.2800	.53244	.283
2.1. Service delivery projects processes were concise and clearly defined.	150	1.00	5.00	3.5733	1.05134	1.105
2.2. Service delivery projects members were well trained on process.	150	1.00	5.00	3.3600	.91432	.836
2.3. The roles and the responsibilities were clearly defined.	150	2.00	5.00	3.4533	1.00058	1.001

4.2.3. Adherence to processes service delivery projects

Table 4.2 below shows the lowest, the maximum, the mean, the standard deviation, and the variance outputs, based on studies of the given statements, which were effective and user-friendly. For ease of reading and comparison, the data was transformed into graphs and tables below. Before being entered into a spreadsheet for analysis, the data collected from questionnaires was coded, cleaned, and modified. The collected data was turned into graphs, tables, and histograms to assist with visualizing the correlations between variables.

Table 4. 2: Descriptive statistics on adherence to processes service delivery projects

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation	Variance
2.4. Ensuring adherence to processes is a function of service delivery projects only.	150	1.00	5.00	3.2400	1.05982	1.123
2.5. Can non-adherence to service delivery projects processes increase risk for project failures?	150	1.00	5.00	1.2733	.52962	.280
3.1. Project goals and objectives were linked to service delivery strategy.	150	1.00	5.00	3.6467	1.08768	1.183
3.2. Service delivery project sponsors provide adequate support and tools to project teams during the initiation phase of every project.	150	1.00	5.00	3.5267	.95325	.909

4.2.4. Projects processes and policy risk

Table 4.3 below shows statements on variables regarding the state of minimum, maximum, mean, standard deviations and variances that emerged from service delivery projects. It was concluded that there is empirical evidence of the efficacy of service delivery. However, delivery of water may be hazardous for children at elementary townships due to potential hazards of service-based delivery of water, such as being poisonous if ingested, flammable, or may cause irritation to the consumer in cases where service delivery is curtailed. These variables are cross tabulated with questions such as: in which age category do you belong? Or - how many years of experience in your above-mentioned occupation do you have?

Table 4. 3: Descriptive statistics service delivery projects

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation	Variance
3.3. Service delivery project has open door policy on consultation with project teams during scope planning for initiation phase.	150	1.00	5.00	3.5267	.91737	.842
3.4. Communication between service delivery projects sponsors/senior managers is a two-way process.	150	1.00	5.00	3.4667	1.00112	1.002
3.5. Project scope and objectives were clearly defined.	150	1.00	5.00	3.1267	1.04462	1.091
3.6. Can non-adherence to service delivery projects processes increase risk for project failures?	150	1.00	5.00	2.4933	.96061	.923
4.1. Key stakeholders were identified during the project initiation phase in all service delivery projects development phase.	150	1.00	5.00	3.7400	1.05188	1.106
4.2. Roles and responsibilities were clearly defined.	150	1.00	5.00	3.5533	.89395	.799
4.3. All Project team members were dedicated solely on phase.	150	1.00	5.00	3.3400	1.08578	1.179

4.2.5. Stakeholder identification in planning during initiation phase

Referring to Table 4.4 below shows variables with state of minimum, maximum, mean, standard deviations and variance of stakeholder management on service delivery evolution of service management theoretical framework; factors inhibiting the development of service management

service enterprises; challenges and future direction of service management service enterprises; and the characteristic contributing to successful growth of service management service enterprises. The results begin with the introduction and background and then go on to selected concepts and the objectives of the study. The study's significance, as well as the research design and methodology, were discussed.

Table 4. 4: Descriptive statistics service delivery statistics

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation	Variance
4.4. A statement of works (SOW) is created to establish clear expectations among all project stakeholders.	150	1.00	5.00	3.3133	1.08768	1.183
4.5. Please rate overall process for stakeholder identification and role definition in scope planning during initiation phase in service delivery projects.	150	1.00	5.00	2.5133	.95353	.909
5.1. All service delivery project cases include the expected savings or revenue increases that were occurring or were anticipated once project is completed.	150	1.00	5.00	3.5000	1.15131	1.326
5.2. The analysis of the high-level project risks happens at this stage.	149	1.00	5.00	3.2013	.92254	.851
5.3. A high-level study of costs and schedule is undertaken at this stage.	150	1.00	33.00	3.4067	2.61153	6.820
5.4. The service delivery projects project cost benefit analysis is calculated.	150	1.00	5.00	3.0467	1.08273	1.172
5.5. How would you rate the service delivery projects case development process during the project initiation phase?	150	1.00	5.00	2.3067	.85880	.738

4.2.6. Level of working experience in the service delivery projects environment

Another turning point in Table 4.5 below, of using stakeholder management on service delivery projects a statement as a substitute to experiencing a shortage. This speaks of several matters, and types of public premise. Skills delivery has been proven to prevent the transmission of knowledge between projects. Most health authorities and centres for project skills control recommend using skills delivery to fight projects failure.

Table 4. 5: Descriptive statistics service delivery statistics

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation	Variance
6.1. Gender.	150	1.00	4.00	1.4800	.57603	.332
6.2. Respondent's category.	150	1.00	4.00	1.4067	.56872	.323
6.3. Age in years.	150	1.00	5.00	1.5600	.88598	.785
6.4. What is your highest level of education?	150	1.00	5.00	2.3533	.99081	.982
6.5. What is your level of working experience in the service delivery projects environment in general? (In years).	150	1.00	5.00	1.7067	1.02680	1.054
6.6. The total annual sales and expenditures were rated using a 5-point Likert scale.	150	1.00	5.00	2.2000	1.17010	1.369
Valid N (listwise).	149					

4.2.7. Service delivery in age group

Table 4.6 below show that more females (66.67 percent) than males (33.33 percent) participated in the research. A hundred and fifty cases were assessed regarding gender, hygiene implementation, factors around demographics influence.

Hand sanitiser usage was assessed. Service delivery was used to save water, due to its significance for public health. Table 4.5 above presents a demographic analysis of gender, age; with the highest being twenty years of experience in service delivery, converted currency and integration of service projects that control spaces.

The contributions of the study were also highlighted in this section. The length of time that the participants have been working in service delivery projects was assessed. According to another service supplier, there is great concentration on the group that reported having experience between 1 to 5 years (77 percent) experience.

It was shown that township dwellers in the age groups of 18 to 25 had the highest frequency of successful execution of service delivery projects.

Table 4. 6: Cross tabulation on age group * experience

		7. How many years of experience do you have in service delivery?			
		1 to 5	**6 to 10**	**11 to 15**	**Total**
3. In which age category do you belong?	18 to 25	19	1	0	**20**
	26 to 30	3	1	2	**6**
	31 to 35	1	0	1	**2**
	36 to 40	0	1	1	**2**
Total		**23**	**3**	**4**	**30**

4.2.8. Policy encourages development

Leaving the policy question out would create unnecessary rivalry among stakeholders, potentially leading to dysfunctional conflict — a risk not worth taking. As a result, it's critical that stakeholders are explicitly categorised and named in a policy. The age profile of frequent stakeholders that are in service delivery have been compared to two variables of service delivery supplied in township branches and analyses of a mean reduction trying to curb the shortages. However, it did not measure the residual effect of service delivery, which as an important factor in the real world.

The residual effect of service delivery rests on how long it will remain in the initial application at 0.034 and in what happens thereafter. For future research, this residual effect, particularly regarding service delivery; for instance, in the absence of water, could be studied to show how effective service delivery could be in terms of having either a long or short residual effect. Indeed, there is limited real-world evidence of the efficacy of service delivery outside clinical studies before they become ineffective against bacteria again (Dirlam, Jaynes & Jefson, 1995).

Table 4. 7: Age in years * government policy encourages development in townships

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.516[a]	16	.101
Likelihood Ratio	22.172	16	.138
Linear-by-Linear Association	.034	1	.853
N of Valid Cases	150		
a. 16 cells (64.0 percent) have expected count less than 5. The minimum expected count is .07.			

Another turning point in the Figure 4.1, below refers to the significance of government policies that encourage development of service delivery projects for members; by means of providing training courses as a substitute. It speaks of a likelihood ratio of 0.138 in a number of cases, and type of public application. Hand sanitizing has been proven to prevent the transmission of diseases between participants. Most health authorities in the age group of 25 to 35 agree on government policies that encourage development in townships. The use of service policy delivery data confirms the findings from this researcher's data below complements hand sanitizer as it is used to curb acute infectious respiratory and gastrointestinal diseases; which are among the most common diseases that occur in schools, universities, and workplaces (Lorah, Bsn & Ligo, 2017). The overcrowding of workplaces, the number of close person-to-person interactions, and the constant sharing of public space makes transmission of diseases easy. As a result, productivity is greatly diminished due to absenteeism from work (Pickering, Davis & Boehm, 2011; Lorah, Bsn & Ligo, 2017). The use of service delivery should be part of all workers' service delivery support programmes. The foregoing results, as noted in the Tables shows that descriptive data analysis is the best way to understand such scenarios; paying due attention to which age category users belong to.

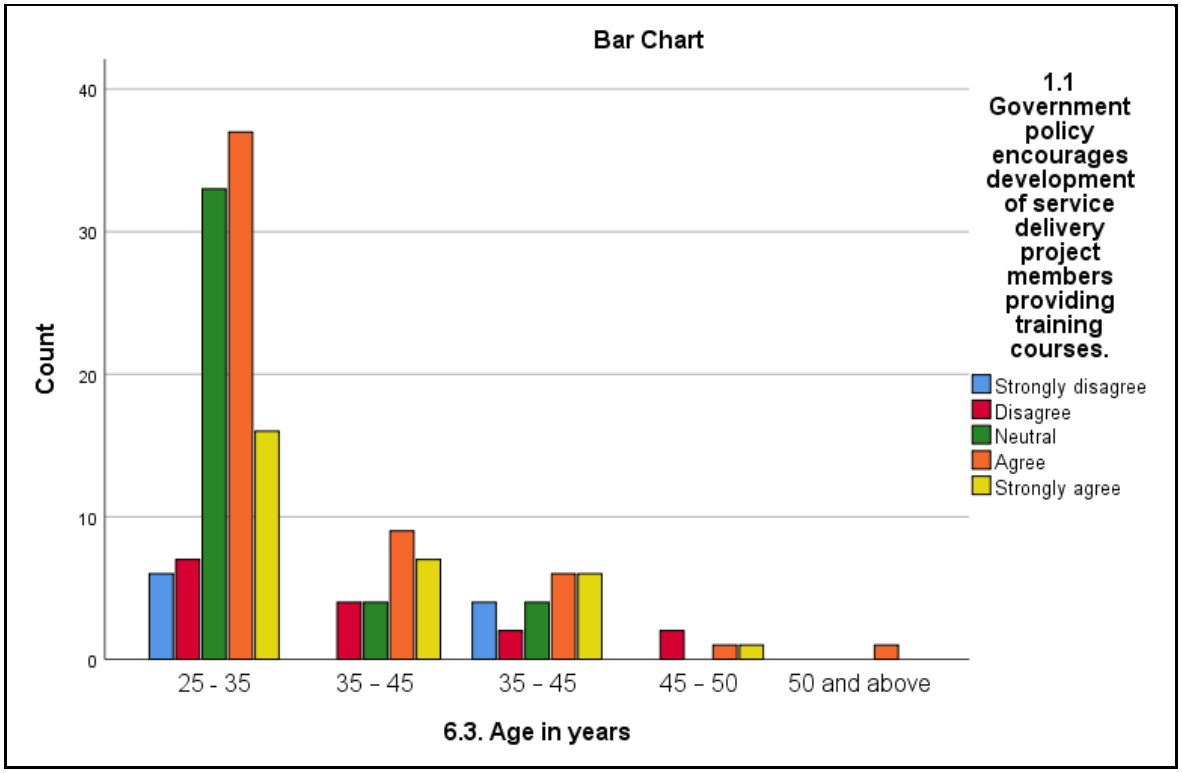

Figure 4. 1: Age in years * government policy encourages development in townships

4.3. Service delivery projects interviews orientations

The findings in Table 4.8 below show that 85 percent (23) say yes while 15 percent (4) say no with results conducted within specific service elements found in cultural, economic, demographic, regulatory, political, and technological training environments, with quality or necessary conditions that affect service delivery supply, its use, operations, growth or failure of its market? Strategy is a plan to overpower the enemy and stay ahead of competitors.

Table 4. 8: Age in years * stakeholders were suitably and adequately qualified

Chi-Square Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.030[a]	16	.596
Likelihood Ratio	14.963	16	.527
Linear-by-Linear Association	.000	1	.984
N of Valid Cases	150		

According to Aldrich and Waldinger (1990: 130), services often utilise a strategy of adapting with suitable resources and building strong characteristics into their brands. Interviews were an effective way to collect data from a hundred and fifty participants in the form of a direct household profiles between one or two people where the researcher asked questions and the participants provide responses.

Interview results are from the primary data collected by means of discussions among focus clusters per selected township. The rationale for choosing this method was to obtain rich data through interaction with the users; making observations on non-verbal communication, clarifying unclear questions where dialogue was used, and preventing researcher bias.

It may be necessary to begin the stakeholder mapping (identifying) process, by classifying the stakeholders according to their expected influence on the study based on their ability (or potential) to influence your operations. As previously indicated, these can be categorised as being either high or low power interactions, depending on their impact, as the age group of 25 to 35 remains neutral.

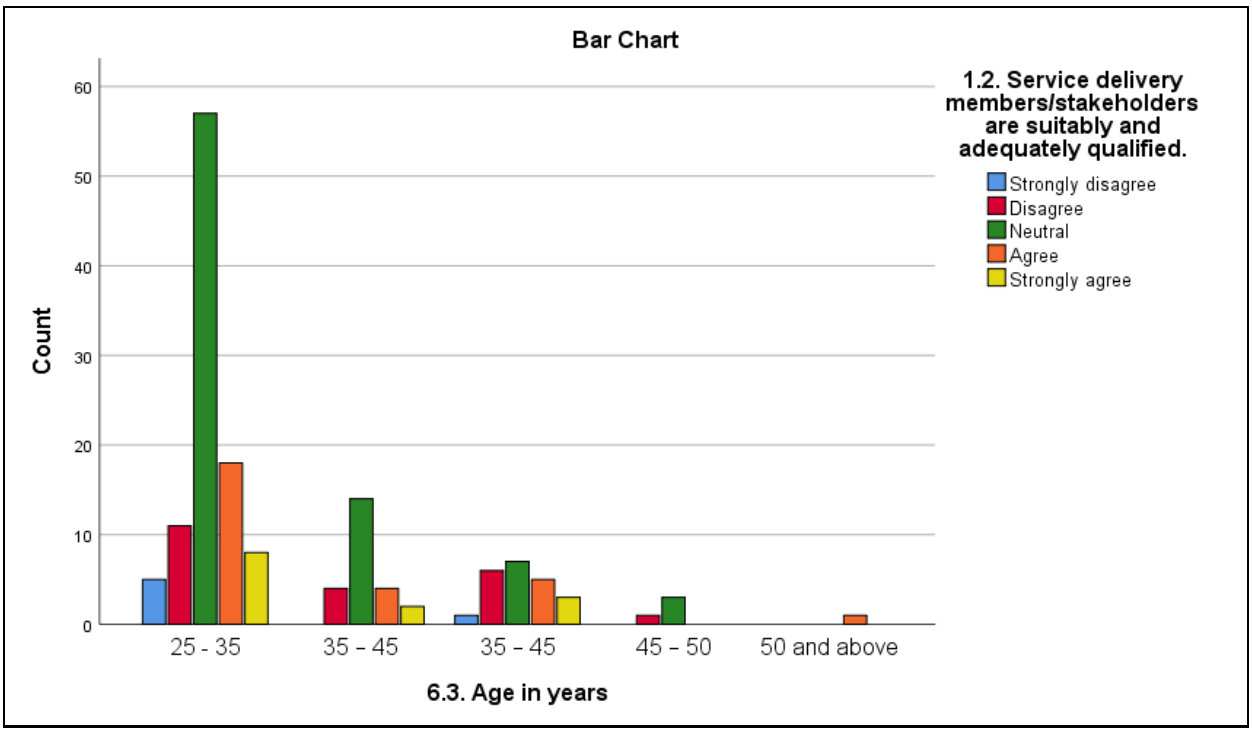

Figure 4. 2: Age in years * Stakeholders were suitably and adequately qualified

Service delivery attributes from Figure 4.2 above, indicated that the hundred and fifty participants who revealed valid data on customer spend, experience, frequency of usage and personal traits could positively contribute to boost service delivery sales, based on given variances and the success of the enterprise noted in Table above. The age of the participants, his/her understanding of how to obtain financing, self-motivation, and educational background the participants were tagged as being key variables (van Praag, 2003: 9, as quoted by Tengeh, 2012).

4.3.1. Stakeholders service delivery methodology

Table 4.9 below shows that a 0.09 asymptotic significance of (2-sided) was necessary to convenience sampling applied, to enable the research to reach the minimum number of thirty participants per six service delivery markets in the Cape Metropolitan area that was required. The numbers of participants per selected project sample were more accurate to achieve the findings. Thus, non-probability strategy selected purposively is one of the approaches that were used to select participants with crucial knowledge of the service governance that could bring a hundred and fifty valid responses to the study. Therefore, the selected sample for this research is the service delivery workshops and methodology on who owned small and medium sized service enterprises.

Table 4. 9: Age in years * Stakeholders' service delivery workshops and methodology

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.240[a]	12	.229
Likelihood Ratio	15.991	12	.192
Linear-by-Linear Association	2.869	1	.090
N of Valid Cases	150		
a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .09.			

4.3.2. Stakeholders' service delivery workshops and methodology

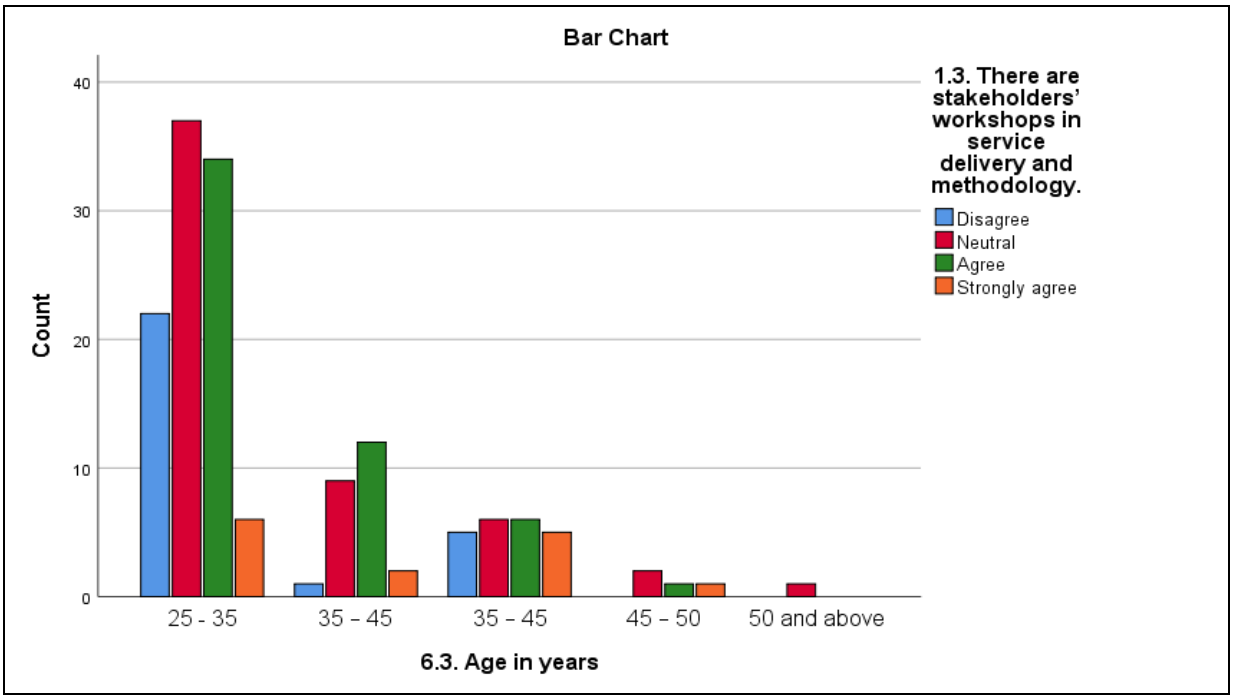

Figure 4. 3: Age in years * Stakeholders' service delivery workshops and methodology

4.3.3. Level of service delivery principles.

When focus is placed on the level of service delivery principles in all of the stakeholder management, to improve service delivery, Table 4.9 below shows a 0.005 on linear-to-linear association, although variables derived from these policies tend to hinder the start and completion of projects. These findings in successful stakeholder service delivery projects in townships were governed and integrated on properly development plans and performance management systems to improve inter-governmental relations.

Table 4. 10: Age in years * level of service delivery principles in all stakeholder management

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.089[a]	16	.518
Likelihood Ratio	15.867	16	.462
Linear-by-Linear Association	.005	1	.945
N of Valid Cases	150		
a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .05.			

The management of stakeholders was faced with a variety of disputes that delayed the services of delivery, shown on Figure 4.4 below. It is highly revealed in my research records that stakeholders' management was confronted with a mixture of disputes that delayed the delivery of services. As indicated on the study project resource, the following issues and obstacles were identified. Organizational constraints, noncompliance hampers rendering of support to the project offices in provided facilities and cost centres must be in accordance with response time on transversal systems, especially at month and year ends; due to not having the same level of understanding, of the requirements of the policy and the implications thereof. Some participants could undergo training on policy, as everybody's interpretation, and understanding would have a negative impact on service delivery. It could cause an official not to produce effective and efficient work. Budgets on insufficient funds must be noted by periodically evaluating the efficiency and effectiveness of the system (impact).

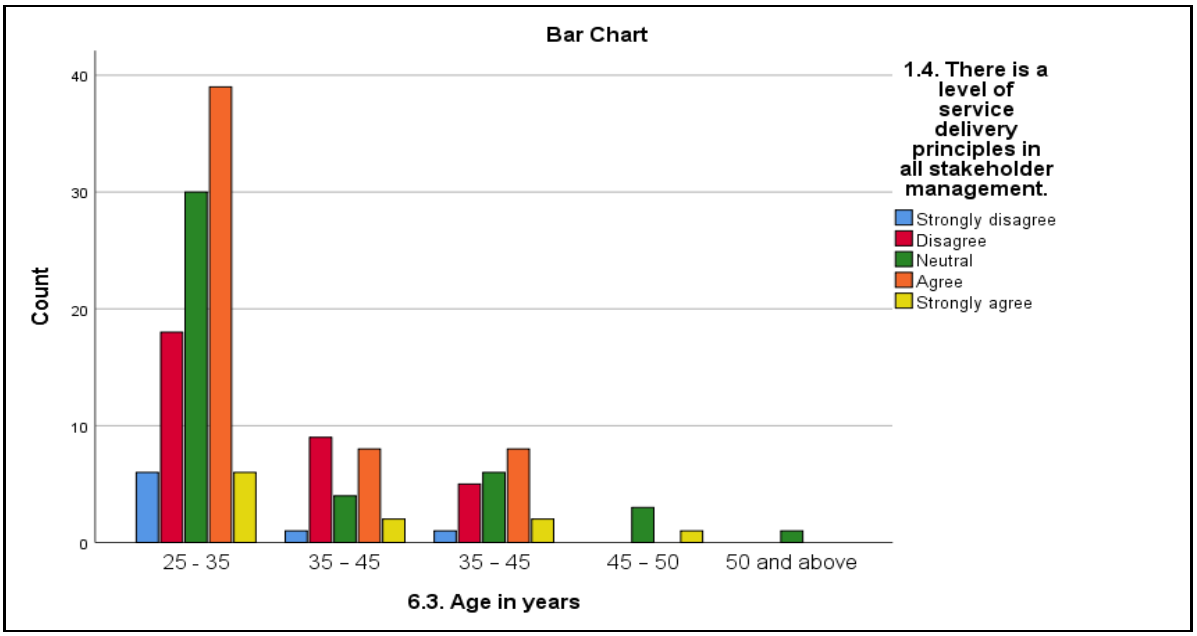

Figure 4. 4: Age in years * level of service delivery principles in all stakeholder management

4.3.4. Service delivery methodologies during initiation stages

Table 4.11 below shows that, due to restricted services of delivery options, stakeholder categorization might take-on a lot of different shapes, depending on the intention. The stakeholder categories were based on location in respect to the project location, with most participants in the 25-35 age group agreeing with the statement in the bar chart above. Everyone, including groups, and companies that are affected by the outcomes of the project are referred to as project stakeholders (PMI 2013, 562).

Table 4. 11: Age in years * service delivery methodologies in effective project planning

Chi-Square Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.201[a]	8	.736
Likelihood Ratio	6.820	8	.556
Linear-by-Linear Association	4.002	1	.045
N of Valid Cases	150		
a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .01.			

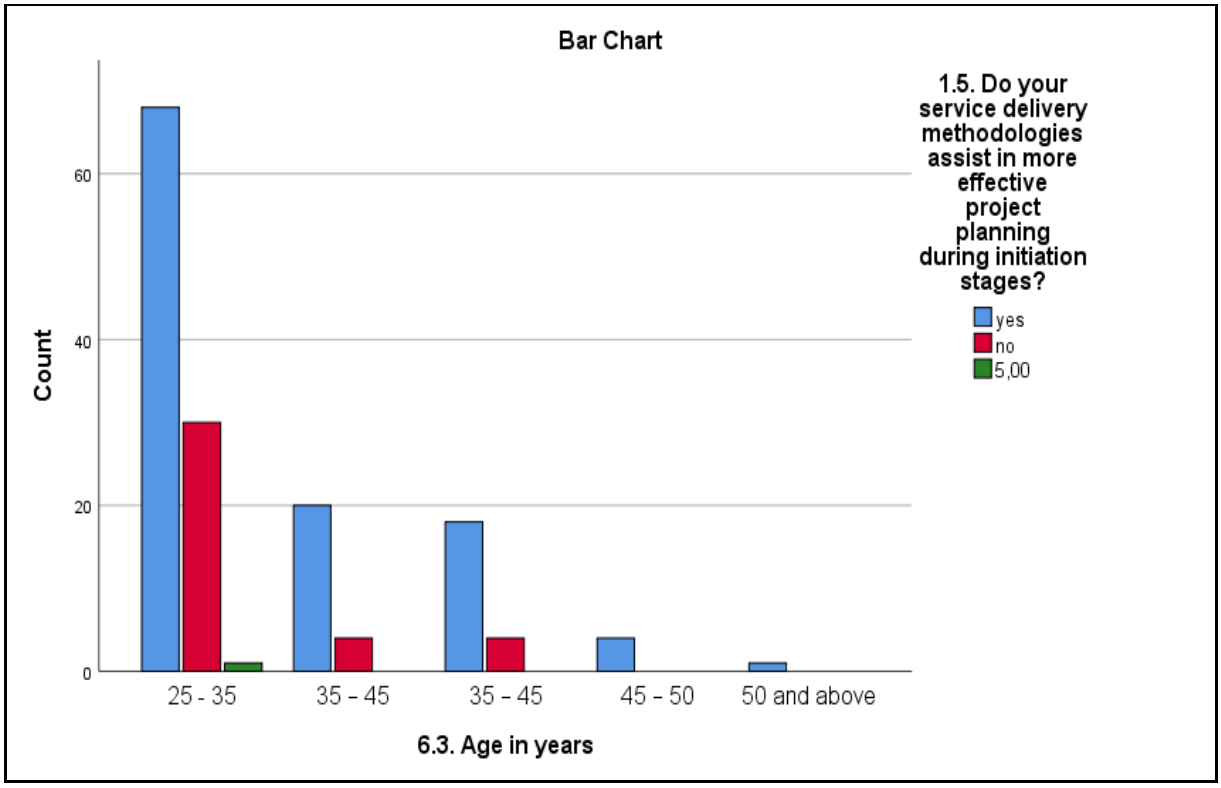

Figure 4. 5: Age in years * service delivery methodologies in effective project planning

4.3.5. Processes were concise and clearly defined

The finding in Figure 4.6 below show individual groups of between 25-35 remain neutral to the statement that service delivery projects' processes were concise and clearly and directly defined to produce results that attempt to preserve progress and collaboration. This is noted in assignments of different parties, in such a way that it had to mitigate the peril of overall failure, maximizing benefits, and limiting costs.

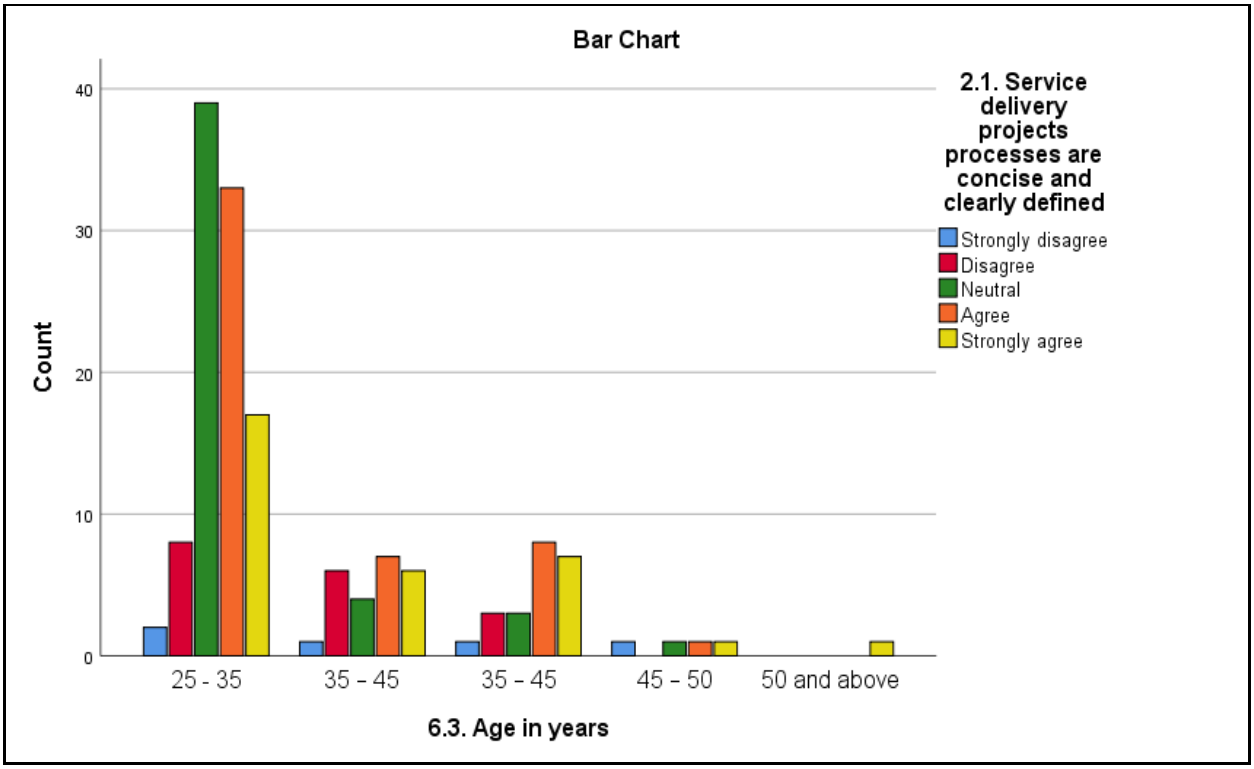

Figure 4. 6: Service delivery projects processes were concise and clearly defied

4.3.6. Service delivery projects processes were concise and clearly defined

According to the findings in Table 4.12 below, service delivery methods were concise and clearly specified to fulfil objectives, and the project's function included identifying the work need and determining the scope of the job. Generation and experience was observed when looking at the above, which shows the results reflected on the core variance abovementioned usage rate of 0.5, given a hundred and fifty valid cases.

Table 4. 12: Age in years * service delivery processes were concise and clearly defined

Chi-Square Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.748[a]	16	.095
Likelihood Ratio	20.104	16	.216
Linear-by-Linear Association	.475	1	.490
N of Valid Cases	150		
a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .03.			

4.3.7. Service delivery projects members were well trained

The findings in Table 4.13 below shows that 17 cells (68.0%) expected a count of less than 5. The minimum expected count is .01. Service delivery projects' members were well trained on process, selection and approval of beneficiaries as follows. Service delivery projects' members were well trained on process. The highlights in Figure 4.7 below show the high degree to which Service delivery project members were well trained to process.

Table 4. 13: Age in years * Service delivery projects' members were well trained on process

Chi-Square Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.906[a]	16	.917
Likelihood Ratio	10.090	16	.862
Linear-by-Linear Association	2.228	1	.136
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .01.			

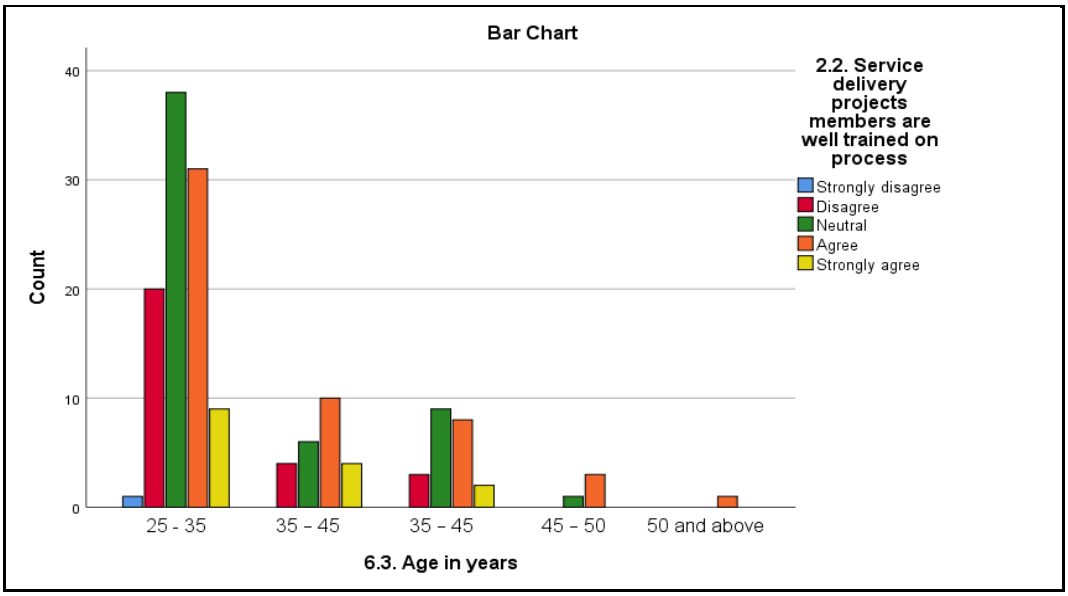

Figure 4. 7: Service delivery project members were well trained on process

4.3.8. The roles and responsibilities were clearly defined

Table 4.14 shows that 12 cells (60.0 percent) have an expected count of less than 5. An influential leader gathers his/her team around a single vision and concentrates on the ultimate ambitions, while leaving the means to everyone's discretion. "Come with me" sums-up this process in a single statement. If jobs and duties were clearly defined, the following age groups would exit in years. When the team requires a fresh vision, due to changing circumstances or when clear advice is not required, the authoritative style works well. Authoritative leaders instil a spirit of entrepreneurship and a strong commitment to the purpose. It becomes a problem when a leader works with experts who have more knowledge than he/her has because their ideas will clash.

Table 4. 14: Age in years * the roles and responsibilities were clearly defined

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.201[a]	12	.430
Likelihood Ratio	12.608	12	.398
Linear-by-Linear Association	2.742	1	.098
N of Valid Cases	150		
a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .19.			

Figure 4.8 below depicts how roles and duties were clearly specified to generate undesirable scenarios, depending on the stakeholder's level of power and interest. These age groups reflect on roles and duties that were not clearly defined in previous years. It is crucial to assess the effect of abandoning a stakeholder based on the stakeholder's participation in the project's achievement, or on the categories of judgments that may elicit a destructive response.

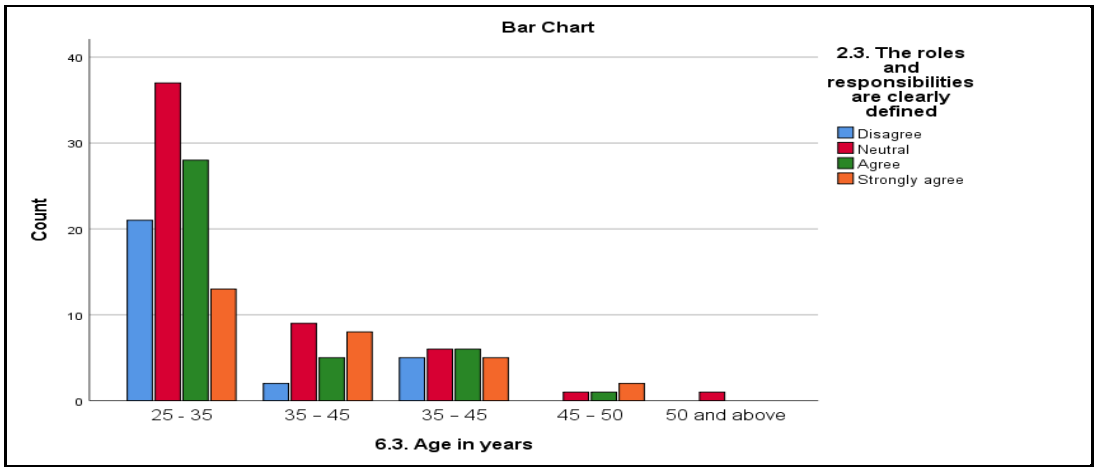

Figure 4. 8: Age in years * the roles and responsibilities were clearly defined

4.4. Ensuring adherence to processes and functions

Ensuring that linear by linear association processes are functional following internal and external stakeholder concept perspectives, as shown in Table 4.15 below, has both direct and indirect impacts on every service delivery. First and foremost, the project must secure the participation, management, and ownership of the company's processes. Secondly, stakeholders such as participants, shareholders, creditors, the government, society, and suppliers have a favourable impact on stakeholder management in the successful execution of service delivery projects in townships.

Table 4. 15: Age in years * ensuring adherence to processes is functional

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.742[a]	16	.189
Likelihood Ratio	20.613	16	.194
Linear-by-Linear Association	1.910	1	.167
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .05.			

The findings in Figure 4.9 below illustrate that depending on the type of power and level of interest a stakeholder has, guaranteeing adherence to processes is functional to produce undesirable scenarios. It is good to ensure that the effect of abandoning a stakeholder is measured based on the stakeholder's participation in the project's success story; as well as on the sort of decisions that may have a damaging impact.

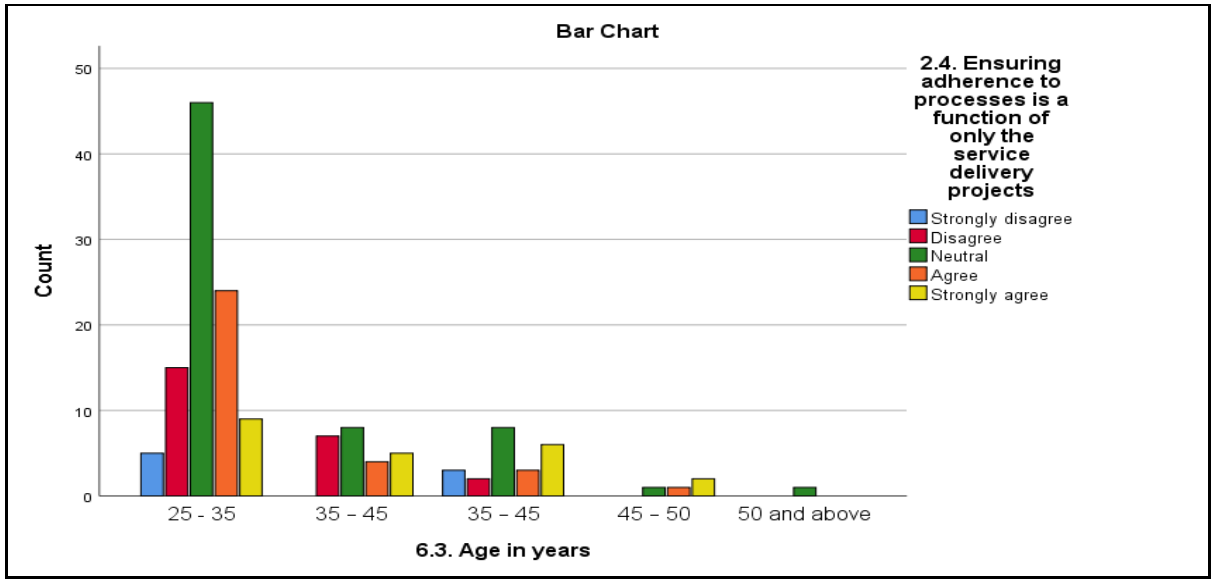

Figure 4. 9: Age in years * ensuring adherence to processes is functional.

4.4.1. Can non-adherence increase risk for project failures

Assuming that project management teams' fail to address the concerns of other successful service project stakeholders results in a slew of project failures, owing to the fact that successful service project stakeholders have the resources and capability to halt successful service projects, as shown in Table 4.16 below. It's crucial to distinguish between project failure and project management failure. According to Figure 4.10, most people between the ages of 25 and 35 say “yes” in terms of ensuring process adherence. This is related to the types of decisions that elicit a negative response and the amount to which they were influenced by decisions. The predicted count is fewer than 5 in 9 cells (60.0%). (The e minimum).

Table 4. 16: Age in years * non-adherence processes increase risks for project failures

Chi-Square Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.101[a]	8	.928
Likelihood Ratio	3.431	8	.904
Linear-by-Linear Association	.127	1	.722
N of Valid Cases	150		
a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .01.			

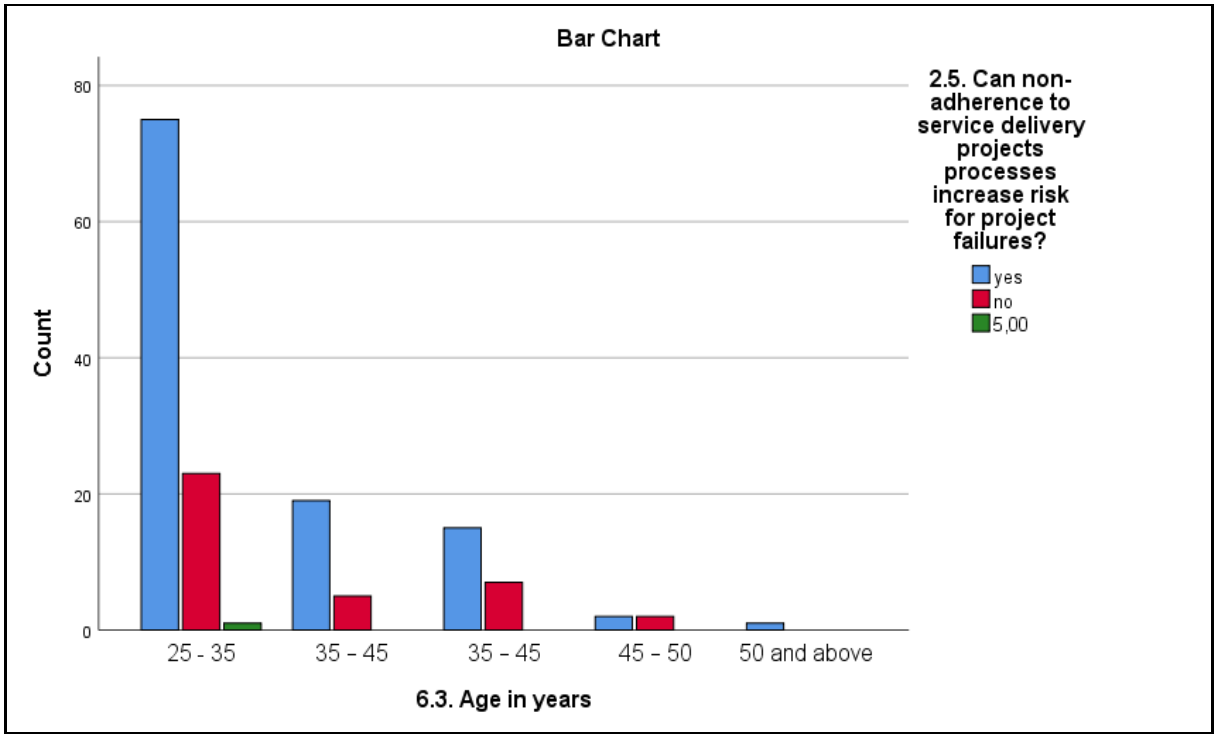

Figure 4. 10: Age in years * non-adherence processes increase risks for project failures

4.2.2. Project goals and objectives were linked to strategy

Table 4.17 below shows that 17 cells (68.0%) of project goals and objectives were linked to strategy, with an expected count of less than 5. The research information has spiralled to an effective technique of grasping the objectives of my study, with the least predicted count of.07. Hence the project goals and objectives were linked to a strategy of the research methodology whereby a comprehensive literature review has a mind map of objectives that are designed to accomplish the policy opportunities; and has conditions, procedures, and actions that are associated to the objectives of the national development plan and social development plan, as shown in Figure 4.11 below. The allocation of housing options in townships is governed by this policy.

Table 4. 17: Project goals and objectives were linked to strategy

Chi-Square Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.010[a]	16	.524
Likelihood Ratio	15.176	16	.512
Linear-by-Linear Association	.205	1	.651
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .07.			

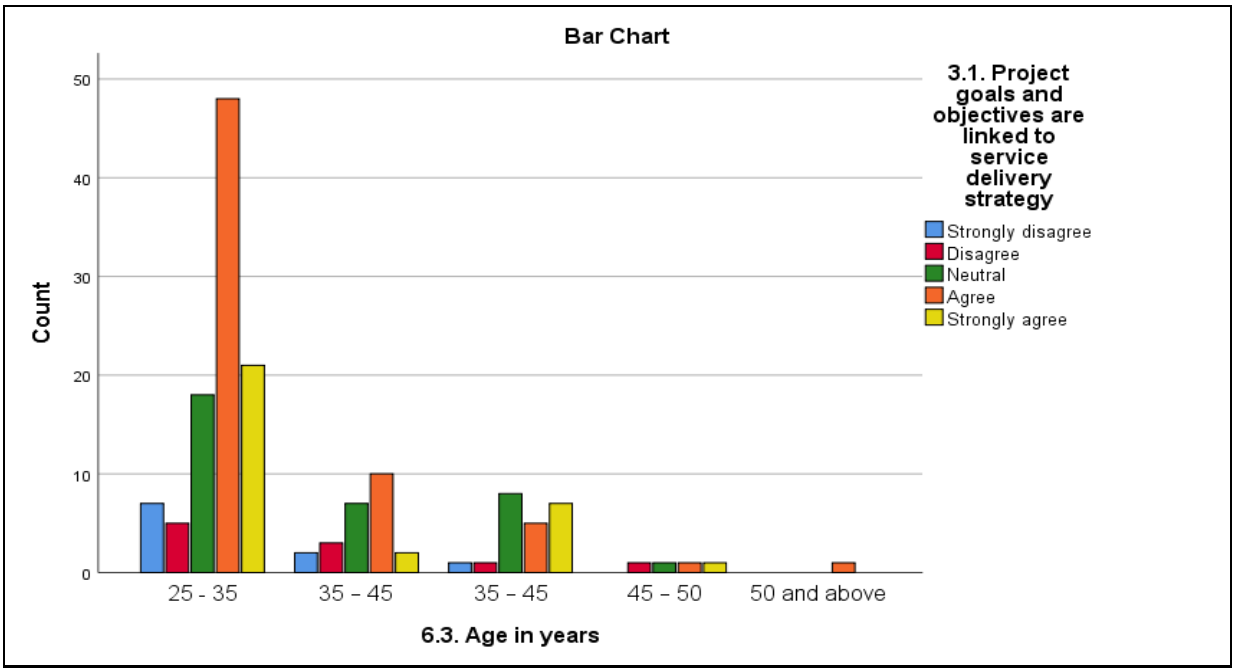

Figure 4. 11: Project goals and objectives were linked to strategy

4.5. Sponsorship supporting tools during initiation phase

The findings in Figure 4.17 below show that project goals and objectives were linked to a strategy that has three key elements, and most of age group between 25-35 years agreed. Training on the cognitive aspects of service delivery policies sponsors for and provides adequate support —which means knowledge of the contents of policies. It means that training on the key psychomotor skills necessary to implement, or carry out, policies is required; as well as training on project sponsorship support and providing tools on decision-making for staff members when formulating and applying policies and procedures. Towns and cities were separated into black townships with no basic infrastructure and white suburbs with ample resources. Therefore, a democratic government's first goal must be to combat poverty. It's no good making a big list of promises that purports to address all the needs that have been articulated. A programme is required to be achievable and able met the objectives of the participants. This program strives to improve the quality of life for all South Africans, while keeping the country stable and peaceful.

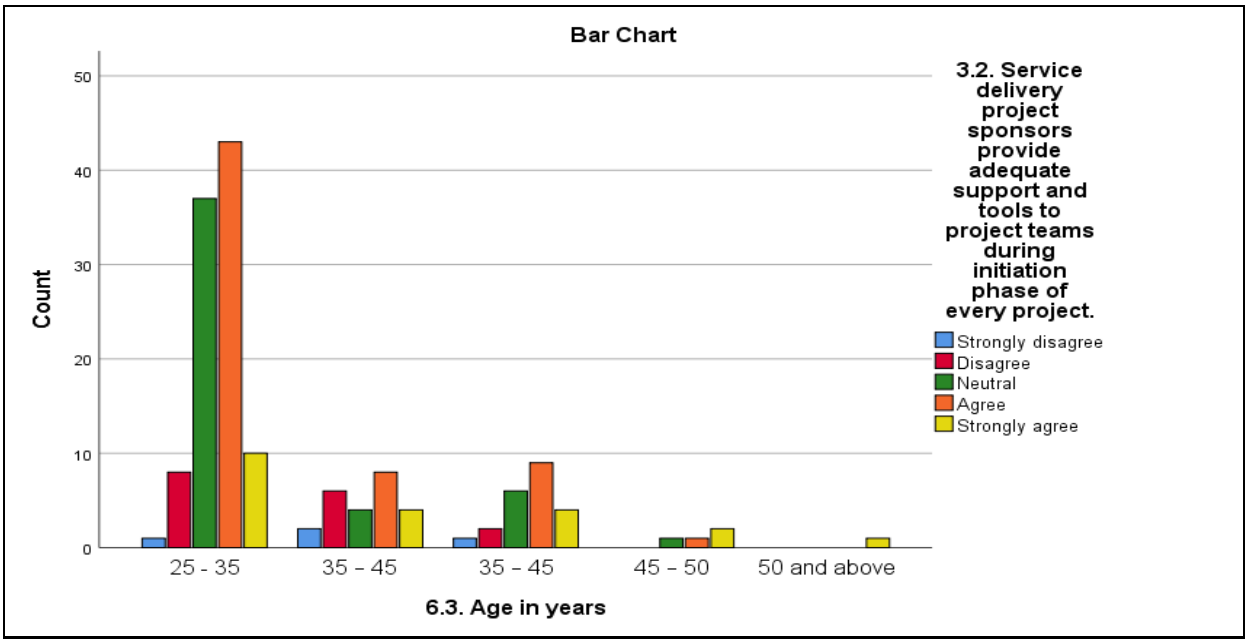

Figure 4. 12: Age in years * Service delivery sponsors provide adequate support and tools

Table 4.18 shows that 17 cells (68.0 percent) have an expected count of less than 5. The expected minimum count is. 03 normative stakeholder approaches to service delivery project sponsors give necessary support and instruments. This approach assumes that understanding the many views and competing interests of stakeholders is critical, and that an inter-subjective environment is required.

Table 4 18: Age in years * Service delivery sponsors provide adequate support and tools

Chi-Square Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.962[a]	16	.070
Likelihood Ratio	20.275	16	.208
Linear-by-Linear Association	1.089	1	.297
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .03.			

4.5.1. Service delivery open door policy on consultation

Table 4.19 below displays an instrumental stakeholder strategy - a focus on service delivery projects with an open-door policy on consultation with project teams during the beginning phase scope planning. This study examines how stakeholders are linked to these goals, with the goal of achieving strategic stakeholder management in South Africa's economy; which is grappling with a slew of serious structural issues, such as the provision of sponsorship to service delivery projects, which has asymptotic significance, according to the 2-sided Chi-Square Test. The economic climate has deteriorated over the last two decades under national rule, with stagnating township economic projects' growth, dropping income and an escalating debt crisis. Faced with this predicament, the administration endeavoured to gather a policy structure that would address the wide range of economic and other issues that were present. The economy was constructed in such a way that underdeveloped wastelands were separated away from well-developed commercial sectors and cities. In cities, towns were divided into well-resourced suburbs with enough infrastructure. While black townships were without basic infrastructure.

Table 4. 19: Service delivery policy on consultation with project teams during scope planning

Chi-Square Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.016[a]	16	.948
Likelihood Ratio	8.968	16	.915
Linear-by-Linear Association	.464	1	.496
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .01.			

Figure 4.13 below shows how stakeholder characteristics were applied to the project in a relative manner, which is a crucial step in stakeholder management. This theory asserts that most successful service projects involve many stakeholders, each of whom poses a potential conflict of interest, necessitating deliberate diversity management to avoid conflicts and even disagreements. In each of the three approaches to stakeholder management service delivery, the

project has an open-door policy for consultation during the project scope planning phase. During the scope planning for the beginning phase, the descriptive stakeholder approach to service delivery projects has an open-door policy on collaboration with project teams. This technique is phenomenological in nature, focusing on stakeholders' interrelationships and emphasizing a grounded empirical base. The major objective is to identify and define the qualities of stakeholders, which are frequently used as inputs for normative development.

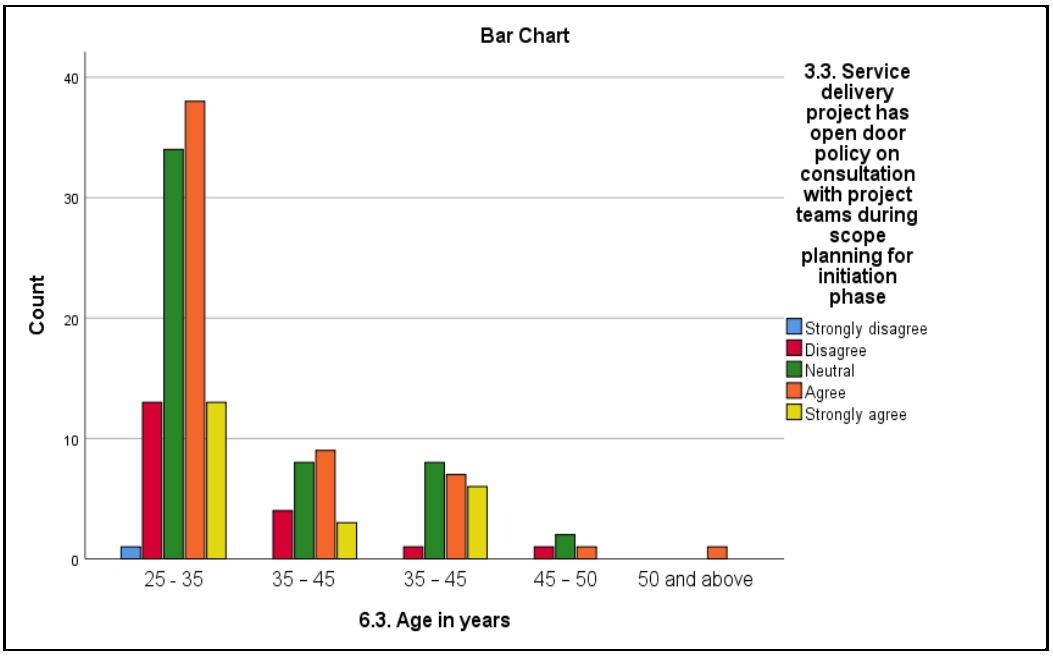

Figure 4. 13: Service delivery policy on consultation with project teams during scope planning

4.4. Communication between projects sponsors is two-way

Table 4.20 below shows the state of communication strategy between service delivery projects, sponsors and senior managers as a two-way process. There were 17 cells (68.0%) that have an expected count of less than 5. The minimum expected count is .03 which is enough to achieve objectives clearly regarding social challenges, notably poverty reduction and the unemployment envisaged. A strategic plan, serves four broad objectives: It provides overarching goals, such as construction agreement on the key barriers to accomplishing these aspirations and what needs to be done to conquer those difficulties. Offering a collective asymptotic significance (2-sided) long-term tactical framework within which more comprehensive planning can take place to develop long-term goals set out in development of a service delivery project sponsorship. Sponsors of service delivery initiatives and senior managers communicate in two ways, firstly, with the ability to set direction, influence, and secondly, to align others toward a single goal.

Empowerment that motivates people to succeed is a sign of development (Burke & Barron, 2007: 28). George (2009: 497) outlined leadership as "a process whereby an individual exerts influence over other participants and inspires, motivates, and directs their efforts, to assist in the achievement of group or organizational goals."

Table 4. 20: Communication between service delivery projects sponsors/ senior managers

Chi-Square Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.837[a]	16	.334
Likelihood Ratio	21.671	16	.154
Linear-by-Linear Association	3.344	1	.067
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .03.			

4.4.1. Communication between service delivery projects sponsors

In the age range of (25–35), Figure 4.14 shows high effective communication between service delivery project sponsors and senior managers, as well as intuitive talents (Clark:2001: 6), to recognise and collaborate with stakeholders, to improve in understanding their interests, prospects and level of control over the project execution development. It makes things easier to manage a process that maximizes good stakeholder input, while minimizing any negative consequences (Bourne & Walker, 2005). Stakeholder management is documented as an efficient strategy for bringing stakeholder concerns to the surface to create healthy stakeholder connections in a project context (Eskerod & Jepsen, 2013: 7).

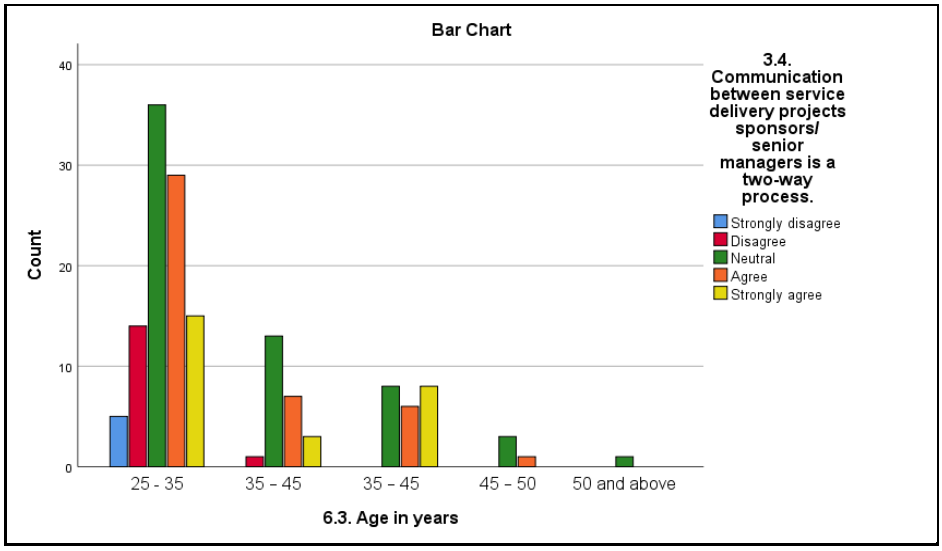

Figure 4. 14: Communication between service delivery projects sponsors/ senior managers

4.4.2. Project scope and objectives were clearly defined

According to Table 4.21 below, statements on project scope and objectives should be clearly defined for successful stakeholder development. The ability of project leaders to succeed is about planning a project scope with knowhow. At 15 cells (60.0%) one can expect to see a count of less than 5. When the project grid is connected, it identifies key stakeholders' demands after failing to recognize the wants and expectations of a varied range poses a significant risk. As a result, successful event project managers must be able to stick to the intended schedule, budget, and scope (Bourne & Walker, 2005). On a linear-by-linear connection with 15 cells, the variable is 0.104.

Table 4. 21: Age in years * project scope and objectives were clearly defined

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.120[a]	16	.174
Likelihood Ratio	20.488	16	.199
Linear-by-Linear Association	.104	1	.747
N of Valid Cases	150		
a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .06.			

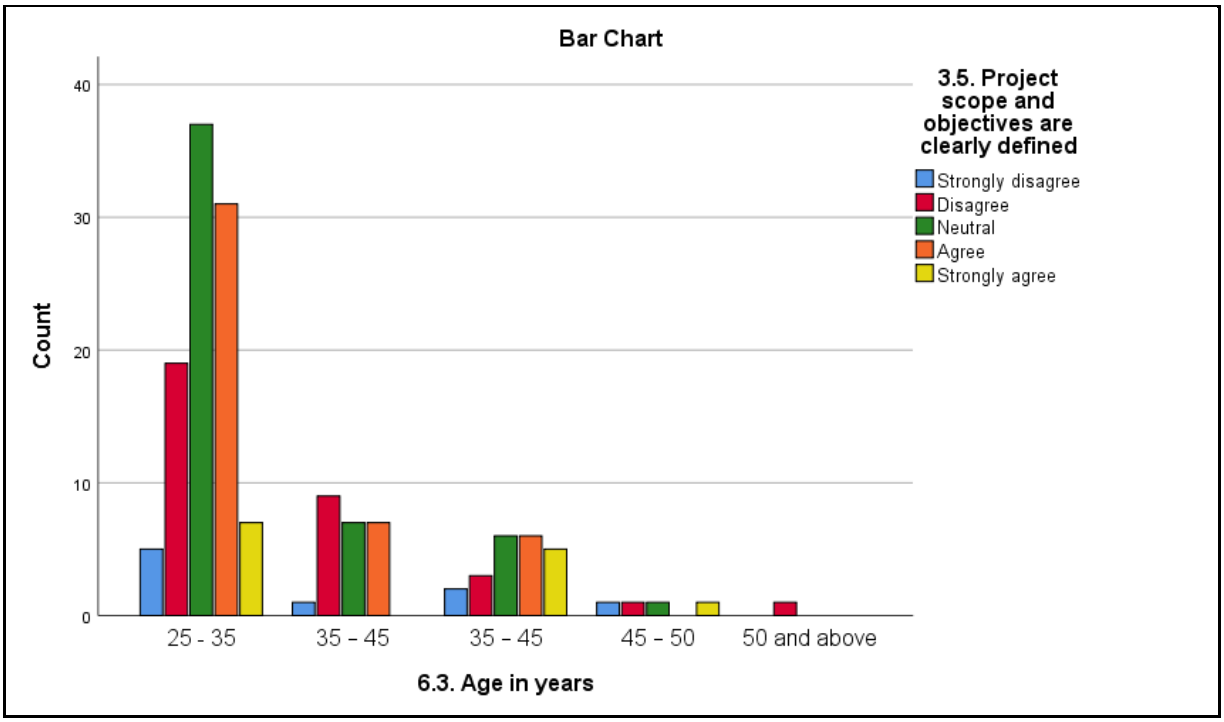

Figure 4. 15: Age in years * project scope and objectives were clearly defined

4.4.3. Non-adherence to service risks

Overseeing stakeholder assessment is a process of examining and analysing quantitative and qualitative knowledge on project stakeholders who may have an effect, as shown in Table 4.22 below. According to the Chi-Square, 17 cells (68.0%) have an anticipated count of fewer than 5. The minimum expected count is.03, and the significant benefits of this progression are that it offers imperative insight into the stakeholders that are used during the selecting elicitation and analysis methods, as well as selecting which stakeholders are suitable to include at different phases of the project.

Table 4. 22: Age in years * non-adherence to projects processes increase risks

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	30.815[a]	16	.014
Likelihood Ratio	23.316	16	.106
Linear-by-Linear Association	.061	1	.805
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .03.			

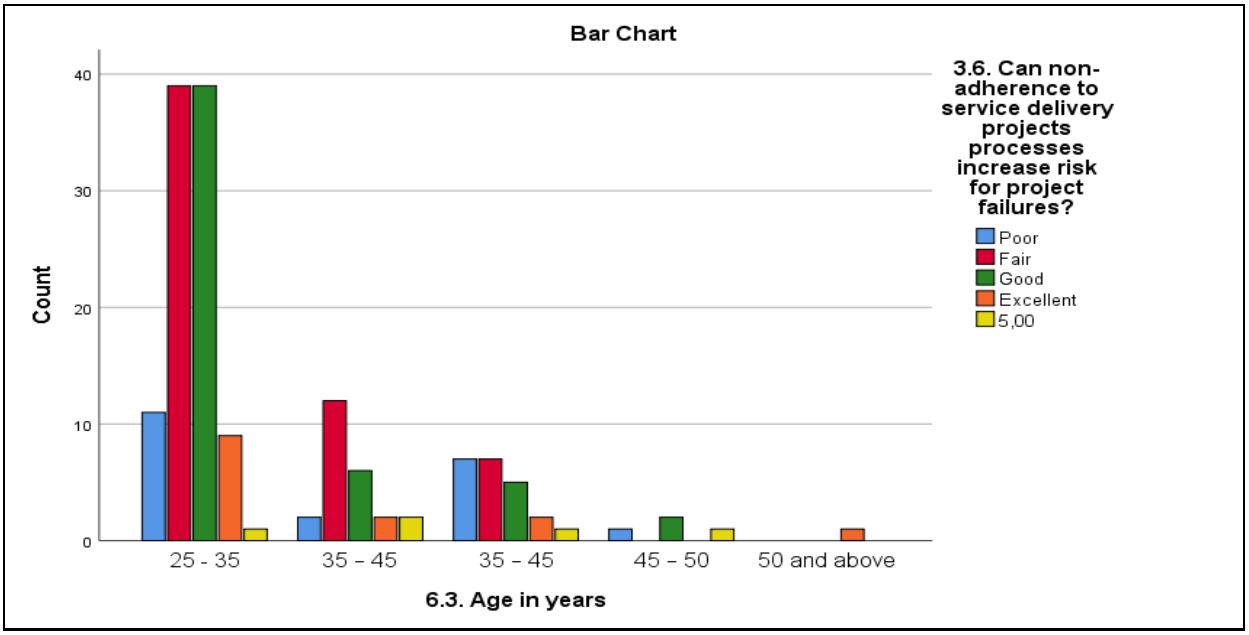

Figure 4. 16: *Non-adherence to service risks*

In the Figure 4.14, the youngest age groups enjoy the statement with “fair and good” emphasized, as well as agreeing with the statement between the age groups of (25 – 45). Adherence to service delivery project methods increases the likelihood of project failures. The classification of a

stakeholder's analysis is crucial to the stakeholder management process. Stakeholder management begins with gathering extensive information on a project's processes and stakeholders, which is then used to drive stakeholder project risk analysis. Stakeholder analysis was performed using three standard methodologies in the industry namely: 1. attribute-based stakeholder classification, 2. impact probability Matrices, and 3. A stakeholder circle tool.

4.4.3. Key stakeholders service delivery phase

According to Table 4.23 below, it is the job of key stakeholders, not management, to be able to comprehend the various stakeholder demands and gain buy-in from everyone. A total of 15 cells (60.0%) had an expected count of fewer than 5. The projected count is.03. According to Antatmula (2010:14), the distinction between key stakeholder leadership is not always clear. Explicit notions such as vision, confidence, management abilities, and charm are frequently associated with the term leadership. Because it is appealing as a concept, it can give a motivation for growth that might be deficient in an organization or an individual (Gold, 2004: 9). Many stakeholders (components of the delivery process) have different interests and responsibilities to perform in the process of delivery services.

Table 4. 23: Age in years * key stakeholders were identified during project initiation phase

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.030[a]	16	.322
Likelihood Ratio	18.313	16	.306
Linear-by-Linear Association	4.392	1	.036
N of Valid Cases	150		
a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .03.			

According to Figure 4.17 below, a typical expectation of key stakeholders is that they should be able to understand the numerous requirements of the stakeholders and achieve buy-in from all of them, to make arrangements; and they emphasise the importance of their presence in the project, counting on participating at the level they are at, in terms of decision-making. The stakeholder analysis activity, according to (Russ et al., 2017: 96), prioritizes project stakeholders and helps as a single source of information regarding project stakeholders, for consequent stakeholder analysis.

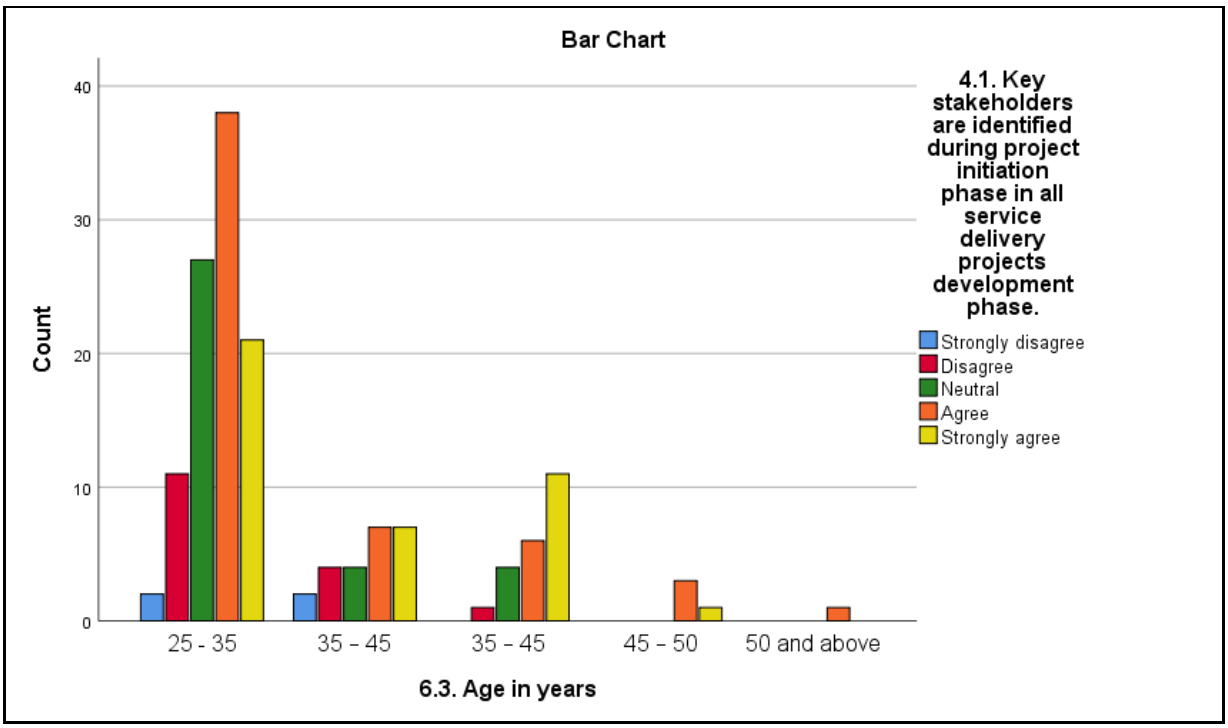

Figure 4. 17: Key stakeholders were identified all service delivery projects development phase

4.5. Roles and responsibilities

Table 4.24 below shows that the roles and responsibilities in service delivery are consistent. According to Steytler and Powell (2010), the government's failure to fulfil its constitutional mandate is to blame. The data reveals that a 0.025 linear by linear connection asymptotic to 2-sided concentrates on one aspect of government service delivery, which is a vital element in delivering the services expected in townships. There are 17 cells (68.0%) with an expected count of less than 5. The predicted count is.01. Leadership is defined as the capacity to set concept, control, influence and associate people toward a single goal, to inspire and encourage people to achieve success (Burke & Barron, 2007: 28). Jones and George (2009: 497) defined leadership as "the process by which an individual exerts influence over other individuals."

Table 4. 24: Age in years * Roles and responsibilities were clearly defined

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.467[a]	16	.711
Likelihood Ratio	12.318	16	.722
Linear-by-Linear Association	.025	1	.875
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .01.			

The coaching leader, as shown in Figure 4.18, prepares people for the future. "Try this," could sum it up in a single statement. When a leader wants to help teammates develop long-term personal strengths that will help them to be more successful in the long run, he or she should use a coaching style. Stakeholder management should not end at project stage 0 but must remain in place throughout the project's lifespan. The project experts recognize that (Vinten, 2000: 379) stakeholder management become more important in successful service projects. They postulate that it is crucial for project practitioners to comprehend tasks and objectives at all stages, according to Mohan and Paila (2013: 53).

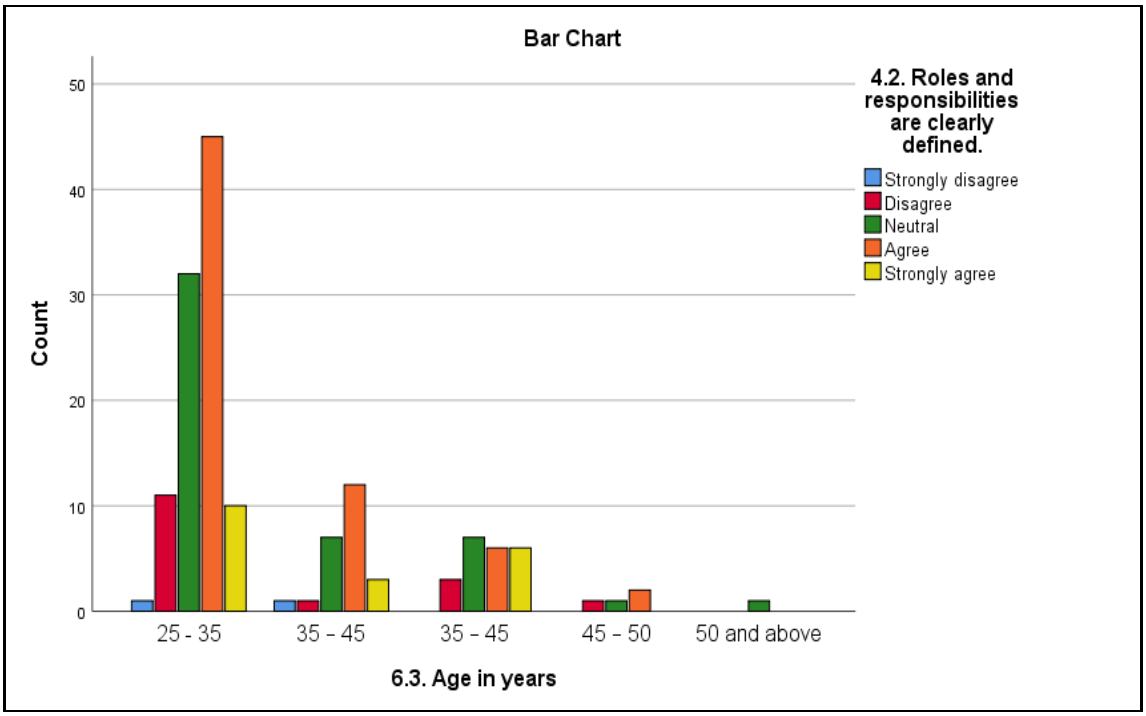

Figure 4.18:

4.5.1. All project team members were dedicated solely on phase

According to Table 4.25 below, project team members' views and expectations are managed as a complementary act of administering and tackling stakeholder concerns, which has a direct effect on the project's productive execution and delivery. Bourne and Walker (2005: 654) underlined the significance of stakeholder management by saying that failing to manage project stakeholders' expectations has caused some project failures. They argued in support of their objectives with behaviours being assisted by experience from diverse project stakeholders (Yang et al., 2014).

Table 4. 25: All Project team members were dedicated solely on phases

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.820[a]	16	.756
Likelihood Ratio	11.298	16	.791
Linear-by-Linear Association	.401	1	.526
N of Valid Cases	150		
a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .06.			

Figure 4.19 below highlights the importance of stakeholder analysis for all project team members when choosing exclusively on phase if one is to comprehend the stakeholder environment. Traditionally, 16 cells (64.0%) are supposed to have a count of less than 5. The minimum expected count was.06, and it included four elements: identifying stakeholders and concerns, stakeholder classification based on individual traits, stakeholder relationship assessment, and stakeholder influence on evaluation.

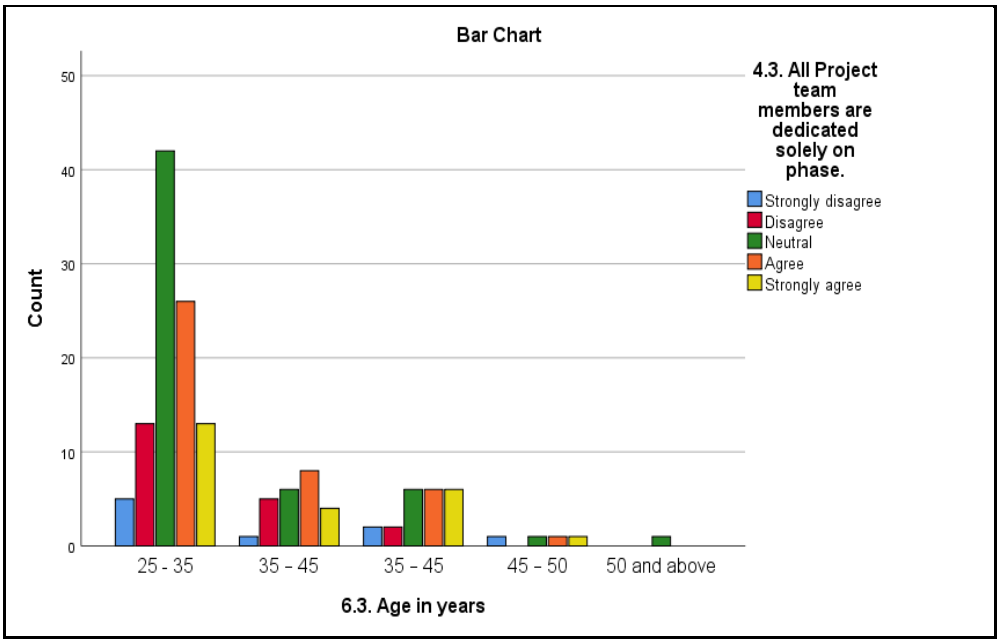

Figure 4. 18: Age in years * All Project team members were dedicated solely on phase

4.6. Statement of works (SOW) is to establish expectations.

The findings in Table 4.26 below show the statement of works in the establishment of processes in systematically organizing insights about project statements. This is done to identify those who are affected, to analyse the magnitude of their impact on the project and prioritize them into informant groups. This suggests that the stakeholder analysis approach aids in the identification

of project stakeholders, with 17 cells (68.0%) having an expected count of fewer than 5. Their relative power is mapped out by the minimum predicted count of.04. The formulation of clear expectations, which included their service delivery project interests, had a major influence. Aligica highlight their duties and stipulate the relative importance to be given to meeting the interests of the stakeholders in a project statement of works, thereby estimating the value of each stakeholder to the project.

Table 4. 26: A statement of works (SOW) to establish clear expectations

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	41.260[a]	16	.001
Likelihood Ratio	27.045	16	.041
Linear-by-Linear Association	3.285	1	.070
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .04.			

Figure 4.20 below shows evidence from a comparable study that shows that leadership focuses on a statement of works (SOW) to set clear expectations. Previous studies identified several issues in effective service projects and some of the concerns included the issue of project leaders who fail to have sufficient discussions with project managers and a lack of contact with stakeholders. To tackle these issues, project managers must first determine what is required for managing stakeholders. Stakeholder expectations were identified, analyzed, mapped, and managed in a variety of ways.

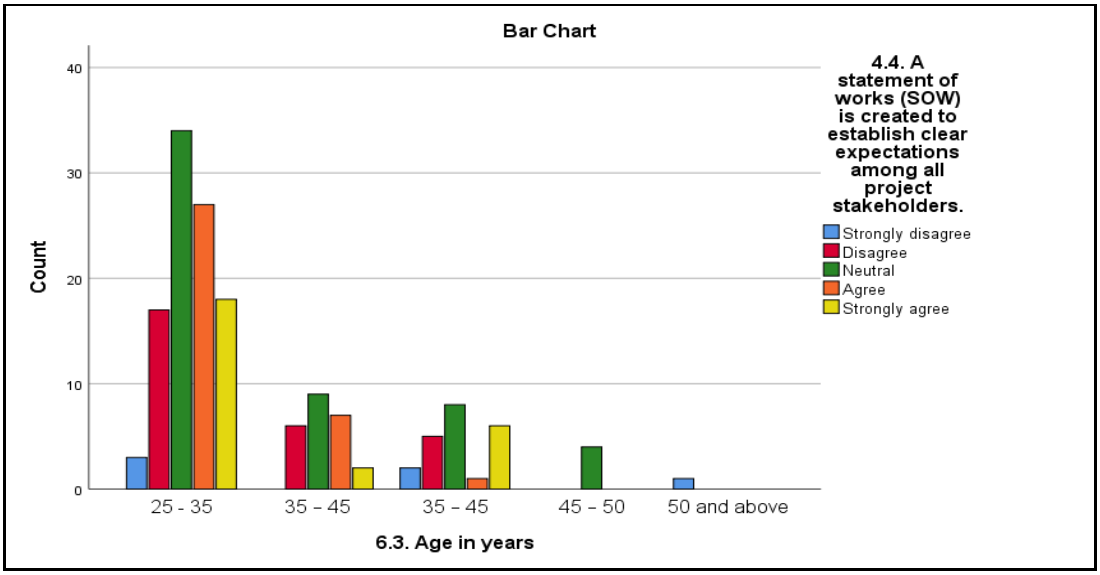

Figure 4. 19: Age in years * a statement of works (SOW) to establish clear expectations

4.6.1. Overall process of planning phase

The findings in Table 4.27 below, show that the whole process has a variety of interests that may or may not be compatible. There are 17 cells (68.0%) with an expected count of less than 5. The minimum expected count is.02, and conflicts with one another are assumed to have an impact on the judgments to be made.

To find stakeholders and cooperate with them to realize stakeholder interests, anticipations, and level of impact on the project execution process projects leaders towards having strong rational and instinctive skills. That makes it easier to handle a development that prioritizes stakeholder involvement and mitigates any undesirable consequences.

Stakeholder management is known as an efficient approach for bringing stakeholder concerns to the surface and establishing beneficial stakeholder links in a project context (Eskerod & Jepsen, 2013: 7).

Table 4. 27: Age in years * Rating overall process for stakeholder during initiation phase

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.051[a]	16	.947
Likelihood Ratio	9.560	16	.889
Linear-by-Linear Association	2.150	1	.143
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .02.			

According to the findings in Figure 4.21, successful stakeholder management happens when a project leaders have the ability or a coherent understanding of how and when to connect to the organizational network and when a project leader is able to identify the key; because if a project fails to identify the desires and expectations of a diverse range of project stakeholders, it is unlikely to be considered a success. To be able to grasp the many stakeholder needs and gain buy-in from all, the art of leadership, not management, is necessary.

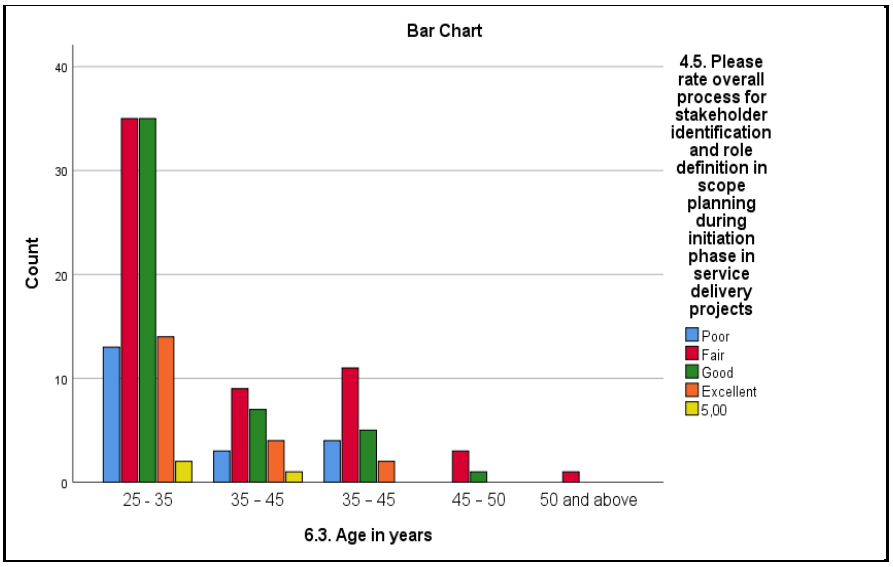

Figure 4. 20: Overall process of planning during initiation phase

4.6.2. The expected savings or revenue increases once project is completed

According to the findings in Table 4.30 above, all stakeholder requirements and expectations were addressed and managed, resulting in a lower risk of project failure, due to inadequate stakeholder management. A saving and income model is being developed to aid in calculating stakeholder costs and bringing them together to accomplish a common goal. At 16 cells (64.0 percent), effective administration of a successful service project has an expected count of less than 5. The estimated minimum count is.04.

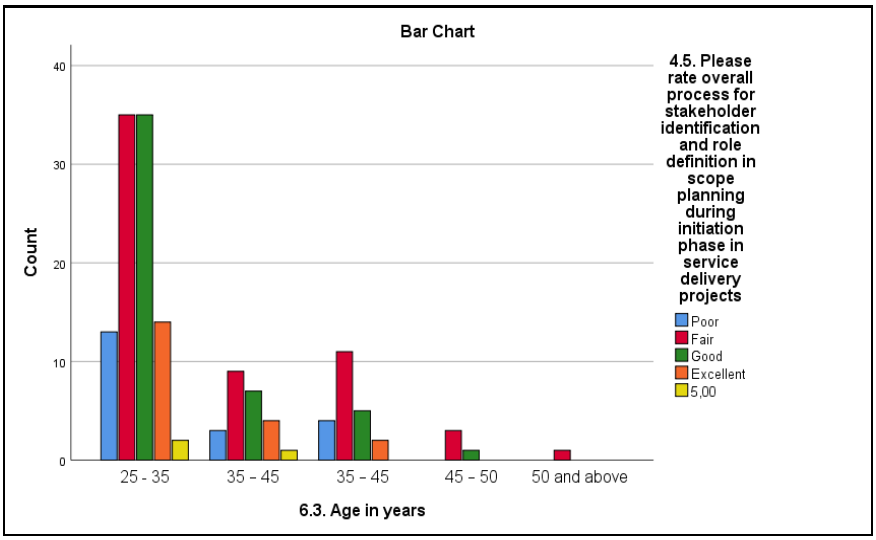

Figure 4. 21: Overall process of planning during initiation phase

According to the data in Table 4.29 below, management is concerned with established and stated organizational goals so as to fulfil them as efficiently as is feasible. Figure 4.22 below shows that leadership focuses on cost-cutting and revenue-generating settings that improve project direction, alignment, and motivation, whereas management focuses on planning and budgeting, organizing employees, controlling tasks, and problem-solving.

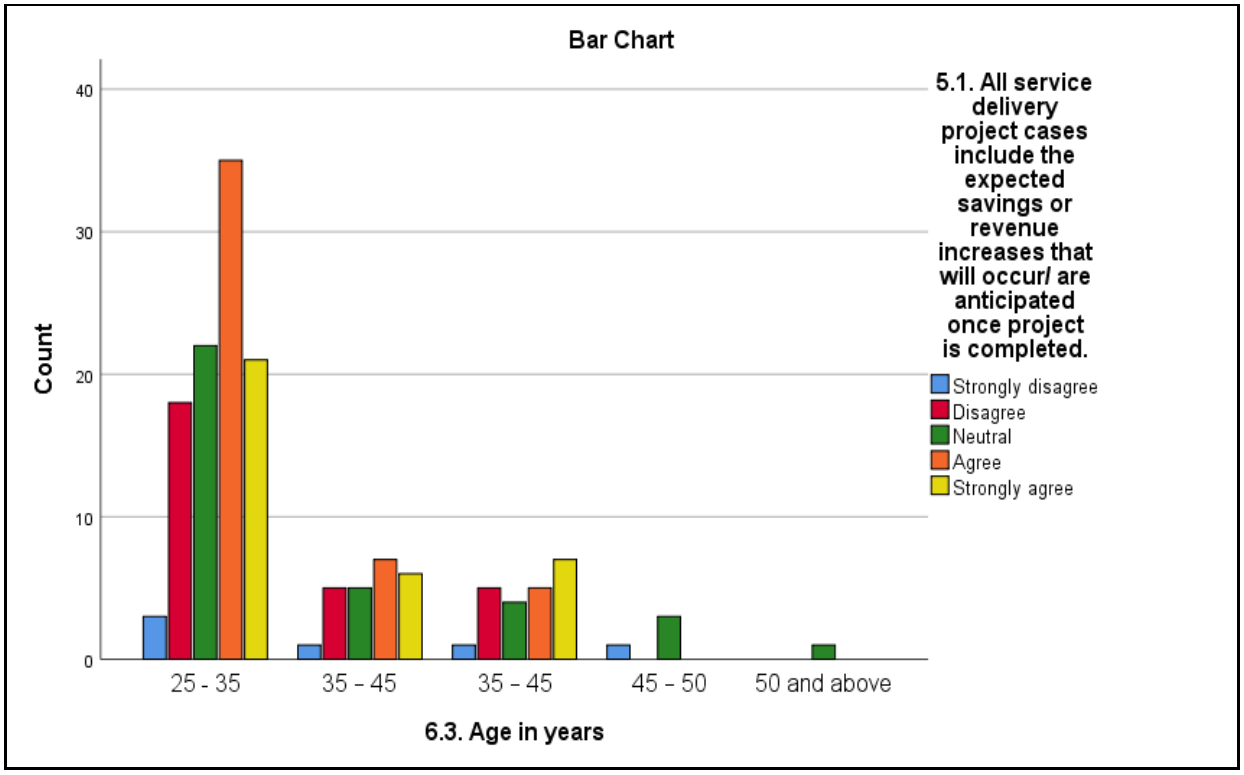

Figure 4. 22: Expected savings or revenue increases occurred once project is completed

4.6.3. The analysis of project risks happens at every stage.

Table 4.28 below indicates 17 cells (68.0%) that have an expected count less than 5. Leadership is defined as the ability to establish vision and direction, influence and align people toward a common goal, and inspire and motivate participants to achieve success. (Burke & Barron, 2007:28).

Leadership, according to (Naidoo & Ramphal, 2018), is a process whereby an individual exerts influence over others and inspires, motivates, and directs their efforts in order to achieve group or organizational goals. Management, on the other hand, is the act of organizing, leading, and controlling human and nonhuman resources in order to achieve organizational objectives in a cost-effective and efficient manner.

Table 4. 28: Age in years * the analysis of the high-level project risks happens at this stage

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.552[a]	16	.632
Likelihood Ratio	15.838	16	.464
Linear-by-Linear Association	1.867	1	.172
N of Valid Cases	149		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .03.			

The data in Figure 4.23 below shows that stakeholders project risk analysis at a high level, with asymptotic significance and linear association at 0.172. (Fricska, McLeod and the United Nations Human Settlements Programme, 2009). It did not, however, account for the residual effect of service delivery, which is a critical aspect in the actual world. The duration of service delivery has a residual effect on how long it lasts during and after the initial application. This residual effect, particularly in the absence of water, might be explored in future studies to determine how effective service delivery was in terms of having a long or short residual effect. Outside of clinical investigations, there is limited real-world evidence of service delivery efficacy before it becomes ineffective against germs (Dirlam, Jaynes & Jefson, 1995).

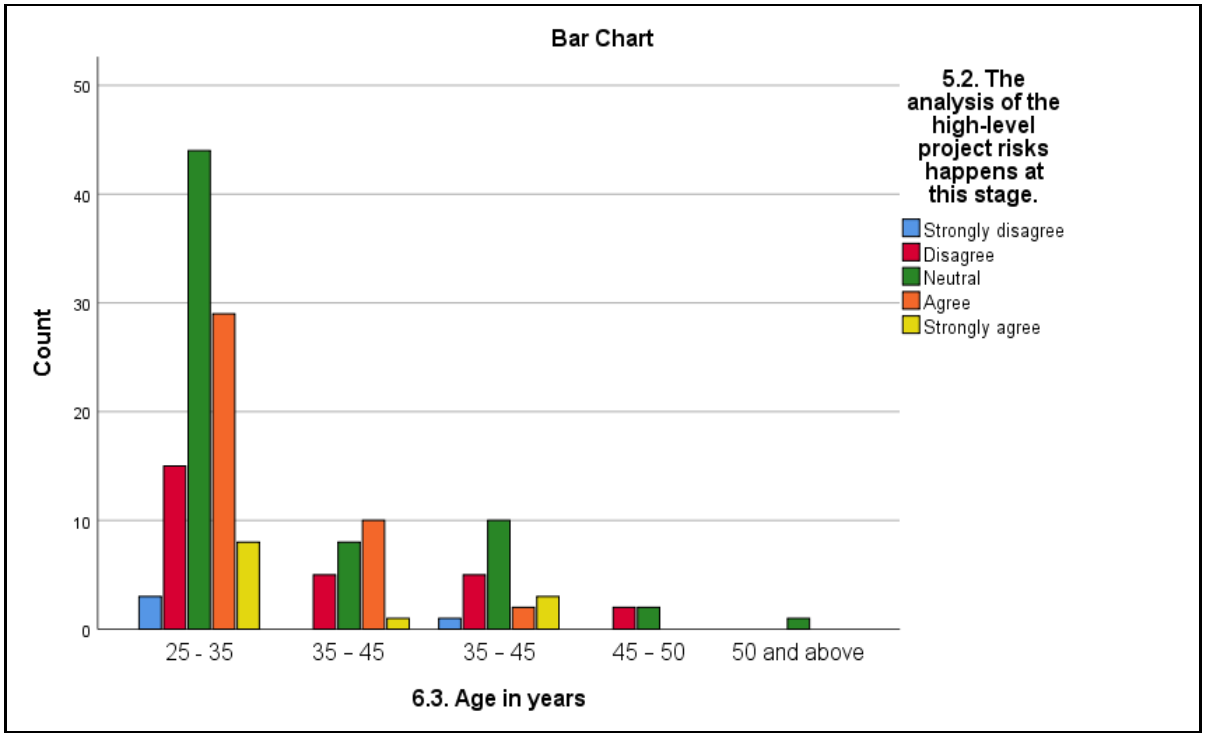

Figure 4. 23: The analysis of the high-level project risks happens at this stage

4.6.4. Service delivery project and cost benefit analysis

Table 4.29 below shows the challenges of stakeholder management in successful service projects planned by previous scholars. 16 cells (64.0%) have an expected count of less than 5. The minimal expected count of 0.05 is due to the project leader's failure to effectively engage project stakeholders, project managers' unclear stakeholder management objectives, difficulty recognizing the "invisible" stakeholder, and a lack of contact with stakeholders. (Yang et al., 2009: 337). To tackle these issues, project managers must first determine what the essentials were for managing stakeholders (City of Chandler, 2010). Stakeholder expectations were identified, analyzed, mapped, and managed in a variety of ways.

Table 4. 29: Age in years * the service delivery projects project cost benefit analysis is calculated

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.049[a]	16	.669
Likelihood Ratio	12.858	16	.683
Linear-by-Linear Association	6.529	1	.011
N of Valid Cases	150		
a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .05.			

Figure 4.24 below, shows that the main fundamentals of the stakeholder circle were concentric circle lines that specify stakeholders' detachment from the project or the project delivery entity. A solid shade specifies cohesion while shading or patterning can specify heterogeneity in presenting an idea and patterns of stakeholder entities that show their homogeneity.

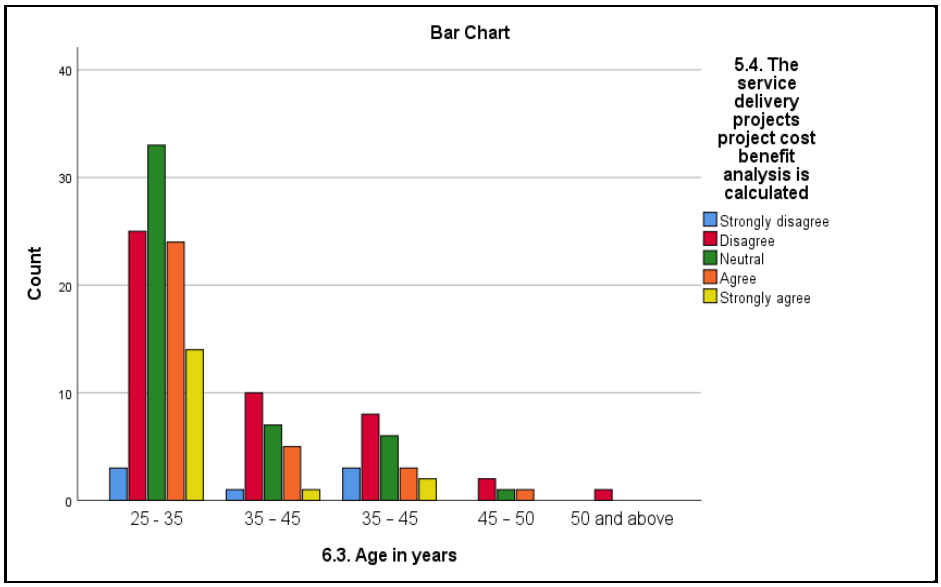

Figure 4. 24: Age in years * service delivery project cost benefit analysis is calculated

4.6.5. Case on development process during the initiation phase

All service delivery project cost benefit analysis is determined in three aspects, as shown in Table 4.30 below, and these three elements must be addressed in a thorough training program. As a result, 17 cells (68.0%) have an expected count of fewer than 5. In South Africa, the minimum predicted count is.01. In this way, the cost-benefit analysis of a project that fails to improve sustainable service delivery is determined.

According to the findings, there is little leverage to incentivize policy training for service project administrators and stakeholders. One of the most common reasons for failure is a lack of support, which is at the heart of delivering long-term services.

Other parts of local government effort were regarded as causal reasons for the failure of development programs as a result of this. Despite the availability of all other prerequisites (money, technology, and resources), service delivery initiatives continue to fail, leading to long-term service delivery upheavals.

Table 4. 30: How would you rate the case of development process

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.006[a]	16	.032
Likelihood Ratio	25.963	16	.055
Linear-by-Linear Association	8.301	1	.004
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .01.			

Table 4.31 shows the identification of stakeholders' responsibilities and project expectations, with 17 cells (68.0%) having an expected count of lower than 5. The minimum predicted count is.01 of their project importance.

Stakeholders are prioritized according to their perceived power, proximity, and urgency, by using a stakeholder radar/circle to illustrate the power, proximity, and relative impact of a prioritized list of top stakeholders. A significant component of the project was engaging key stakeholders; to ensure that their expectations were understood, acknowledged, and managed.

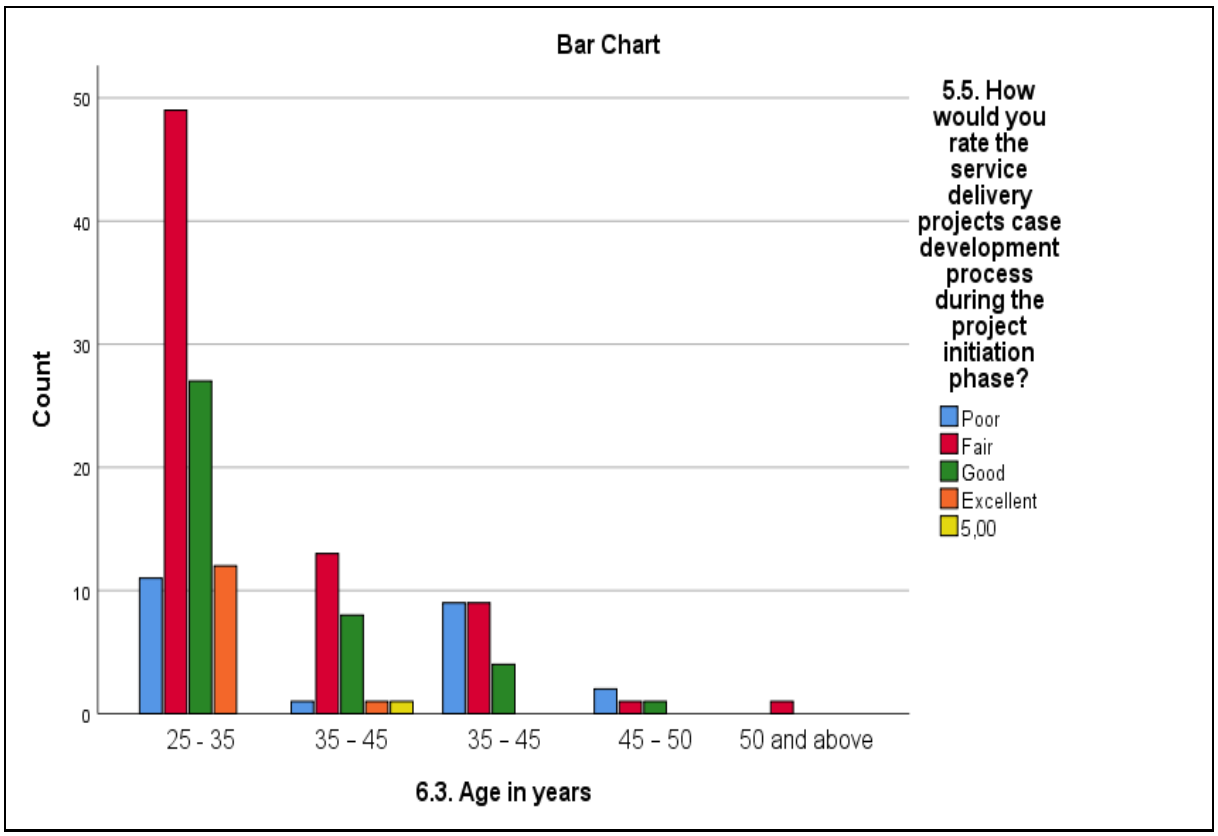

Figure 4. 26: *How would you rate the case of development process*

4.7. Age in years * Gender

Table 4.31 below, shows that the difference between management and leadership in terms of age and gender is not always clear, as 14 cells (70.0%) have an expected count of less than 5. The expected minimum word count is 0.01. Explicit notions such as vision, confidence, management abilities, and charm are frequently associated with leadership. Leadership can generate inspiration since it is intriguing as a proposition.

Table 4. 31: ***Age in years * Gender***

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.461[a]	12	.133
Likelihood Ratio	13.186	12	.356
Linear-by-Linear Association	1.520	1	.218
N of Valid Cases	150		
14 cells (70.0%) have expected count less than 5. The minimum expected count is .01.			

Figure 4.25 below indicates age group in years and gender above and shows that stakeholder management necessitates a company's interaction with a diverse set of stakeholders. A gender-based maintenance program supports township service delivery project groups by considering and balancing their respective interests (Chinyio & Olomolaiye: 2010: 5). Without recognizing the stakeholders and their interests, effective stakeholder management is impossible. Therefore, there should be an obviously well-defined taxonomy of who they are, what their interests are and how much of an impact they have had on the activities at hand (Mok & Shen, 2016: 294). Only then was it required or inevitable to establish an evaluable stakeholder holder management plan.

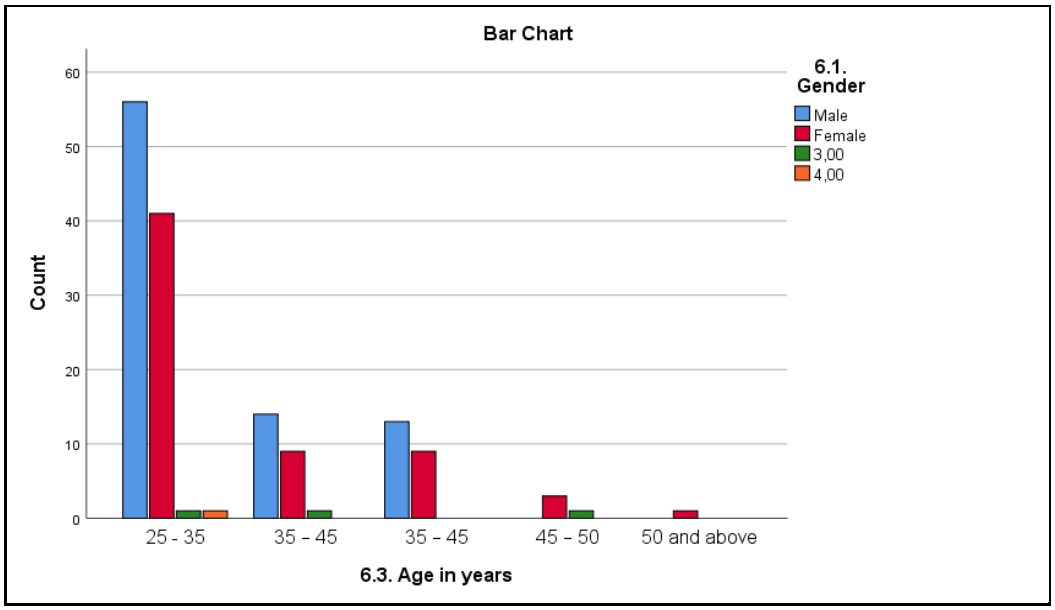

Figure 4. 25: ***Age in years * Gender***

4.7.1. Age in years * Respondent's Category

Table 4.32 below explains leadership styles as the way in which a pacesetting leader expects and models excellence and self-direction. "Do as I do, now," sums this up. When 14 cells (70.0 percent) were used extensively, the expected count was fewer than the actual count. The predicted minimum count is.01. This method, however, might overwhelm team members and stifle innovation. At this study, the age profile of frequent stakeholders in service delivery was compared to two variables of service delivery provided in township branches, and a mean for reduction was calculated in order to reduce shortages. However, it did not measure the residual effect of service delivery, which is an important factor in the real-world. The residual effect of service delivery a 0.000, when applying Pearson chi-Square lies in how long it has been since the initial application.

For future research, this residual effect, particularly of service delivery; for instance, in the absence of service, a 0.001 linear by linear is noted that could show how effective service delivery was in terms of having a long or short residual effect. Indeed, there is limited real-world evidence of the efficacy of service delivery outside the clinical studies before they become ineffective against bacteria (Dirlam, Jaynes & Jefson, 1995).

Table 4. 32: *Age in years * Respondent's Category*

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	95.863[a]	12	.000
Likelihood Ratio	32.920	12	.001
Linear-by-Linear Association	10.405	1	.001
N of Valid Cases	150		
a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .01			

Table 4.33 shows the results. Managers have a proactive responsibility to ensure that policies and procedures are followed, with the goal of ensuring that employees are well prepared to accomplish their duties. Provisionally they serve as a key tool in liability risk management that aims to deliver sustainable services successfully. Training staff members on policies and procedures has three key elements which helps with the cognitive aspects of policies—that is, knowledge of the contents of policies. Identifying key psychomotor skills is necessary to implement, or carry out, policies; and training on good decision-making, so that staff members can properly apply policies and procedures.

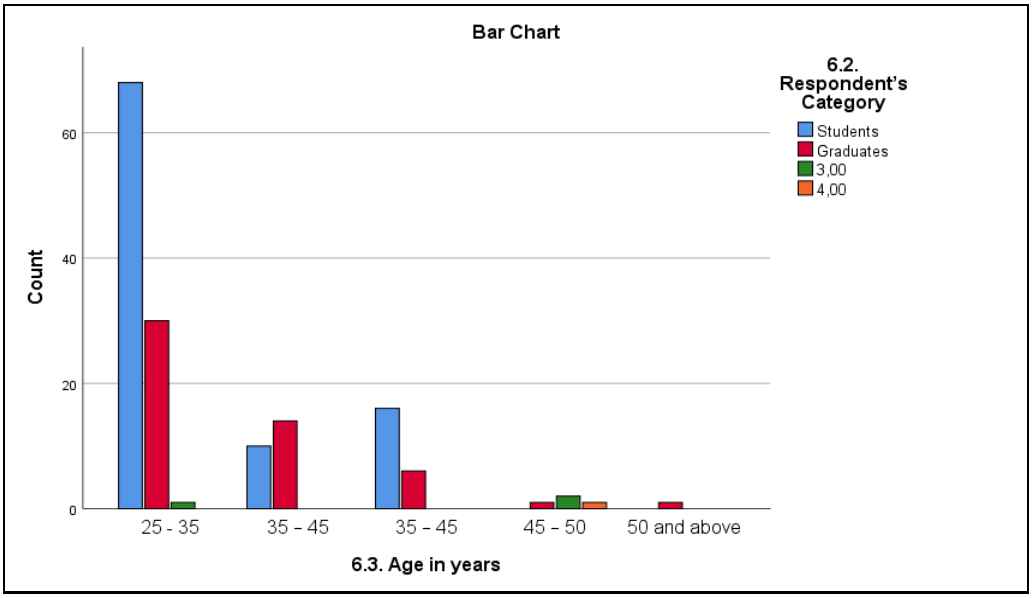

Figure 4. 26: *Age in years * Respondent's Category*

4.7.2. Age in years * What is your Level of education?

Table 4.33 below shows that training and development were functions described as a unit within 17 cells (68.0%) have an expected count of less than 5. The minimum expected count is 0.01. Concerning organizational action intended to improving individual and group performance in organizational contexts. This approximate significance of 0.000 improves the satisfaction and performance of participants who provide long-term services and might be mandatory or voluntary.

Table 4. 33: Age in years * what is your highest Level of education

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	46.117[a]	16	.000
Likelihood Ratio	42.963	16	.000
Linear-by-Linear Association	1.188	1	.276
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .01.			

Symmetric Measures		Value	Approximate Significance
Nominal by Nominal	Contingency Coefficient	.485	.000
N of Valid Cases		150	

The findings in Table 4.33 show the significance of all three categories, which must be addressed in a thorough training program. As a result, because there is little leverage to reward policy training for administrators and project managers, South Africa is failing to improve long-term service delivery. A lack of support, which is at the heart of providing long-term services, is one of the most common reasons for failure. This, along with other aspects of local government effort, are seen as factors in development program failure. Service delivery projects continue to fail despite the fact that all other prerequisites (money, technology, and supply) are met.

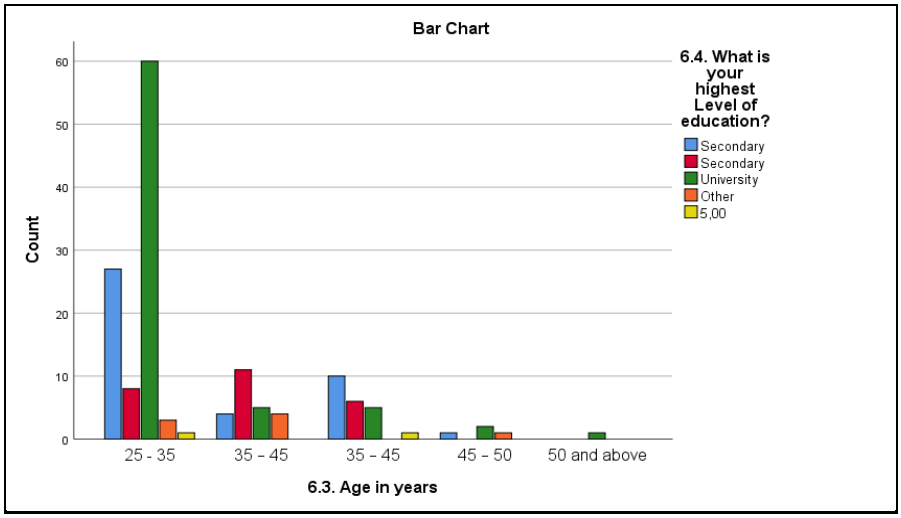

Figure 4. 27: Age in years * what is your highest Level of education

4.7.3. High-level stage of costs and schedule is undertaken.

Table 4.35 below shows 22 cells (73.3%) that have an expected count of less than 5. On work established by emotional attachments that bring cost bonding and belonging to a company, the minimum expected count is.01. “Participants come first” sums it up. When colleagues need to heal from a trauma or the team must re-establish trust, the affiliative method is the most effective one. A solitary focus on praise and fostering might produce substandard performance and poor direction. This technique should not be employed alone. Other factors are likely to be included in qualifying service delivery stakeholders who have been classified by stakeholders. Depending on the stakeholder's amount of power and interest, outliving a stakeholder may result in unfavourable circumstances. It's critical to weigh the consequences of removing a stakeholder, based on the role that the stakeholder plays in a project's success.

Table 4. 34: Age in years * a high-level study of costs and schedule is undertaken

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	26.119[a]	20	.162
Likelihood Ratio	26.828	20	.140
Linear-by-Linear Association	.147	1	.701
N of Valid Cases	150		
a. 22 cells (73.3%) have expected count less than 5. The minimum expected count is .01.			

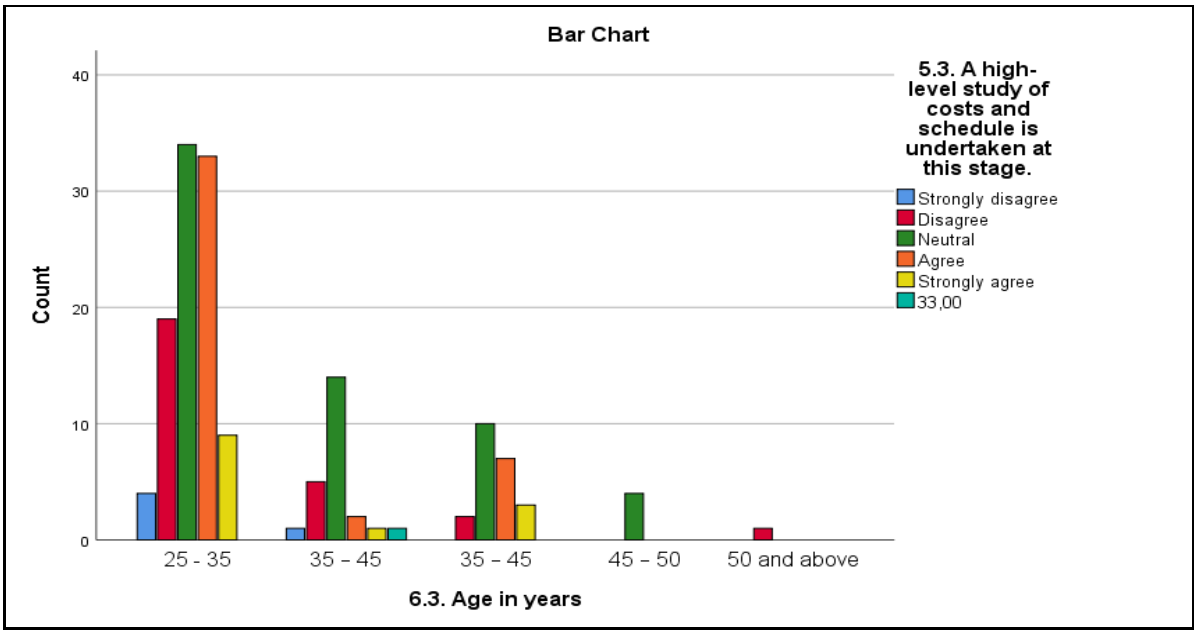

Figure 4. 28: Age in years * a high-level study of costs and schedule is undertaken

4.7.4. Level of working experience (In Years)

Table 4.35 below shows that a coercive leader demands immediate compliance. If these 20 cells (80.0%) have an expected count of less than 5. If the minimal predicted count, 0.03, could be summarized in a single statement, it is "do what I say." The intimidating approach becomes particularly efficient in times of emergency, such as during firm improvement or during a true emergency (disaster or fire). When all else fails, this method can help you control a difficult teammate. In practically every other scenario when the probability is 0.000 however, it should be avoided since it can alienate people and inhibit flexibility and ingenuity.

Table 4. 35: Level of working experience in the environment in general

Chi-Square Tests		Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square		59.904[a]	16	.000
Likelihood Ratio		51.544	16	.000
Linear-by-Linear Association		14.744	1	.000
N of Valid Cases		150		
a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .03				
Symmetric Measures		**Value**	**Approximate Significance**	
Nominal by Nominal	Contingency Coefficient	.534	.000	
N of Valid Cases		150		

The study intended to evaluate the extent to which various stakeholders were involved, as well as their potential impact on project delivery. Stakeholder analysis, according to (Clarke & Cooke 2014: 430), helps project directors to understand the local context around the project scope better and leads to best practices and ideas for reducing opposition to a project.

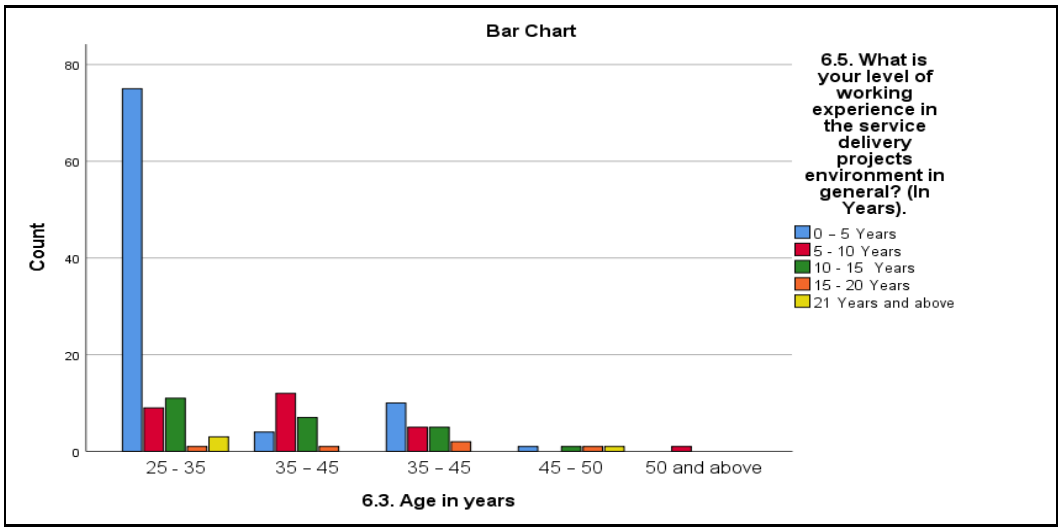

Figure 4. 29: Age in years * level of working experience in the environment in general

4.7.5. The total annual sales and expenditures

Democratic management as shown in Table 4.36 below builds consensus through participants on total annual sales and expenditures were rated on scale. If 17 cells (68.0%), have an expected count of less than 5. The minimum expected count is .05 if summed up in one phrase; would be "What do you think?" The democratic style is most effective when a leader needs his or her team to buy into or have ownership of a decision, plan, or goal, or if he or she is uncertain and needs fresh ideas from qualified teammates. It is not the best choice in an emergency, when time is of the essence for another reason or when teammates are not informed enough to offer sufficient guidance to the leader.

Table 4. 1: Age in years * total annual sales and expenditures were rated on scale

Chi-Square Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	33.758[a]	16	.006
Likelihood Ratio	27.295	16	.038
Linear-by-Linear Association	4.287	1	.038
N of Valid Cases	150		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .05			

Symmetric Measures		Value	Approximate Significance
Nominal by Nominal	Contingency Coefficient	.429	.006
N of Valid Cases		150	

Table 4.37 below, shows that given the intra-data of descriptive statistics summary below, that this study assumes from Table 4.37 above, it shows a panel data set of 150 pairs of observations. The hypothesis in intra- branches spatial pattern analysis in (Abdi & Williams, 2002), suggested that sanitizer prospects occurred over the past three and a half years. The location evaluating the effectiveness of supplying service delivery to participants in selected projects such as COVID19 in the townships of Cape Town. The results and summaries above, therefore, ensure and validate pilot test project expenditure. Based on feedback from the selected participants, necessary adjustments were made to make projections before final data collection. Only projects deemed to be completed were used for final data analysis and any other project deemed as inappropriate was discarded.

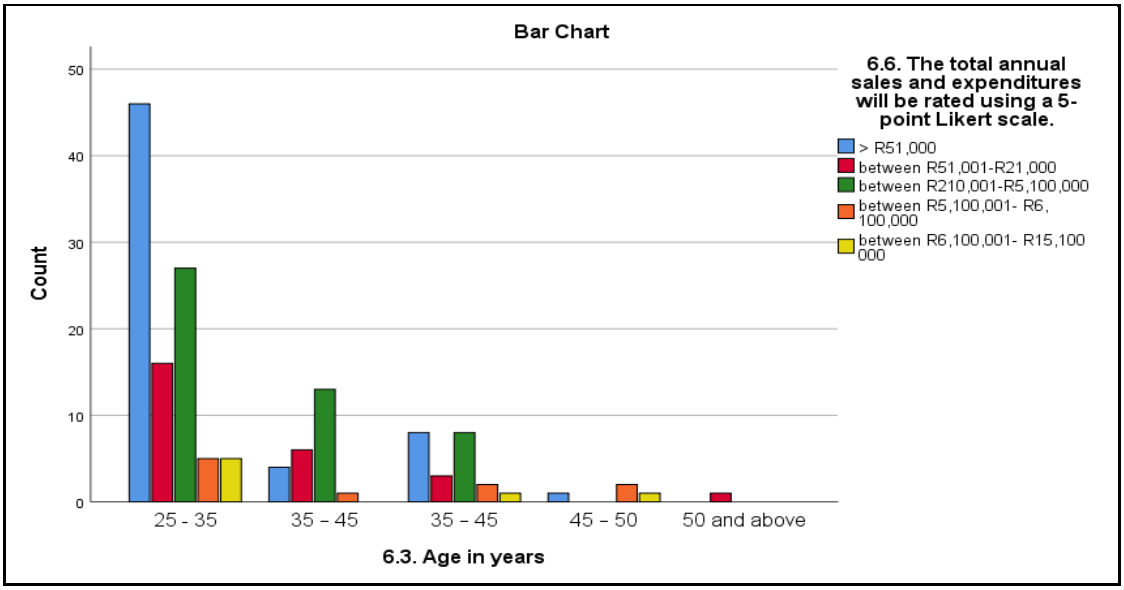

Figure 4. 30: Age in years * the total annual sales and expenditures were rated using a scale

4.7.6. Understanding service delivery perception

These dummy variables were included in the presentation of why participants in South African choose service delivery, especially in public space and gatherings. There were key indicators inclusively noted as dummy variables. Participants' age, understanding of how to obtain finance, self-motivation, and educational background are all factors to consider. The question of service delivery providers assisting with customers' service delivery projects, in many opinions, involves or supplements the findings in user perceptions. This is further complicated by the question of why service delivery to participants differs, depending on their preferences.

Table 4. 37: *Statement processing summary*

Statement processing summary	N	Percent	N	Percent	N	Percent
Age in years * Government policy encourages development of service delivery project members providing training courses.	150	100.0%	0	0.0%	150	100.0%
Age in years * Service delivery members/ stakeholders were suitably and adequately qualified.	150	100.0%	0	0.0%	150	100.0%
Age in years*There were stakeholders' workshops in service delivery and methodology.	150	100.0%	0	0.0%	150	100.0%
Age in years *There is a level of service delivery principles in all stakeholder management.	150	100.0%	0	0.0%	150	100.0%

There is a degree of service delivery principles in every stakeholder management in Table 4.40.

A capability to give ideas, guidance, inspire and support people toward a mutual goal, to empower and persuade individuals to achieve success is what leadership is about (Burke & Barron, 2007: 28).

Jones and George (2009: 497) described leadership as "a process by which an individual exerts influence over other participants and inspires, motivates, and directs their efforts to assist in the achievement of group or organizational goals." As a result, government policy promotes the establishment of service delivery by project members who provide training.

Table 4. 36: ***Statement processing summary***

Statement processing summary	N	Percent	N	Percent	N	Percent
Age in years * Do your service delivery methodologies assist in more effective project planning during initiation stages?	150	100.0%	0	0.0%	150	100.0%
Age in years * Service delivery projects processes were concise and clearly defined	150	100.0%	0	0.0%	150	100.0%
Age in years * Service delivery projects members were well trained on process	150	100.0%	0	0.0%	150	100.0%
Age in years * The roles and responsibilities were clearly defined	150	100.0%	0	0.0%	150	100.0%
Age in years * Ensuring adherence to processes is a function of only the service delivery projects	150	100.0%	0	0.0%	150	100.0%

Table 4.39 below shows that it is enticing to see proposals giving motivation for development that does not exist in an organization or in an individual (Mumford, Gold, 2004: 9).

Management, on the other hand, entails the efficient and effective planning, organizing, directing, and managing of people and other resources, in order to achieve organizational goals. Cronje, Smit.

Table 4. 39: ***Statement processing summary***

Statement processing summary	N	Percent	N	Percent	N	Percent
Age in years * Can non-adherence to service delivery project processes increase risk for project failures?	150	100.0%	0	0.0%	150	100.0%
Age in years * Project goals and objectives were linked to service delivery strategy.	150	100.0%	0	0.0%	150	100.0%
Age in years * Service delivery project sponsors provide adequate support and tools to project teams during initiation phase of every project.	150	100.0%	0	0.0%	150	100.0%
Age in years * Service delivery projects have an open door policy on consultation with project teams during scope planning for the initiation phase.	150	100.0%	0	0.0%	150	100.0%
Age in years * Communication between service delivery projects sponsors/ senior managers is a two-way process.	150	100.0%	0	0.0%	150	100.0%
Age in years * Project scope and objectives were clearly defined.	150	100.0%	0	0.0%	150	100.0%

Service delivery project sponsors, as shown in Table 4.41, give necessary assistance and tools to project teams during the commencement phase of each project's operation. Burke (2007:55) described stakeholders as individuals or organizations who are within or outside a project and who are either actively or passively participating in the project's operations. They also place greater emphasis on customer service.

Table 4. 37: ***Statement processing summary***

Statement processing summary	Cases					
Age in years * Can non-adherence to service delivery project processes increase risk of project failures?	150	100.0%	0	0.0%	150	100.0%
Age in years * Key stakeholders were identified during project initiation phase in all service delivery project development phases.	150	100.0%	0	0.0%	150	100.0%
Age in years * Roles and responsibilities were clearly defined.	150	100.0%	0	0.0%	150	100.0%
Age in years * All Project team members were dedicated solely on phase.	150	100.0%	0	0.0%	150	100.0%
Age in years * A statement of works (SOW) is created to establish clear expectations among all project stakeholders.	150	100.0%	0	0.0%	150	100.0%
Age in years * Please rate overall process for stakeholder identification and role definition in scope planning during initiation phase in service delivery projects.	150	100.0%	0	0.0%	150	100.0%

Any group of statements with a group of individuals or structures affected by the implementation of any undertaking project is referred to as a stakeholder in Table 4.41 below. The purpose of a statement of work (SOW) is to set clear expectations among all project stakeholders. The age of a stakeholder is one of the elements that must be considered during the execution phase of that project.

Table 4. 38: ***Statement processing summary***

Statement processing summary	Cases					
Age in years * All service delivery project cases include the expected savings or revenue increases that were occurring or were anticipated once projects were completed.	150	100.0%	0	0.0%	150	100.0%
Age in years * The analysis of high-level project risks happen at this stage.	149	99.3%	1	0.7%	150	100.0%
Age in years * A high-level study of costs and schedule is undertaken at this stage.	150	100.0%	0	0.0%	150	100.0%
Age in years * The service delivery projects project cost benefit analysis is calculated	150	100.0%	0	0.0%	150	100.0%
Age in years * How would you rate the service delivery projects case development process during the project initiation phase?	150	100.0%	0	0.0%	150	100.0%
Age in years * Gender	150	100.0%	0	0.0%	150	100.0%

Table 4.42 below, shows that effective stakeholder management is impossible without first identifying the stakeholders and their interests. At this point, high-level project hazards are assessed. Along with this, there should be a clearly defined taxonomy of who they were, and what they were interested in, and how much of an impact they had on the activities at hand. The service delivery projects are currently in the planning stages.

Table 4. 39: ***Statement processing summary***

Statement processing summary	Cases					
Age in years *Respondent's Category	150	100.0%	0	0.0%	150	100.0%
Age in years * What is your highest level of education?	150	100.0%	0	0.0%	150	100.0%
Age in years * What is your level of working experience in the service delivery projects environment in general? (in years).	150	100.0%	0	0.0%	150	100.0%
Age in years *The total annual sales and expenditures were rated using a 5-point Likert scale.	150	100.0%	0	0.0%	150	100.0%

Based on these replies in Table 4.42, leadership perceptions reveal a targeted service delivery perception affecting their personal demographic life (Smith, 2018). Even though a variety of skills and knowledge have been documented from various viewpoints on development programs around the world, there is little literature on the level of working experience in service delivery projects.

4.8. Summary

Generally, this research contributes to the existing literature in two ways; firstly, by increasing the amount of knowledge available to the public in many schools of thought. Secondly, the main theme explains leadership performance *as* designed in case reviews. A detailed account provides selected cases of limitations and shortages in an exploration of the existing leadership management theory on organised public premises in South Africa. Hence the presence of stakeholder management in successfully executing service delivery projects in townships was confirmed in many cities, for example, the supply of hand sanitizer products during the national pandemic to uneducated townships and education on water wastage in those public places. However, despite their presence, limited research has been conducted that contributes towards the use of effective leadership style in township projects in Cape Town, South Africa. The focus was on current stakeholder management models, such as SWOT analyses of existing models and comparisons of same, including limitations, impact, and pros and cons.

The two overriding objectives were to eradicate stakeholder management limitations and to increase service delivery in inequality zones, which was a central focus of government policy from 1994 onwards. This review has shown that South Africa has made remarkable progress in many areas. In the last 20 years, the country has emerged from its deeply divided and violent past into a peaceful, robust and vibrant democracy that has made major strides in improving the lives of its citizens. Over the past 20 many participants have been provided with access to accommodation through government housing programmes.

The government must increase its efforts to engage with other parties, in order to eliminate existing spatial patterns that continue to divide society. Because mega-successful service initiatives are complicated and uncertain, a solid stakeholder management strategy is necessary to accommodate opposing stakeholder interests. These initiatives require a deliberate approach due to the complexity and volatility of the task.

Furthermore, project management teams' failure to address the concerns of other successful service project stakeholders resulted in a cascade of project failures, because successful service project stakeholders have the ability and means to derail successful service projects. It's critical to understand the difference between project failure and project management failure in these cases.

When project objectives are not accomplished and the customer is unsatisfied, the most typical reason for project failure is the following: When the standard project Square root determinants (scope, time, money, and technical specifications) are not met as specified from the start, project management failure occurs. The interaction of a company with a range of stakeholders is referred to as stakeholder management.

CHAPTER 5

SERVICE DELIVERY CONCLUSION AND RECOMMENDATION

5.1. Introduction

The knowledge domains in project management, the role of participants in management, maintenance, and politics of service delivery are all focused on implementation. Recommendations given by participants and policymakers in this study are based on leadership styles and organizational culture which should give guidance on how micro enterprises should grow into a larger instrumental approach. service delivery projects should have an open-door policy on consultation with project teams during scope planning for the initiation phase.

A more financially viable service delivery participant's policy in different stakeholder projects has aligned with the instrumental approach. The approach and structure of government in the country is made-up of three tiers: namely, national government, provincial government and local government. Local government is the "face of government" where government policies, plans and programmes are converted into tangible results. The success or failure of government programmes as mandated by the constitution (FFC: 2018: 21) is seen at local government level. The South African government has a unique mandate that has emanated from the previous apartheid structures and their separate development programmes.

Consequently, most of the population, previously prohibited from living in towns, started an exodus from the country areas into the large cities. (COGTA, 21/03/2018) posited that this creates a demand on the infrastructure that was initially designed for a small population. The current government must now provide the infrastructure required. Among the citizen's demands was the need for housing, roads, township, hospitals and many others. The fact is that the government (national) has always had money (not used) that is then returned to the fiscus, but the required services were never delivered. The result continual, sometimes violent service delivery strikes (Steytler & Powell, 2010) which have been blamed on the government's inability to deliver on its constitutional mandate.

The research focuses on the subject of government delivery which may be a critical element of the failure to deliver the services required by the townships. Participants of the delivery process have various interests and roles that they play in the service delivery process, and these should

be investigated. The research therefore seeks to establish the roles of the participants and their possible impact on delivery of service delivery projects. A participant is any group of participants, firm, individual or structure that plays a part in the implementation of projects. A participant has needs that should be taken into consideration during the execution process of a project. Burke (2007: 55) defined participants as participants or organisations who may be within or outside of a project, who may be actively or inactively involved in the running of the project's processes. The executors of a project must take into consideration the presence of all essential partners in the process as leaving them out would inevitably lead to conflicts and disruptions to the operations and implementation of processes. It is therefore important to know and understand the type of participants whose presence impacts the project's processes.

5.2. Aspects of leadership and management

Leaders' concentration is on participants while management concentrates on the duties to be completed, as shown in the table above. Previous researchers presented several challenges that participants face in service projects, including poor engagement of leaders with project participants, uncertain objectives for participants and difficulty in finding volunteers. In order address these concerns, project managers must first assess what is needed for participant management (Cleland & Ireland, 2002). The expectations of participants were recognized, examined, mapped, and controlled in several ways.

5.2.1. Planning and budgeting

These individuals have a variety of interests that may or may not align with one another (Winch, 2010: 75) and everyone must have a presumptive influence on decisions made. To identify participants and work together with them to understand their aspirations, anticipations, and impact on the project execution process, efficient project leaders need to have acute critical and intuitive abilities (Clark, 2001: 6), which This makes it easier to run a process that optimizes positive feedback from participants while minimizing negative consequences (Bourne & Walker, 2005). Participation brings problems to the surface and creates robust relationships in project contexts, (Eskerod & Jepsen, 2013: 7). To be able to grasp the many demands of participants and gain buy-in from all of them, the art of leadership, not management, is essential. Antatmula (2010: 14), stated that the boundary between management and leadership is not always clear. Explicit notions such as vision, confidence, management abilities, and charm are frequently associated with the term leadership. Because leadership is appealing as a concept, it may provide motivation

for progress in an organization or an individual that might otherwise be absent (Mumford & Gold, 2004: 9). Leadership is defined as the ability to provide vision and direction, to influence and align people towards a common objective, and empower and motivate individuals to achieve success (Burke & Barron, 2007:28).

5.2.2. Organization and staffing

Chinyio and Olomolaiye (2010: 6) stated that three participant approaches were introduced, each of which takes numerous variables into account, such as moral, political, technological, and economic concerns. They were:

- A Strategic Approach: this approach allots shareholders' profit great priority above the interest of participants.
- A Multifluidic Approach: it gives responsibility to participants, allotting them equal stakes with shareholders, and,
- A Participants Synthesis approach which gives a moral but non-obligatory responsibility to participants.

5.2.3. Controlling and problem solving

Project management is the process of ensuring that project objectives are met. The concept has spiralled the research material into an effective approach of comprehending the researcher's aims for the study. A detailed literature review of the Housing Allocations Policy and the National Housing Code was conducted. The City of Cape Town's Integrated Development Plan (IDP) has a mind map of goals to achieve. This includes the Allocation Policy, Housing Opportunities, and the criteria, protocols, and procedures that are in keeping with the goals of the social development plan.

5.2.4. Control of the environment

An Integrated Development Plan was established as a five-year plan that local governments were instructed to use in order to meet all township development demands. The costs of such stakeholder plans were connected to the projects in the controlled environment. It is crucial to enhance the proficiency and efficacy of public policy and build a short, medium, and long-term development plan.

5.2.5. Participants' expectations

Participants mapping (Goergen, et al., 2010: 10) was established to identify participants' prospects and their power. Figure One is frequently used as a technique for mapping and to understand the power and interests among participants (Chinyio & Olomolaiye 2010: 4). This diagram depicts the relationships between the participants' power, interests, and ranking in terms of importance and influence. (Chinyio & Olomolaiye 2010: 5) suggested that the matrix be updated regularly to keep track of the participant's positions, especially for those who were critical to the project's success. Winch (2010: 77) stated that the power interest matrix could be used to create a plan for managing the numerous actors, including their powers and ability to influence the project definition process. The Participant's Circle is another method for mapping participation among the several approaches that have been developed over the years. It has provided practical insight and help to both individuals and organizations in developing plans for managing interactions with participants and for assessing their implementation and effectiveness Bourne (2009: 44).

5.3. Sample size analysis

The projected sample size comprised thirty service delivery markets at Nyanga Junction service market, thirty service delivery markets at Khayelitsha, twenty service delivery markets at Stellenbosch, twenty-five service delivery markets at Franschhoek service market and twenty-five service delivery markets at Phillipi. The proposed sample size was a hundred and forty-eight, so a hundred and forty-eight feedback forms were issued for this. A hundred and fifty questionnaires were usable, and they were properly evaluated. The researcher issued thirty questionnaires to participants at Nyanga Junction service market and there were no unusable questionnaires. Some surveys were unusable because participants would not answer all the questions. Sometimes they were not following the orders, or the service delivery project plan were less than four and half years old. Twenty-five service market surveys were distributed to participants, all were usable, and it was expected that less than 5 percent would be unusable.

5.4. Service delivering theories and participants management

Participants may be affected by an organization's activities, objectives, and policy changes, (Post, Preston & Sachs, 2002). Because the participants included debtors, creditors, suppliers, the government, labour unions, and citizens of township around the organization, it was necessary to reach out to them. The theory dictated that every person, organization, or group should be

handled properly. Failure to treat participants properly, according to Freeman and Moutchnik (2013: 5-9) could lead to disagreements and dangerous responses, which could interrupt operations. Participants' status was either voluntary (when an individual or group decides to join) or involuntary (when an individual or group is forced to participate) (when the impact is determined by provisional sources). Therefore, competitors may also be considered as players because the organization's activities, for example, determine what competitors do in the market (Robert Allen Ph.D.) John Rawls' (2008) suggested that there was a need for separation between normatively and derivatively legitimate players. These were identified as genuine participants or dubbed stake owners, who were devoted partners seeking mutual gain. Corporate social responsibility should include the duty of all corporate participants. There were theories and values (from other players) that needed to be addressed alongside those of the stakeholder owners. Leaving these out would generate artificial competitiveness among the participants, which could lead to dysfunctional conflict - taking a risk is not the same as acting. As a result, it was critical that participants were clearly defined and identified.

5.5. Service delivery findings and recommendations

It is important that research findings, conclusions and recommendations were adhered to Rule and John (2011: 111), for rules and regulations. The study seeks to address the findings and conclusions to ensure that the research complies with these recommended standards. Apart from the findings and conclusions, there were other key findings variables and elements to be considered. The service delivery findings' recommendations formed part of the descriptive variables, that were designed to research establishes and explore prospective end users. Furthermore, the research participants were voluntarily informed with their consent and their rights being reserved to withdraw from participating should they decide to do so. Informed consent ensures that participants have full knowledge of the circumstances they are agreeing to. The researcher also committed to report the findings of the research truthfully without falsification.

5.5.1. Recommendation and classification of participants

Freeman and Reed (1983: 88-106) suggested that in any operation or undertaking, there were organisations or individuals who might be affected or interested in the results. These (individuals or organisations) become part of the process, so they need to be managed, hence the need to identify and understand the types of participants. Participants were classified under three subsections: primary, secondary and excluded participants.

5.5.2. Recommendation on primary participants

Primary Participants – mostly these are involved internally and these impacts directly on the implementation. These may include among others, the participants, the management and other internal functionaries.

5.5.3. Recommendation on secondary participants

Secondary Participants – are generally not inside the operations and may not be involved in day to day operations. Yet these were affected by the operations and may have interests- economic or otherwise, and these may include local government, the public, activists or the media. Excluded Participants – may involve those who may be impacted but may have no voice – or may not be able to cause conflicts or disruptions. Participants may include plants, animals, geology or the service delivery climate.

5.5.4. Recommendation to develop a service delivery framework

It is important to develop a service delivery project framework for the growth of enterprises that are owned by residents in municipalities in the Cape Metropolis. The study investigated the characteristics of residents who kept their businesses continuing beyond the survivalist and micro levels, as well as factors influencing the development of resident owned city service enterprises and the factors that were impacting the efficacy of the service delivery project framework. The outcomes of this study were utilized to create a framework for residents to expand their municipal service companies beyond the basic and micro levels.

Demand indicators: There is a demand in differentiated markets that have the ability to pay for service delivery at a significant service level, as identified in the study. A thorough examination of the role of success and failure in the socio-health of service delivery has been conducted. Psychological examples include Social capital, according to Fukuyama (2001:1), is a set of norms that encourage cooperation between two or more people. Honesty, dedication, and dependability are examples of social capital. Participants' responses to questions posed in the questionnaire on current income were best predicted based on monthly expenses.

5.5.5. Recommendation of a smart service delivery model

The design lays out a roadmap for the creation of a smart model that caters to everyone in South Africa in terms of smart service delivery. Van Eeden (2011: 36) agrees with this viewpoint. In

comparison to Table Mountain, Cape Point, and the Winelands. Van Eeden argued that a major number of residence townships have emerged in the Cape Metropolis because it is generally tranquil and offers tourism destinations. The city's service delivery project alternatives include Stellenbosch city service markets, Hout Bay city service markets, Franschhoek city service markets, Greenmarket Square, and various retail city service outlets.

5.5.6. Recommendation of the research problem

A problem statement, according to (Suresh, 2014: 63), is a well-structured description of the issue at hand, what is not well understood, and what is missing that needs to be identified, in order to solve an issue. Given the trend toward project-based management and the high rate of project failure, understanding the numerous factors that contribute to project failure is crucial. The history of project management development is riddled with the emergence of tools and techniques aimed at assisting with project execution.

While the participants were able to work smarter and faster due to employing tools, techniques, and technology, the failure rate of projects had not dropped much. Studies in general management and politics have conclusively proved the benefits of participation in service delivery programs, whether internal or external. This study investigated the relationship between project success and project participant management. The essential conclusion is that projects are carried out by participants for participants, and that participants must be knowledgeable on how to govern themselves within a project.

5.6. Suggestions for future research

This study focused on current universal models for participant management, including limitations, impact, and benefits and drawbacks, as well as a SWOT analysis of existing models and a comparison of the models. The study results were revealed in the form of drawings, and the researcher's experience, the conceptual framework, and the suggested framework data was interpreted (tables, graphs, histograms, pie charts, and bar charts). The data was statistically analyzed and interpreted, with the primary focus being on the presence or absence of correlation. The conclusions and recommendations, as well as the hypothesis assessment, discussion of limitations, identification of future study areas, and overall new knowledge to be added to the body of knowledge follows hereunder.

- Defining meaning, full imitation and challenges:

The researcher looked into aspects of service delivery, constraints on resources, and on township members and local authority assistance to develop a service delivery model. The researcher did not have sufficient time and monetary resources to conduct an in-depth study. Hence, the researchers have restricted time to finalize the question regarding qualitative indicators, which may have disturbed the level of responses received to some extent.

5.6.1. Participants mapping

Participants mapping is a basic tool used to gain knowledge of the prospective responsibilities of each participant in a project, to discover potential coalitions of support for the project, to develop scenarios and strategies, and to estimate the risks implicated (Aligica 2006: 80). Carper and Snizek (1980: 65), stated that the ordering, classification, and other groupings of items or phenomena under investigation is a crucial and important first step in any sort of scientific inquiry. Freedman (2010: 54) stated that every framework aimed at improving the competency of project participants must begin with some basic questions: (a) Who were the groups of persons who may have an impact on the project and were affected by it, and (b) how can a map of project participants be created? (c) What challenges did you have in designing this map? The participation map should be created as early as possible in the project, ideally at the start, when the first participants become aware of a notion that will be turned into a workable project (Martinelli & Milosevic, 2016: 431). The need for such a tool led to the invention of a realistic, usable technique for visualizing the townships of many different people.

5.6.2. Participants classification

Participation classification can take different forms depending on the purpose, but whichever purpose, the participation can be classified according to location in relation to the project location. Project participation refers to, an individual, group, or organization, which may affect or be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project (PMI 2013, 562). Thus, they can be divided to two parts, namely; internal and external, internal participation being those directly involved in an organisation’s decision-making process (e.g. owners, participants ,supplier’s participants) and external participation being those affected by the organisations activities (Atkin & Skitmore 2008: 2) in a significant way (e.g.neighbours, local township , general public, local authorities). According to (Chinyio and Olomolaiye: 2010:1)

a stake is an interest or share in an undertaking while a participation is an individual with a stake or who holds a stake in an entity. ISO 21500 defines project participation as entities that have an interest in each project. These various stake holders may be internal or external and have different levels of interests in project sponsor, end-user or operator depending on the type of project.

These individuals have a variety of interests that may or may not coincide with one another (Winch, 2010: 75), and each has a potential impact against which judgments must be made. To identify participants and interact with them to understand their interests, expectations, and needs, effective project directors need keen analytical and intuitive skills (Clark, 2001: 6). This makes it easier to run a process that optimizes positive feedback from participants, while minimizing any negative consequences (Bourne & Walker, 2005). These participants are recognized as a successful strategy for creating healthy participant relationships in services delivery projects, according to (Eskerod & Jepsen, 2013: 7).

Project leaders must be able to understand how and when to connect to this organizational grid, as well as identify who the key participants should be, because a project that fails to identify the needs and expectations of a diverse range of project participants is unlikely to be considered successful, even if the project leader was able to stay within the original budget. To be able to grasp the many demands of the participants and gain buy-in from all, the art of leadership, not management, is essential. According to Antatmula (2010: 14), the boundary between management and leadership is not always clear. Vision, confidence, managerial skills, and charm are all explicit concepts associated with the term leadership.

5.6.3. Participants analysis

Stakeholder analysis is a way of collecting and organizing information on project participants by systematically identifying who they were, measuring their level of influence in the project being reviewed, and dividing them into categories, based on their level of influence (Eskerod & Jepsen, 2013: 27). The participant analysis process, according to (Aligica, 2006: 80), helps in identifying project participants, mapping out their relative power, influence, and interests in a project, identifying their roles, and indicating the relative priority to be given to meeting the participants' interests, thereby assessing the importance of each participant to the project's success. Participants' analysis is an essential element of project management, according to Mok and Shen (2016: 293), if one intends to understand the participant's environment. Originally, it consisted of four elements, namely: Participants and issues are identified, participants are classified based on

individual characteristics, participant relationships are examined, and participant influences are evaluated. Once the participants have been identified, they must be analyzed, as managing them successfully would be impossible without it (Reiss, et al., 2006: 306). The project team must first assess the project participants in order to understand their surroundings and design appropriate engagement techniques (Mok & Shen, 2016: 298). According to (Bryde & Brown, 2005), the traditional view of project success is measured based on the project triangle has altered, but has not expanded, to encompass both micro and macro viewpoints, reduced conflicts and disputes, and environmental factors.

The participants' process hinges on the identification and classification of participants, as well as the prediction of their expectations through participant analysis (Jepsen & Eskerod, 2009). Participants' first important step, according to (Yang et al., 2009), is to acquire extensive information about the projects and their participants, which then informs their analysis. Three common participant analysis approaches were utilized in the industry namely attribute-based categorization, impact probability matrices, and the participants' circle tool. According to the PMI, conducting participants' analysis is the process of collecting and evaluating quantitative and qualitative data about project participants who may be impacted, have been impacted, or are seen to be influenced by the project. One of the most notable advantages of this strategy is that it provides valuable information about the participants that can be utilized to choose elicitation and analysis procedures.

5.6.4. Participants management

Examination of participants is a systematic way of detecting, analysing, and controlling project team members' expectations, in order to deliver a successful project, according to their study (Eskerod & Jepsen, 2013: 10). A participant is concerned with the interaction that exists between a project and its participants, according to (Chinyio & Olomolaiye, 2010: 5). (Eskerod & Jepsen, 2013: 6) stated that the participants' theory states that project participants only participate as needed if they are adequately motivated, and that it is thus beneficial to analyse who is sufficiently driven and who requires further motivation. Participants were defined by Friedman and Miles (2006) as "individuals who were crucial to the project's survival and success." This definition exemplifies how considering the needs of project participants is critical to its success.

Takim (2009) stated that the various interactions and interrelationships that occur among the many project participants in a successful service project have a direct impact on the project's

success. Meeting project participants' expectations is critical to a project's successful conclusion (Cleland, 1995: 69). Allies must be registered, neutral participants must be converted, and opponents must be destroyed; and simply identifying and categorizing them in this way may be enough to start the participation process (Reiss, 2004). A vital stage in the process is getting to know the participants and their characteristics as they relate to the project (Cleland, 2002). Most effective service projects involve many participants, according to (Chinyio & Olomolaiye, 2010: 1), and their participation generates a possible conflict of interests, thus needing careful diversity management to avoid disputes and even arguments. Kimmich et al., (2009: 4) offered three strategies for participation management.

This technique has a phenomenological orientation and looks at participants and their interrelationships, with a focus on a grounded empirical basis. The main identifying and defining features of participants, are typically utilized as inputs for normative and instrumental approaches. The normative participants method indicates that it is necessary to understand the participants' varied viewpoints and opposing interests, and that an inter-subjective environment is required to promote change toward sustainability. The instrumental participants technique focuses on attaining the project's goals, understands how participants are connected to these goals, and seeks to strategically manage participants' relationships.

According to (Chinyio & Olomolaiye, 2010: 6), stakeholder management strategy takes various variables into account, such as moral, political, technological, and economic interests, and the three approaches used are:

- Strategic approach: with this method, profit takes precedence over participants' interests.
- Multifluidic approach: assigns equal stakes to all participants and undertakes responsibility for them.
- Participants synthesis approach: implies that participants have a moral but non-obligatory responsibility.

Management of the participants' views and expectations, as well as the balancing act of managing and addressing the participants' concerns, has a direct impact on the project's successful execution and delivery, according to Bourne and Walker (2005). Bourne and Walker (2005: 654) emphasized the role of participants, arguing that project failures have occurred as a result of failing to manage project participants' expectations. Project participants can exhibit a variety of behaviours in pursuit of their goals. Yang et al. (2014), and Takim (2009) asserted that participant

management should not end at stage 0 of the project but should continue throughout the project's lifecycle, and project practitioners should understand the importance of (Vinten, 2000: 379) participant management. According to Mohan and Paila (2013: 53), project practitioners must have a full understanding of the tasks and objectives of all stages of the project's life cycle in terms of the project triangle, in order to effectively manage the participants.

5.7. Conclusion

The findings investigated how qualities, scanning environments, and delivery tactics affect survival and micro development in service delivery participants in South Africa and develop participants for the micro-level growth of a service delivery organization. Service management participants were forced to into self-employment, due to a lack of job options and onerous stakeholder project requirements. However, it is widely assumed that most service management participants failed to sustain or grow their businesses. As a result, a service delivery project framework was developed to support micro and survivalist service management owned service firms, in developing into small and medium enterprises by focusing on successful service management participants in small and medium service organizations. A sample of service users who owned businesses was pulled into the system, using a snowballing and purposive technique, and the design focused on a mix of quantitative and qualitative design. The quantitative data was collected from service management participants' survival and micro service businesses, and the findings were presented in tables, followed by statistical analysis. The qualitative data was collected from small and medium service firms owned by stakeholder project participants, and the findings were presented and analysed using content analysis. The focus of Chapter 6 will be on project reviews.

CHAPTER 6

THE SUCCESSFUL EXECUTION OF SERVICE DELIVERY PROJECTS

6.1. Introduction to Stakeholder in service delivery

There is a lot of evidence that stakeholders were access points into the economy in terms of generating scalable possibilities, instruments, earning revenue, reducing unreasonable goals, and contributing to optimal economic progress all over the world (CIGS, 1998:3; United Nations, 2010: 65; Department of Labour, 2011: 7). Pedagogic activities of stakeholders in service delivery projects offered alternatives to conventional architectural township management.

Stakeholders in service delivery projects take township members out of the real world, where they design and build. The focus in this study is on the role of stakeholders in service delivery projects. Stakeholder in-service delivery projects were defined as township-oriented, inhabitable full-scale investigations. In stakeholder in-service delivery projects, townships were exposed to knowledge, skills and values they would not necessarily encounter educationally elsewhere. Stakeholders in service delivery projects also give townships an opportunity to explore the possibility of alternative types of practices. The real-life exposure the townships get in stakeholder projects has the potential to influence their sense of belonging in the architectural landscape. As writers: ‘learning is not just acquiring skills and information; it is becoming a certain person’. Already in 2020, it is proposed that, in stakeholder in service delivery projects, the physical activity and outcomes take precedence over critical examination and theoretical discourse.

In conclusion, typically theoretical investigations addressed the process and noted that the process itself challenges our ability to derive a meaningfully integrated pedagogy. More recently, the lack of theoretical investigation into stakeholder in-service delivery project pedagogy is still foregrounded by various authors, including the researchers mentioned above who wrote, saying that discussions on live projects focus predominantly on the why, the what, but not on the how. They averred that there is a general shortage of the language of learning intentions, outcomes, assessment means, and criteria [and] while the use of such terminology does not directly imply meaningful learning, we do need to capture and understand its pedagogical methodologies and structures, in order to refine them. The component parts of a conceptual framework: a working definition, categorized exemplars, and analysis of content and method were specific but not necessarily exclusive, to the concept.

6.1.1. Practising Stakeholder in-service delivery theory

In most publicised stakeholder in service delivery case studies, mention is made of either group work or stakeholders. In the abstracts and project description that followed, the word ‘stakeholders’ was used not only to describe interaction between townships, but also between townships and others, including tutors, the township and professionals. Working in groups or stakeholders, as opposed to working individually is one of the key differences between conventional management activities and stakeholder in-service delivery activities.

The focus in conventional management was on the individual students and their relationship with the tutor as a design expert practice that is both lauded and criticised. The findings concurred, saying that this relationship is the principal social relation that exists in architectural schools and that it leads to the ‘primacy of the individual’ this being taken into practice and that architects were not educated in ‘group decision-making processes. Active stakeholders were not encouraged in conventional management. Various authors averred that ‘stakeholders, team working, and communication skills were not, apparently viewed as strengths in the management profession; and of greatest concern was the evidence of a perception, held by the public, that architects were arrogant.

Furthermore, architectural practitioners were expecting townships to learn stakeholder skills through formal education and to be ready to work as stakeholders upon entering professional offices. Is this premise of individual arrogance born during education and should we be focusing more on teaching townships how to collaborate? Where stakeholders or group work does occur in the context of conventional management, it tends to be limited to research and pre-design work. Group dynamics were, however, almost never managed or directed by the management, but left entirely up to the townships. The group outcome is often just a consolidation of work that was simply divided and completed by individuals.

The researcher proposes that the very specific, and at times discipline-centric management experience often fails to promote the interest and understanding of new perspectives, social realities and stakeholder methods. Those referring to the specific South African architectural education context aver that ‘competition is emphasized over stakeholders. Design per se, whether conceptual or developmental, is almost never practised by stakeholders in conventional management scenarios. The results of the study show that, in order to pursue ‘pure’ design in the management, some were simply removed from the process. A simplified design process is an

inevitable teaching tool in the conventional management, where the tutor becomes context, client and critical reflector. According to events in some groups, work is part of the design process in conventional management, ‘the final design is invariably produced and assessed on an individual and competitive basis. Why then would a student put effort into the stakeholder effort if assessment necessitates individual performance?

6.1.2. Stakeholders in service delivery

By contrast, stakeholders in service delivery require a group to work from a purely practical level, and it is simply not possible to build each individual student’s design. The physical reality of stakeholder in-service delivery work requires group work to succeed. Stakeholders in service delivery activities allow townships to work in a variety of different ways (Vincent & Fieuw, 2011; Hawrysz & Maj, 2017). Townships work as leaders, with different types of groups expressing their personal interests. There are simply more intrinsic opportunities for stakeholders in in-service delivery projects than in conventional management projects.

Those who described a stakeholder in-service delivery management process where stakeholders and communication were specifically prioritised, stated that this management changed townships’ perspectives from focusing on their own creations to ‘the view that management is an inherently interdisciplinary and stakeholder form of artistic expression’. This posits that the ‘primacy of the individual’ was replaced here with the ‘primacy of the group. Stakeholders were a necessity in architectural professional practice. It is neglected in conventional architectural education. It seems that stakeholder in service delivery projects provide a natural setting for practising stakeholders. An awareness of the underpinning principles of stakeholders can provide an opportunity to explore stakeholders within stakeholder in-service delivery projects and to approach it from a more conceptual and theoretical perspective (Pedrosa-Ortega et al., 2019).

6.2. Stakeholders and educational research

In an experimental (conventional) management project where stakeholders were deliberately introduced the researcher found a direct relationship between the level of quality and the design outcome (Pedrosa-Ortega et al., 2019). They also observed that intentional negotiation and conversation became tools that strengthened stakeholders and still allowed for individuality within a collective design process. The findings resonate with the research findings concerning extensive research that was done on stakeholder learning in general education (Kraus et al.,

2018; Pedrosa-Ortega et al., 2019). Johnson and Johnson described stakeholder learning as ‘more productive than competitive and individualistic efforts under specific circumstances’.

6.2.1. Corporative stakeholder systems

Stakeholder learning as a pedagogic concept is grounded in the social constructivist learning theory of Vygotsky (1930–1934/1978). Various other theorists continued to build on Vygotskian principles to establish stakeholder principles and elements (Boutilier, Henisz & Zelner, 2016; Ramachandran, 2020), which were predominantly used as guidelines to construct learning activities in a variety of educational settings (Kraus et al., 2018; Pedrosa-Ortega et al., 2019). These give an overview of these principles and elements, which, from an activity theory perspective, can be seen as the rules necessary for stakeholders within service delivery activity systems.

The work by Johnson and Johnson was the most influential in educational research. An expansive body of research proposed five elements for stakeholder learning in environments, mostly classroom based. Townships firstly ‘learn knowledge, skills, strategies, or procedures in a stakeholder group’ and then ‘apply the knowledge or perform the skill, strategy, or procedure alone to demonstrate their personal mastery of the material. The five elements of stakeholder learning by Johnson and Johnson were described in the study by (Ramachandran, 2020).

6.3. Stakeholder learning in service delivery system

The provision of extensive quantitative evidence showing that stakeholder learning is more successful than individual or competitive learning (Kraus et al., 2018; Loening-voysey et al., 2018), these five elements need to be present. Ensuring that the five elements were present and actively practised requires:

- The formal tuition of small-group and interpersonal skills,
- The tutor to become a mediator of both the task and the group function,
- The consideration of the composition of the group, and
- The consideration of the leadership of the group.

As a result, these requirements essentially become the tools required within an activity system that allows stakeholders to participate (Loening-voysey et al., 2018). Because the stakeholders include debtors, creditors, suppliers, the government, labour unions, and the community at large,

the organization must strive to please all of them. As a result, the theory dictates that every person, organization, or group affected needs to be handled properly.

6.3.1. Conceptualised stakeholders in service delivery

The longest-running and first formal stakeholder project programme, the institution of building projects, was introduced in an era of social activism and responsibility (Matinmikko-Blue, 2018; Watermeyer & Phillips, 2020). However, Rural Management, the most acclaimed and best-known contemporary in-service delivery management is of the opinion that the Yale Building Project is based on a flawed competition model and that the rural management model is a strong stakeholder model that is valid and transferable to most contexts (Australian Government, 2012; Watermeyer & Phillips, 2020).

Stakeholder in-service delivery projects in architectural programmes have increased steadily over the past two decades and rapidly over the past five years. Stakeholder in-service delivery projects are now included in more than 70 percent of the curricula of institutions. In South Africa, inhabitable stakeholder in-service delivery projects can be traced back to (Brownhilder Ngek Neneh, Van Zyl and Benedict, 2011: 118; BC Housing, 2014). Local learning institutions have increasingly introduced stakeholder in-service delivery activities into their programmes, and noteworthy successful services include the ongoing work by UCT townships (Brownhilder Ngek Neneh, Van Zyl and Benedict, 2011).

6.3.2. Stakeholder learning theory

In the next section of the study stakeholders are explored as a pedagogic concept in stakeholder projects. Stakeholders are conceptualised as three activities within the stakeholder in-service delivery activity system.

These were:

- Management and concerns of stakeholders are identified.
- Individual service qualities are used to categorize stakeholders.
- Relationships between stakeholders in the delivery of services are investigated.
- Stakeholders influence evaluation.

Activity enables each subject to implement the knowledge and/or skills gained separately and individually from participants. Stakeholder learning is therefore not necessarily focused on teaching stakeholders' skills to enhance later stakeholder performance. It rather focuses on teaching stakeholders to enhance learning in a specific situation. The development of social skills is required to be developed, in order to operate within the stakeholder learning environment, the stakeholder learning process and the stakeholder learning outcomes of this research. Stakeholder learning is therefore defined as group work where individuals are formally taught and directed to work purposefully together to acquire knowledge and skills. They are then able to apply the acquired knowledge and skills individually afterwards.

6.3.3. Stakeholder service delivery theory

Stakeholders currently practise in broad service delivery educational settings. The application of stakeholder theory is specifically applied to learning of design skills in widespread management and related project disciplines. Stakeholders in design education were extensively researched by the Australian Learning Teaching Council in a recent two-year study, with the focus on architectural design. The study included a broad literature survey and in-depth discussions with tutors from design disciples during a national symposium, specifically directed at this study. A clear gap in knowledge emerged, relating to teaching teamwork in management and related design contexts. The findings resonate very much with the five elements of Johnson and Johnson and with the distinctions drawn between conventional and stakeholder group work.

6.3.4. Stakeholder theory

Stakeholders' perspectives can influence or be influenced by an organization's operations, aims, and policy changes. Because the stakeholders include debtors, creditors, suppliers, the government, labour unions, and the community at large, the organization must strive to please all of them. As a result, the theory dictates that everyone, and every organization, or group affected must be handled properly. According to Freeman, failing to treat stakeholders fairly can lead to clashes and violent reactions that disrupt operations. It's also worth mentioning that stakeholder status can be voluntary (when an individual or constituency chooses to engage) or involuntary (when an individual or constituency is forced to participate) (when the influence is unavoidable). Competitors can be considered stakeholders in this view, since the organization's activities, for example, determine what a rival does in the market. Another class of stakeholders is identified by the work that demonstrates the need for a separation between normatively and derivatively

legitimate stakeholders. These were identified as genuine stakeholders, dubbed stake owners, who are committed to working together for mutual benefit.

Corporate stakeholder responsibility should be a part of corporate social responsibility. According to the notion, there were theories and values (from other stakeholders) that needed to be examined alongside the stakeholder owners. Leaving these out would result in unnecessary rivalry among stakeholders, which might lead to dysfunctional conflict — taking a risk is not the same as working. As a result, it's critical that the stakeholders are properly classified and identified.

6.3.5. Successful service of stakeholder in service delivery

In the previous sections the researcher attempted to distinguish between stakeholder learning and stakeholder design. A third stakeholder activity within the stakeholder in service delivery activity system, stakeholder successful service, has been conceptualised from an idea by Hart. It describes a type of incidental stakeholder, more focused on production in terms of a business outcome, which she terms ‘social stakeholders. Hart specifically refers to the workplace; in other words, stepping outside the educational realm. She argues that learning outcomes were not necessarily defined or do not necessarily drive the activity in the workplace, but that the work activity is driven by the rules of business metrics and by being oriented towards a work object and a productive outcome.

The researcher posits that in stakeholder in service delivery activities there is an aspect of the activity that is driven predominantly by similar rules; that are concerned with making and completing a built object. In the on-site stage where townships were working physically on putting the structure together, they became more focused on the making than on the learning. Learning still occurred, but it was more implicit and was not necessarily clearly defined in advance by the tutor. The learning occurring for each student was not focused on gaining similar knowledge and skills, but the focus was on the activity of successful service. The idea of making something resonates with principles of successful services, which holds that the intrinsic motivation towards completion of an entity becomes the driving force for finding the necessary knowledge and skills to execute the work.

6.4. Conclusion

Explorative study 1 set out to explore stakeholders from an activity-theory perspective, as a pedagogic tool in stakeholder in-service delivery activity systems. Three stakeholder activities were proposed. These three stakeholder activities represented a shift away from a way of working with conventional management, where stakeholder learning is only one of the three typologies that is in some way practised. The shift was towards integrated stakeholders within the stakeholder in-service delivery project and practising stakeholder learning, stakeholder design and stakeholder successful service. The activities posit a shift in thinking and the way of working for townships. The proposed conceptual framework for stakeholder tools, rules and division of labour and the three stakeholder activities, each linked to three conceptual stages and physical settings as indicated in the framework, provides a point of departure for discussion of the pedagogic design of stakeholder in-service delivery projects. This explorative study represents the beginning stages of research into stakeholders in stakeholder in-service delivery projects. More research is needed to investigate stakeholders that is specifically designed and guided within stakeholder in-service delivery projects and into the different stakeholder activities, to determine where the possible overlaps were.

- Conceptual framework experience

A conceptual framework includes one or more formal theories as well as other concepts and empirical findings from the literature (Masiya, Davids & Mazenda, 2019). Furthermore, government policy continues to commit to increasing access to a functional participant in service delivery from 84 percent in 2013 to 90 percent by 2019. In addition, bucket sewage participants in service delivery in official residential areas will be eliminated under these policies. In townships, the percentage of stakeholders who use flush toilets went from 60 percent in 2011 to 63.3 percent in 2016, while the percentage of stakeholders who use vented pit toilets increased from 12.2 percent to 12.2 percent. Despite tremendous improvements since 1994, many township stakeholders still lack safe, cost-effective, and dependable service delivery participants. Residents in townships across the country used unventilated pit toilets 13,7 percent of the time, 2,2 percent used bucket toilets, and 2,4 percent reported that they had no one to help with service delivery. Service delivery participants, on the other hand, have varied levels of access. While townships in major municipalities, particularly in South Africa, are important. Access in poor,

largely rural municipalities in the Eastern Cape, KwaZulu-Natal, and Limpopo is far more important for improving service delivery participants (Brownhilder Ngek Neneh, Van Zyl & Benedict, 2011:118). There were 1,6 million people who lived in rural municipalities who were hampered by finances and distance, out of the 4,1 million people who lived in townships without access to better service delivery.

Long-term services are harmed by persistent underinvestment, as well as insufficient infrastructure maintenance and renewal. Despite attempts to abolish bucket toilets because of human rights concerns and potential health risks, they still persist. It's worth mentioning that the information provided by municipalities for the annual non-financial census and the information obtained from township stakeholders differs greatly. The government has made it a priority to offer all stakeholders in townships basic services in an easily accessible manner. Despite the fact that, unlike water, toilet accessibility is not measured in terms of distance, the findings suggest that toilets in township residences in the Western Cape require maintenance.

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APPENDICES:

QUESTIONNAIRE

Research *title, the role of stakeholder management in the successful execution of service delivery projects in the cape metropolis townships.* A case study of stakeholder management in service delivery projects. *Please tick (√) the appropriate scale with 1: strongly disagree, 2: disagree, 3: neutral, 4: agree and 5: strongly agree.*

SECTION 1: STAKEHOLDER MANAGEMENT IN SERVICE DELIVERY PROJECTS PRINCIPLES, METHODOLOGIES AND KNOWLEDGE AREAS. Service delivery team members' understanding of service delivery principles, methodologies and knowledge areas.

1. Proposed Statements of Fact	Strongly agree [5]	Agree [4]	Neutral [3]	Disagree [2]	Strongly disagree [1]
1.1 Government policy encourages development of service delivery project members providing training courses.	5	4	3	2	1
1.2. Service delivery members/stakeholders were suitably and adequately qualified.	5	4	3	2	1
1.3. There were stakeholders' workshops in service delivery and methodology.					
1.4. There is a level of service delivery principles in all stakeholder management.					

1.5.	Do your service delivery methodologies assist in more effective project planning during initiation stages?	☐ Yes	☐ No

Explain: service delivery projects were a guided to a successful stakeholder management and following its principles were assist everyone to achieve desired outcomes. Please tick (√) the appropriate scale with 1 strongly disagrees, 2 disagree, 3 neutrals, 4 agree and 5 strongly agree.

SECTION 2: SERVICE DELIVERYPROJECTS PROCESSES

2. Statement of Facts	Strongly agree [5]	Agree [4]	Neutral [3]	Disagree [2]	Strongly disagree [1]
2.1. Service delivery projects processes were concise and clearly defined	5	4	3	2	1
2.2. Service delivery projects members were well trained on process	5	4	3	2	1
2.3. The roles and responsibilities were clearly defined	5	4	3	2	1
2.4. Ensuring adherence to processes is a function of only the service delivery projects	5	4	3	2	1

2.5.	Can non-adherence to service delivery projects processes increase risk for project failures?	☐ Yes	☐ No

Explain: Project Management is a process driven exercise and without following processes, projects were bound to fail and or not be realized within the parameter of what the Sponsor requires.

……

……

…….

SECTION 3: CLEAR OBJECTIVES AND EFFECTIVE PLANNING

Do service delivery teams enjoy support from sponsors during project initiation phase in order ensure clear objectives and effective planning?

3. Statement of Facts	Strongly agree [5]	Agree [4]	Neutral [3]	Disagree [2]	Strongly disagree [1]
3.1. Project goals and objectives were linked to service delivery strategy	5	4	3	2	1
3.2. Service delivery project sponsors provide adequate support and tools to project teams during initiation phase of every project.	5	4	3	2	1
3.3. Service delivery project has open door policy on consultation with project teams during scope planning for initiation phase	5	4	3	2	1
3.4. Communication between service delivery projects sponsors/ senior managers is a two-way process.	5	4	3	2	1
3.5. Project scope and objectives were clearly defined	5	4	3	2	1

3.6.	Can non-adherence to service delivery projects processes increase risk for project failures?	Q.3.1	Excellent
		Q.3.2	Good
		Q.3.3	Fair
		Q.3.4	Poor

SECTION 4: IDENTIFICATION OF KEY SERVICE DELIVERYPROJECTS AND THEIR ROLES FOR SCOPE PLANNING DURING INITIATION PHASE.

4. Statement of Facts	Strongly Agree [5]	Agree [4]	Neutral [3]	Disagree [2]	Strongly Disagree [1]
4.1. Key stakeholders were identified during project initiation phase in all service delivery projects development phase.	5	4	3	2	1
4.2. Roles and responsibilities were clearly defined.	5	4	3	2	1
4.3. All Project team members were dedicated solely on phase.	5	4	3	2	1
4.4. A statement of works (SOW) is created to establish clear expectations among all project stakeholders.	5	4	3	2	1

4.5.	Please rate overall process for stakeholder identification and role definition in scope planning during initiation phase in service delivery projects.	Q.4.5.1	Excellent
		Q.4.5.2	Good
		Q.4.5.3	Fair
		Q.4.5.4	Poor

SECTION 5: SCOPING OF PROJECT SUCCESS – THE EEN CASE

5. Statement of Facts	Strongly agree[5]	Agree [4]	Neutral [3]	Disagree 2]	Strongly disagree [1]
5.1. All service delivery project cases include the expected savings or revenue increases that were occur/ were anticipated once project is completed.	5	4	3	2	1
5.2. The analysis of the high-level project risks happens at this stage.	5	4	3	2	1
5.3. A high-level study of costs and schedule is undertaken at this stage.	5	4	3	2	1
5.4. The service delivery projects project cost benefit analysis is calculated	5	4	3	2	1

5.5	How would you rate the service delivery projects case development process during the project initiation phase?	Q.5.5.1	Excellent
		Q.5.5.2	Good
		Q.5.5.3	Fair
		Q.5.5.4	Poor

5.6. Generally, how would you describe service delivery projects scope planning process during initiation phases of your township?

……

5.7. Would you suggest ways of improving/ enhancing service delivery's project approach to stakeholder management scope planning during initiation phases?

……

Please answer questions by putting a tick [√] in the appropriate box or by elaborating your answers in the space provided.

SECTION 6: GENERAL PROFILE INFORMATION

6.1	Gender	Q.6.1.1	Male
		Q.6.1.2	Female
6.2	Respondent's Category	Q.6.2.1	Townships
		Q.6.2.2	Graduates
6.3	Age in years	Q.6.3.1	25 – 35
		Q.6.3.2	35 – 45
		Q.6.3.3	35 – 45
		Q.6.3.4	45 – 50
		Q.6.3.5	50 and above
6.4	What is your highest Level of education?	Q.6.4.1	Secondary
		Q.6.4.2	College
		Q.6.4.3	University
		Q.6.4.4	Other
6.5	What is your level of working experience in the service delivery projects environment in general? (In Years).	Q.6.5.1	0 - 5years
		Q.6.5.2	5 - 10 years
		Q.6.5.3	10 - 15 Years
		Q.6.5.4	15 - 20 Years
		Q6.5.5	21 Years and above
6.6	The total annual sales and expenditures were be rated using a 5-point Likert scale.	1 > R51,000	
		2 is between R51,001-R21,000	
		3 is between R210,001-R5,100,000	
		4 is between R5,100,001- R6,100,000	
		5 is between R6,100,001- R15,100 000	

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Hugo Chandler

Hugo Chandler

Brenda van Rensburg

Brenda van Rensburg

Date: 13 August 2021

ETHICS CERTIFICATE

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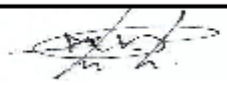
Office of the Chairperson Research Ethics Committee	FACULTY: BUSINESS AND MANAGEMENT SCIENCES

The Faculty's Research Ethics Committee (FREC) on **02 March 2021**, ethics **APPROVAL** was granted to **Ayabulela Mlisa (212197371)** for a research activity for **Master of Public Admin** at Cape Peninsula University of Technology.

Title of dissertation / thesis / project:	Stakeholder Management in successfully executing service delivery projects in townships in the Cape Metropolis Lead Supervisor (s): Dr L Jowah

Decision: APPROVED

	29 MARCH 2021
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4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing accompanied by a progress report.
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7. No field work activities may continue after two (2) years for Masters and Doctorate research project from the date of issue of the Ethics Certificate. Submission of a completed research ethics progress report (REC 6) will constitute an application for renewal of Ethics Research Committee approval.

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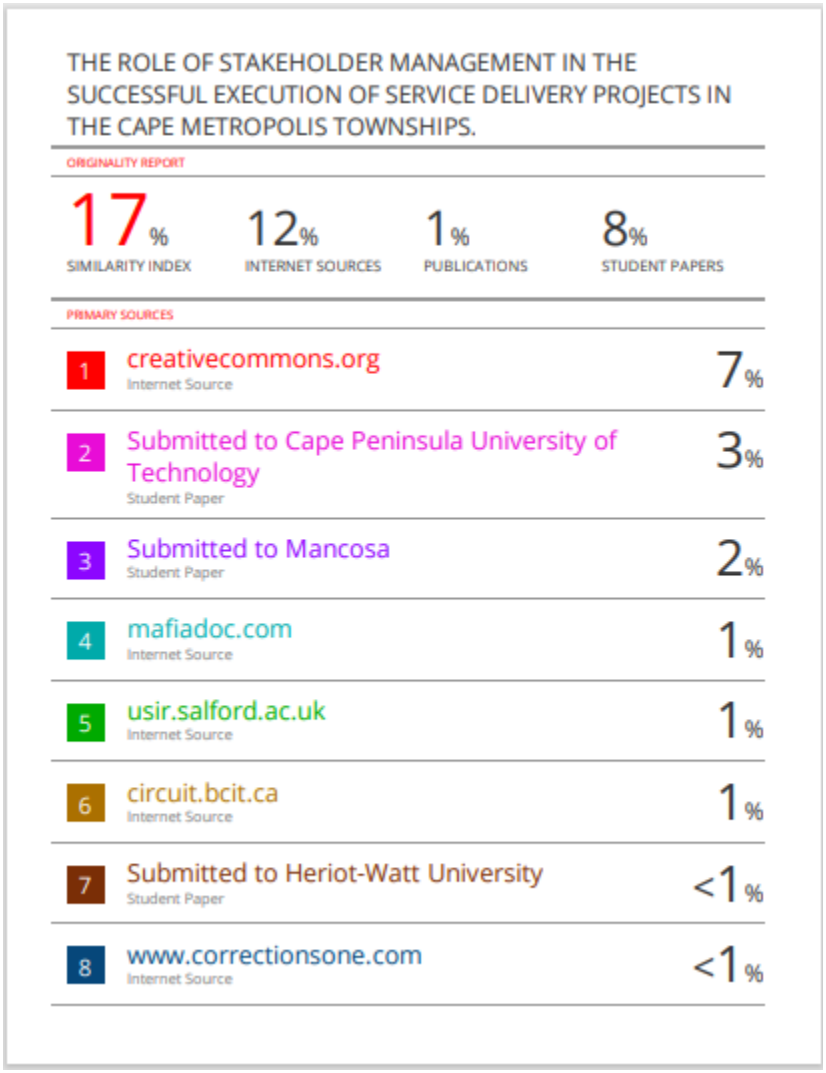

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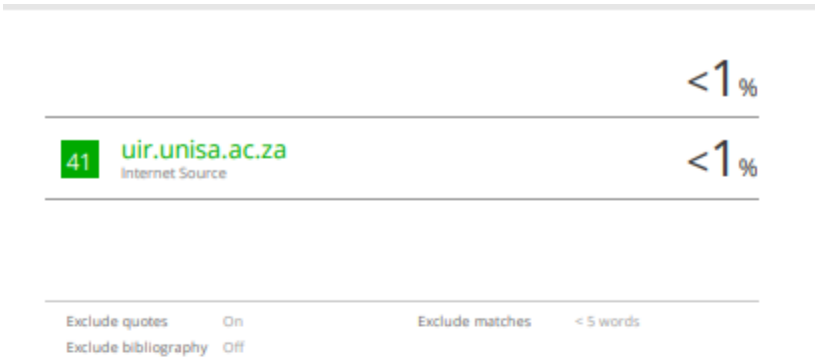
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