A stakeholder engagement framework for improving the delivery of public housing projects in South Africa

By

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DECLARATION

I, Monwabisi Siwakhile Xegwana, declare that the contents of this dissertation represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

<u>5 August 2024</u>

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ABSTRACT

Inadequate stakeholder engagement by municipalities has hindered the delivery of quality RDP (Reconstruction and Development Programme) housing, with criticism highlighting poor building standards, limited size, and a lack of essential services and amenities. The study aims to explore the factors contributing to an inadequate stakeholder engagement framework during the delivery of public housing projects at the local government in South Africa. Given the philosophical stance of the study, which is interpretivism, the qualitative method and exploratory research design were adopted. The study reviewed contemporary literature on housing and municipal policies and collected primary data through focus group discussions with members of a beneficiary committee, as well as semi-structured interviews with traditional leaders, project team members, human settlement staff, ward councillors, and contractors (*n = 26*). ATLAS.ti software was used to analyse and triangulate the collected data, to guarantee the credibility and depth of the study's findings. Shifting the Burden System Archetype was used as a conceptual framework, and Systems Thinking Theory was used as the underpinning theory. The literature review reveals that public housing delivery in South Africa faces significant challenges, particularly due to inadequate early-stage community involvement. While stakeholder engagement frameworks exist in other sectors, they lack specificity for public housing in Sub-Saharan Africa. Key issues include poor communication, exclusion of vulnerable groups, and lack of structured engagement processes. Data revealed that community marginalisation, nimbyism (Not In My Back Yard), and political interference deter project success. Municipal frameworks treat participation as a formality, lacking meaningful inclusion. Based on these findings, this study proposes a stakeholder engagement framework emphasising early community involvement and feedback collection to ensure project alignment with community needs. The study highlights the importance of stakeholder engagement in successful public housing project delivery. The study provides both theoretical knowledge and practical insights on public housing delivery in South Africa. This study aims to inform policy and practice for more effective and inclusive public housing projects. Furthermore, developing a stakeholder engagement framework tailored to the local government context will provide a valuable tool for policymakers, practitioners, and researchers.

Keywords: Public housing, stakeholder engagement, local government policies, South Africa, challenges, community involvement, nimbyism, stakeholder engagement framework and project delivery.

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DEDICATION

I dedicate this dissertation to my late father

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CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

Improving the delivery of public housing projects (service delivery) is demonstrably complex, as evidenced by the public housing backlog across South Africa due to inadequate stakeholder engagement or participation in the delivery of public housing, as raised by Sobuza as far back as 2010 (Sobuza, 2010). Therefore, the concept of stakeholder engagement emerges, which simply emphasises the importance of getting everyone involved instead of government planning for the people without the people.

The study by Kujala, Sachs, Leinonen, Heikkinen and Laude, (2022), postulated that stakeholder engagement is a more appropriate word to describe the field of growing levels of engagement amongst stakeholders. The post-apartheid governance structure in South Africa provided citizens with the opportunity to be engaged in all aspects of government (Davids *et al.,* 2021:52-56). Drawing from Awoonor, (2025), the process of stakeholder engagement at local government has been improved by democratic governance, the increasing level of decentralisation in decision-making and the growing influence of nongovernmental organisations and community-based organisations.

Musavengane and Leonard (2019:144) avowed that post-apartheid South African municipalities should address the historical systemic exclusion contributing to decisions that impact their lives. Ziervogel (2019:504) argues that, as part of democratic practice in South Africa, ordinary people should be engaged in the planning, designing, and evaluati on of public housing projects. However, he draws attention to significant gaps in how this is carried out.

This study focuses on the municipal service delivery approach and stakeholder engagement with local communities in executing public housing projects in South Africa.

The study seeks to identify factors responsible for the backlog in executing public housing projects and the role played by communities and the government in delivering the completed projects. Identifying the gaps on both sides of stakeholder engagement will assist in developing a framework that can be used for the effective delivery of public housing projects.

1.2 Background of the Study

Housing is one of the major social determinants of health and well-being that allow people to live productive, healthy and meaningful lives (Steptoe et al., 2019). The lack of affordable housing in South Africa remains one of the most critical political, social, and economic

problems (Francis et al., 2019:800). The most serious problem, however, is that the shortage of affordable housing is increasing each year, forcing more families, especially those who are low income or poor and living in urban areas, into unsafe or inadequate housing. This is particularly relevant regarding the essential auxiliary infrastructure for hygiene, clean water, bathrooms, and waste disposal (Bandala et al., 2022:528-529). In 1994, when South Africa became a democratic country, the first step taken by the government of the African National Congress (ANC) to instigate the creation of a new country was the introduction and execution of several transformative policies that aimed at redressing the past apartheid social injustices which rooted and implemented racial dissociation in all dimensions of human undertakings. These medications are executed to redress the past apartheid social injustices to foster social inclusivity to build and establish a new republic where everybody lives in a decent and liveable shelter and has boundless dignity (Sihlangu & Odeku, 2021:91).

Since the onset of its new democratic period in 1994, South Africa has been proactively addressing its major housing crisis, which encompasses a drastic shortage of housing units and substandard living conditions (Scheba, Turok, Visagie & Salenson, 2021). South Africa still has not found a comprehensive solution to this crisis today. The government initiated a nationwide housing initiative that offered financial assistance to low-income families (Vale & Freemark, 2019:187). This grant made use of a land grant as well as a basic dwelling and sanitation as well as water being delivered (Vale & Freemark, 2019:187). From 1994 until 2003 this state project created 1.5 million new house units. By 2009 more than 2.2 million houses had been delivered, while in the year 2010, 2.8 million units were created (Patra et al., 2018:1-33). This neglects the consideration of the growth of population, in relation to house delivery, while also ignoring the facts that there is a yearly growth factor of a population and the need for housing.

The significant housing shortfall in the nation, which still vexes the government today, was not resolved despite the success of this ambitious effort (Weiss et al., 2021:472-489). The Ministry of Human Settlements reports that 2.1 million home applications are pending. Two views are used to create the government's housing policy (Dagilienė et al., 2021). The government, on the one hand, aims to immediately solve the housing crisis by providing low-income families with affordable homes on a large scale (Paganini, 2019:25-35). On the other hand, the government aims to foster a setting that will support the operation of the subprime housing market within the larger economy (Paganini, 2019:25-35).

While the government has the necessary legislative and policy frameworks to provide answers for housing development, it is the practical application of these that is the impediment (Dagilienė et al., 2021). It is therefore the delivery method and not the delivery technology that

is the problem with housing delivery (Patra et al., 2018:1-33). The Service Delivery approach taken by the Stellenbosch municipality in relation to rural areas, drawing on Moodley (2022), is thus one that fails to take into account social welfare, thereby undermining the democratic citizenship rights of its residents. This approach preserves the legacy of apartheid by perpetuating the marginalisation of the oppressed living in squalor. The media statement underscored the Stellenbosch Municipality's call for assistance in addressing the housing challenges in informal settlements, tackling the lack of basic services, and the housing crisis (Parliament of South Africa, 2025).

1.3 Problem Statement

The insufficient engagement of stakeholders by municipalities has impacted the provision of quality public housing (i.e., communal housing) initiatives to South African communities as part of the Reconstruction and Development Program (RDP) led by the African National Congress (ANC) government (Sihlangu & Odeku, 2021:91). According to Sihlangu & Odeku (ibid.), after the ANC-led government came into power after the apartheid ended in 1994, the democratic administration vowed to tackle past injustices via its housing policy and announced that supplying housing for the historically marginalised and oppressed majority in South Africa would be a key focus. Miraftab (2003:239) states that municipalities must enact the government's policy that prioritizes a people-focused strategy: substantial community involvement in the creation of public housing. The research conducted by Amoah, Kajimo-Shakantu, and Van Schalkwyk (2020:1) emphasized various reports indicating that public housing units provided by implemented municipalities and Provincial Governments have been inadequate for the requirements of the end-users. However, in part, the "gap" between the articulated government policy and the resulting housing outcomes, reported to be poor, can (in part) be accounted for through a close study of the issues stemming from inadequate stakeholder engagements (Shafique, 2022; Jones & Valero-Silva, 2021).

The ANC-led government has the best of intentions, but criticism has risen about the poor input standards, size and quality of these housing units, as well as the insufficient services and amenities in the housing units (Mankayi et al., 2024). According to the works of Kowalewski (2019:453), regular conversations by communities also reveal dissatisfaction with social services, undemocratic interactions between the municipalities and their citizens, and the assumed indifference to essential social identities. This study seeks to understand and interpret the interplay between role players in stakeholder engagement in the execution of public housing projects. The study proposes a general stakeholder engagement framework to improve engagement and deliver public services to citizens.

1.4 Rationale and Significance of the Study

Drawing from Lu *et al.* (2020), the rationale of the study is an attempt to develop a stakeholder engagement framework to improve public housing project delivery by municipalities to communities, as well as general delivery of public services to citizens. Furthermore, it attempts to contribute methodologically, practically, and theoretically to addressing some of the gaps in existing literature relating to stakeholder engagement in delivering public services.

1.5 Rationale

The main rational of this study resonates with ensuring that housing backlog is addressed not efficiently but effectively. The legislative and policies in place should be at the centre in ensuring that public is actively involved during the planning process where most important decisions that shape the projects are made. In an event where this is omitted project outcomes have a guaranteed misalignment with community needs. Therefore, this study tends to provide a generic stakeholder engagement framework to address such misalignment, by providing corrective measures.

1.6 Significance

The significance of this study can be articulated through its theoretical, practical, policy, and personal learning contributions.

1.6.1 Theoretical contribution

The results of the literature review contribute to understanding the methodology used by municipalities to implement its mandate of service delivery. At the centre of the methodology appears to be the engaged stakeholder, which is a critical success factor to ensure the objectives of the project meet the needs of the community. Although the current framework to ensure stakeholder engagement is applied, the available literature indicates there is insufficient stakeholder engagement by municipalities. This necessitates a review and adjustment of the stakeholder engagement framework and therefore this research aims to provide a generic framework for stakeholder engagement, which is designed to facilitate the correct needs of the public. Service delivery in respect of all its projects is not an obligatory exercise but a constitutional mandate.

1.6.2 Practical contribution

The findings of this study both from the literature and insights from the primary data collected, has the potential to provide actionable recommendations for public sector with similar

organisational characteristic with the local municipalities in South Africa. The practical contribution that this study brings will not only improve stakeholder engagement but will improve the service delivery approach and ultimately address project failure. This study will also provide practical recommendations that will address the misalignment of project outcomes with community needs by ensuring the public views are considered at the early stages of the project.

1.6.3 Policy contribution

The results of this research study will bring about improvements to not just the policy itself but the implementation strategies. The objective of the jurisdiction is to effectively improve the method of service delivery project at the local municipality level which has innumerable problems with inappropriate stakeholder involvement. The results that can be derived from this study will assist policymakers in ensuring that the method of delivery of services to the community allows for public feedback. This will lead to an improved service delivery project by ensuring that the outcome of the project is indicative of community needs.

1.6.4 Personal learning

On a personal level, the research process deepened the researcher's understanding of stakeholder engagement in public administration. It also strengthened essential research skills in data collection, analysis, and interpretation, contributing to professional growth and the capacity to engage in future scholarship.

1.7 Aim and Objectives of the Study

This study investigates factors contributing to inadequate stakeholder engagement by municipalities in the execution of public housing projects in South Africa. To achieve this aim, the following objectives were formulated:

a) To identify the factors contributing to the local government's delivery challenges of public housing projects.
b) To examine stakeholder engagement that could enhance the delivery of public housing projects at local government level.
c) To develop a general stakeholder engagement framework to improve the delivery of public housing projects at local government level.

1.8 Research Questions

This study seeks to address the following research questions:

a) What factors contribute to the delivery challenges of public housing projects at the local government level?

b) What stakeholder engagement processes are required to improve the delivery of public housing projects at the local government level?

c) What stakeholder engagement framework can be proposed to improve the delivery of public housing projects at the local government level?

1.9 Research Paradigm

Guba and Lincoln (1989:83) state that the ontological question 'what is there that can be known?' or rather 'what is the nature of the reality?' is concerned with the stakeholder engagement in public housing. Crotty (1998) argues that epistemology means 'a method of understanding and explaining how it is known what is known?'. It is epistemology which gives the philosophical basis for determining what types of knowledge are possible and how such knowledge can be said to be adequate, sufficient and legitimate (Audi, 2010).

This study adopted subjectivism as its ontological stance and interpretivism as its epistemological position. As Crotty (1998) explains, a theoretical perspective provides the lens that informs the research methodology. The ontological assumption of this study is premised on human meanings and the interpretation of lived experiences, while its epistemological position, rooted in constructionism, led to an interpretivist approach. In practice, this means the study focuses on understanding how individuals make sense of their experiences and realities rather than attempting to uncover a single objective truth (Dehalwar & Sharma, 2023; Ozuem, Willis & Howell, 2022).

1.8 Research Methodology

Given the philosophical assumptions of this study, the qualitative method was deemed as the most suitable research approach to be used in discovering the thoughts, perceptions and understanding of the people who have hitherto not afforded adequate quality housing units, community activist, community leaders, church leaders and Human Settlement officials responsible for the development of stakeholder engagement framework (Creswell, 2014:32). Interpretation is essential in this qualitative research because it will help derive meaning and the process of inadequate stakeholder engagement between communities and the municipalities. The study, using qualitative method, enabled qualitative data to be collected to access the thoughts and feelings of the Kayamandi community, Stellenbosch Municipality integrated human settlements, and property management officials about stakeholder engagement during the execution of public housing in Kayamandi at Stellenbosch Municipality, Western Cape South Africa. As previously argued, qualitative research for this

study was essential for gaining insights into the Kayamandi community's and Stellenbosch Municipality's feelings and thoughts, which may form the basis for developing an understanding of the meaning they may ascribe to their engagement experiences. As such, the method was used to understand citizens' beliefs, thoughts, experiences, attitudes, behaviour, and interactions about stakeholder engagement during the execution of public housing in Kayamandi at Stellenbosch Municipality, Western Cape, South Africa (Patton, 2014).

1.9 Research Design

Based on the research methodology utilized in this study, an exploratory research design was employed to uncover and understand the reality of stakeholder involvement during the implementation of public housing in Kayamandi within Stellenbosch Municipality, Western Cape, South Africa (Creswell, 2014:152-158). Exploratory design places the understanding of the subjects being studied at the core of the research. Kothari (2004:31) defines research design as a framework, organization, and strategy for investigation aimed at discovering different methods to address issues and reduce discrepancies. According to Creswell (2014), research design encompasses the approaches and techniques for research that span the choices from broad principles to detailed procedures of data collection and analysis.

1.9.1 Data collection and instrument

Data was collected through focus group discussions involving Kayamandi community members and officials from Stellenbosch Municipality's Department of Human Settlements. Focus groups were chosen to generate rich, diverse perspectives and to allow participants to articulate their experiences, including views that may not have been anticipated when the discussion guide was developed.

1.9.2 Data collection/fieldwork

Qualitative research utilizes various data collection techniques, such as observation, interviews, focus groups, and analysis of text or visuals (Gill et al., 2008:292). In this research, focus groups were performed with the help of four trained research assistants. They were tasked with facilitating discussions, addressing questions, and outlining the study's purpose, as well as informing participants of their right to withdraw.

Methods for data collection comprised audio recording, making notes, and observing participants. Audio recordings enabled the facilitator to focus on the conversation, while field notes documented non-verbal signals and contextual insights.

1.9.3 Data coding and analysis

Verbatim transcription was used to transcribe audio files as recorded from the semi-structured interviews and field notes were used to document responses during focus group discussions. Inductive thematic analysis was employed to eliminate any presuppositions and preconceived notions about the phenomenon being studied and to guarantee the originality of the research. The transcribed data was captured manually and uploaded onto ATLAS.ti Software to examine the data, identify patterns in meaning across the data to derive themes, and categorise them accordingly. Focus group discussion and semi-structured interviews data was triangulated to enhance the validity and credibility of the findings.

1.10 Demarcation/Delimitation of Study

As indicated in the problem statement, Stellenbosch Municipality's annual report documented several strikes and instances of community unrest that disrupted housing projects. On 22 May 2018, ninety units under construction in Kayamandi were destroyed following community dissatisfaction, with damages estimated at R5.8 million and reconstruction expected to take six months.

This study is therefore delimited to the Kayamandi community and municipal officials in Stellenbosch. Data collection focused specifically on stakeholders involved in integrated human settlements and property management. The research site is situated in Stellenbosch, Boland Region, Western Cape, South Africa. See Figure 1 below.
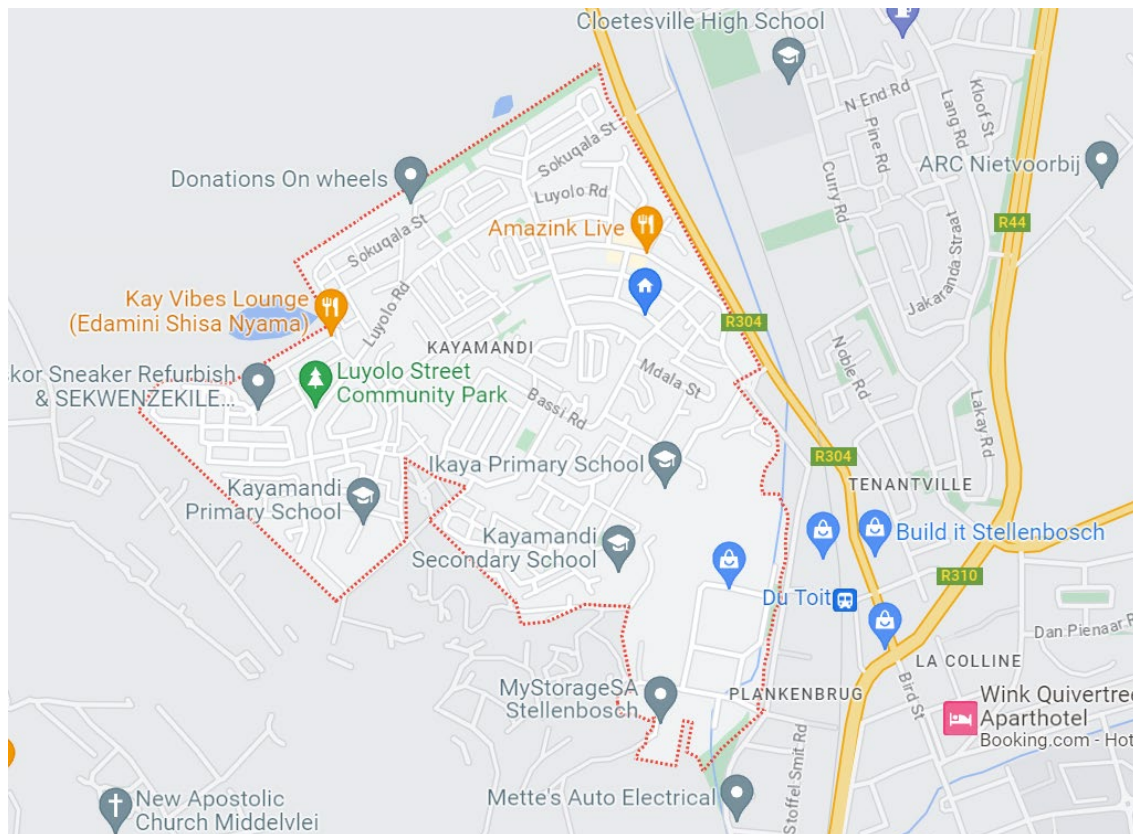
Figure 0.1: Kayamandi Map

Kayamandi, located on the northern outskirts of Stellenbosch, is the second-oldest township in South Africa, first settled in the 1940s. The dominant language is isiXhosa, with Sesotho being the second most widely spoken language. The name Kayamandi translates as "sweet home".

The township was formally recognised in 1941, with 55 houses built in its first year. Over subsequent decades, additional housing and hostels were constructed to accommodate Black residents relocated from areas designated for Coloured communities. Today, Kayamandi retains a rich cultural heritage and is recognised for its community traditions and resilience (Petzer 2015).

1.11 Outline of the Dissertation

The thesis is structured into six chapters. Below is a brief introduction of the chapters outlining the sequential flow of the different parts of the dissertation. Figure 1.2 presents a visual sketch of chapter divisions, then followed by brief descriptions.
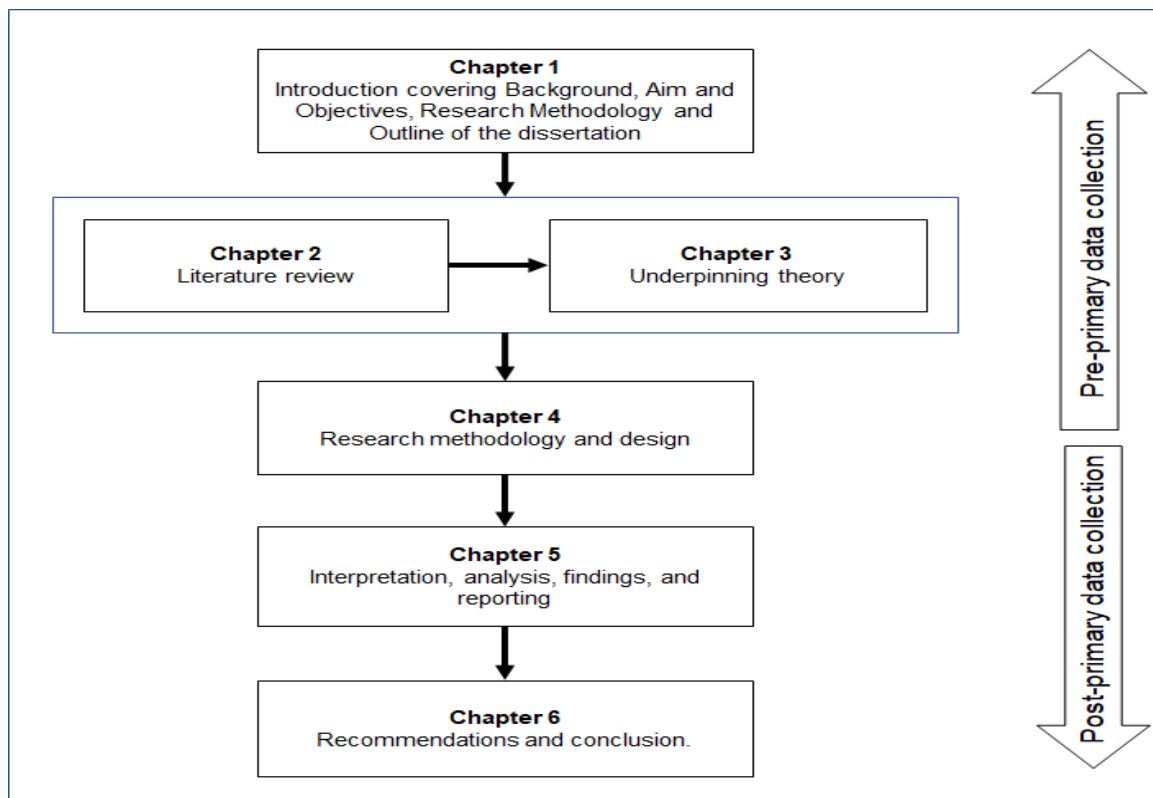
Figure 0.2: Dissertation Structure

Chapter 1: Introduction

Presents the context, issue description, goals and aims, research inquiries, theoretical foundations, methods, ethical issues, importance, and organization of the research.

Chapter 2: Literature Review

Explore literature concerning the difficulties of implementing public housing initiatives in local government and the importance of stakeholder involvement. The examination includes conceptual, theoretical, and empirical viewpoints and highlights the knowledge gap targeted by this research.

Chapter 3: Conceptual Framework

Outlines the theoretical framework supporting the research, illustrating the main variables, their interactions, and the researcher's theoretical perspective.

Chapter 4: Research Methodology and Design

Explains the philosophical stance, research design, methodology, and strategies employed. Issues of validity, reliability, and trustworthiness are also addressed.

Chapter 5: Data Analysis and Findings

Presents the analysis and interpretation of data from focus groups and semi-structured interviews. It discusses the influence of policy on stakeholder engagement and provides a synthesis of participants' experiences.

Chapter 6: Conclusions and Recommendations

Concludes the comprehensive research, assesses the results in relation to the goals, highlights study limitations, and suggests practices and future research recommendations, incorporating a stakeholder engagement framework for the provision of public housing.

1.12 Definition of Key Concepts

- **Framework:** The fundamental structure that underpins a system, concept, or body of literature (Williams, 2019:10).
- **Community:** A group of individuals residing in the same geographical area or sharing a common characteristic (Kim & Won, 2019:912).
- **Stakeholder:** Any individual or entity with an interest in an organisation who may influence or be affected by its actions (Barney, 2018:3321).
- **Project:** A planned undertaking designed to achieve specific objectives, implemented either individually or collectively, and often involving research, design, or development activities (Penuel et al., 2011).
- **Legislative framework:** The set of laws, policies, and regulatory instruments that govern the adoption and application of performance management systems (Chatfield & Reddick, 2019:350).
- **Municipality:** A corporate and political institution established by local residents to provide public services within a defined geographic boundary, with authority and powers conferred by the state (Wollmann, 2019:11).
- **Stakeholder involvement:** The method by which an organization engages individuals or groups that could be impacted by its choices or who possess the ability to affect the execution of those choices (Lemke & Harris-Wai, 2015:955).
- **Reconstruction and Development Programme (RDP):** A socio-economic strategy launched by the South African government during President Nelson Mandela's tenure

in 1994, intended to tackle the disparities created by apartheid via development and redistribution (Singh, 2010:225).

1.13 Chapter Summary

This chapter has introduced the study by establishing the context, rationale, and methodological foundation for examining stakeholder engagement in public housing delivery within South Africa. Against the backdrop of a significant housing backlog, rooted in historical injustices and compounded by insufficient stakeholder participation, the chapter highlighted the urgent need for a more inclusive and participatory approach to housing development.

The introduction outlined the importance of community involvement in public service delivery, drawing on literature that underscores the value of participatory planning in housing projects. The background section traced the historical trajectory of housing policy in South Africa, particularly in the post-apartheid era, with reference to the Reconstruction and Development Programme (RDP) and the persistent challenges of addressing the housing crisis.

The problem statement identified inadequate stakeholder engagement by municipalities as a key factor undermining the effective delivery of quality housing. The study's rationale and significance were presented as an effort to address these gaps by proposing a stakeholder engagement framework, thereby contributing to theory, practice, and policy in public housing delivery.

The chapter also articulated the study's aim, objectives, and research questions, providing a clear direction for inquiry. It then outlined the interpretivist paradigm underpinning the study, which supports a qualitative approach suited to capturing the diverse perspectives of stakeholders such as community members and municipal officials. The research design, methods of data collection (focus groups and semi-structured interviews), and data analysis strategies (inductive thematic analysis) were briefly introduced to demonstrate the study's methodological coherence.

In summary, this chapter has provided a comprehensive foundation for the study by contextualising the research problem, clarifying its objectives, and establishing the philosophical and methodological stance. It sets the stage for the chapters that follow, which will present a review of relevant literature, a conceptual framework, a detailed methodology, the findings of the study, and ultimately, recommendations for enhancing public housing delivery through strengthened stakeholder engagement.

CHAPTER 2: FACTORS CONTRIBUTING TO THE DELIVERY CHALLENGES OF PUBLIC HOUSING PROJECTS AT THE LOCAL GOVERNMENT

2.1 Introduction

This chapter outlines the causes of housing schemes and the significance of public participation in its implementation in South Africa. Since the housing schemes required by the state began during and after apartheid there have been many problems. The problem during apartheid arose from the structural oppression which excluded and marginalized its citizens by robbing them of their dignity and manoeuvring them to the periphery of economic development. The housing supply at this time was not aimed at giving aid to the communities concerned but was a method of ensuring that these racially segregated, socially unequal conditions were perpetuated.

On the contrary, the post-apartheid Government has introduced many policies as well as legislative frameworks to rectify these inequalities, to ensure equity in housing supply. This chapter deals with the objectives of these policies and the contribution it made towards the promotion of housing supply. Central in the examination is the application mi of the systems thinking theory which gives rise to a framework whereby the understanding of Housing supply can be seen as an inter-related, interdependent process and not several disparate interventions.

The chapter argues that a reliance on short term or temporary solutions is one of the factors inhibiting the solution of chronic housing problems. It therefore situates the South African experience within both local and continental perspectives, drawing attention to recurring difficulties in housing delivery. Furthermore, the chapter critically examines different stakeholder engagement frameworks applied in service delivery and demonstrates how these approaches often fall short in addressing systemic issues. In doing so, it exposes the knowledge gap that this study seeks to address.

2.2 Public Housing

Scheba (2023) highlights that South Africa's public housing sector reflects the government's efforts to rectify historical inequalities by providing safe and adequate housing for all citizens. Spatial inequalities of the country have been entrenched by the separate policies because of apartheid which resulted in the migration of millions of Black South African people to the areas of the country that were the worse off and into the large housing backlogs that were created

which still have the effect on the lived social and economic realities (James, Daniel, Bentley & Baker, 2024). It is in this context that various democratically elected governments have instituted various public housing programmes the point of which is to improve the affordable housing opportunities to disadvantaged groups. They are aimed at low-income housing, informal settlement residents and those who reside in houses not suitable for living (Nzau & Trillo, 2020).

One of the most important components of these initiatives is housing subsidies, in which financial aid is given to qualifying people and families (Marutlulle, 2021). By providing subsidies, low-income families can rise above the economic obstacles to accessing housing opportunities that would otherwise not be available to them in the private market. As outlined by Nzau & Trillo (2020), these policies seek to minimise the gap between the demand and supply of housing, thereby fostering social cohesion and ensuring safety in housing. Another extremely important area is the upgrading of informal settlements, given their rapid expansion in urban areas resulting from urbanization and housing shortages. Informal settlements are mostly known for their poor infrastructure, inadequate services and living conditions. It is the urgency of these needs that has led the government to introduce various policies aimed at improving the living conditions of those who occupy them e.g. by providing the essential services of living such as tarred roads, drinking water, electricity and sanitation facilities (Bieding, 2022). These interventions have a dual purpose: to enhance individuals' living conditions and overall quality of life, while also fostering social cohesion and stability (Majola, 2025).

Rental housing is a crucial aspect of the housing question, offering a practical solution for families unable to purchase property. Affordable rental housing is made possible through partnerships between the public and private sectors, aiming to diversify housing options and thereby strengthen social stability (Giti et al., 2020; Tsenkova, 2021).

Increasingly popular are community housing projects. These projects aim at incorporating the participation of the residents in the planning, design and building of such projects. These are empowering projects which instil pride and ownership, whilst catering for local housing needs (Georgiadou et al., 2020). Important, as pointed out by Jackson and Ronzi (2021), is that such projects will also assist in building resilience and sustainability of solutions to suit the specific communities in which they operate. Complementary to such projects are the state subsidy programmes geared to the reduction in the costs of building or renting or acquiring housing units (Culwick & Patel, 2020). The purpose of such subsidies is to reach the marginalised in the community and to provide affordable and accessible housing, which will lead to social inclusions and equity (Mabin, 2020).

Public sector housing in South Africa is a collaborative model, recognising that there are many actors involved, namely national, provincial and local government, and other non-governmental and private actors. These are involved in the planning, implementation and management of housing projects, with transparency, accountability and efficiency in place (Jansen & Kalas, 2020). However, notwithstanding these interventions, the sector has perennial challenges due to the legacy of the past, rapid urbanisation and limited institutional capacity. In conclusion, public sector housing in South Africa is an evolving and complicated approach to deeply entrenched housing inequalities. Much is done in these efforts but it is clear from problems in service delivery that much better frameworks for stakeholder engagement and integrated development are critical if sustainable inclusive and equitable housing outcomes are to be achieved (Leboto- Khetsi, Kohima, gambe, Mphambukeli & Rammile, 2024; Matshika & Gumbo, 2023).

2.2.1 The rationale for public housing

The availability of adequate and dignified housing is a pressing problem in many developing countries. For the previously dispossessed and marginalised communities in South Africa, the ending of apartheid offered the chance to claim secure tenure and improved living conditions. The housing provisions made during apartheid were based on the provision of poor quality housing structures, better known as "match box houses", which were disadvantaged because they were not only of very poor standard but were also constructed on the border line of cities and at a distance from the main centres of economic activity (Mahachi, 2021; Amoah et al., 2020).

Housing has long been understood as more than a physical shelter. Anthropological accounts, such as those by Rappenglück (2013) and Escobar (2020), highlight how indigenous worldviews and early civilisations viewed dwellings as microcosms of the world, with cultural and ethical values embedded in spatial arrangements. Oppong (2019) points out that cultural relativism reminds us that while societies may differ in their perceptions of what constitutes appropriate living, no culture is inherently superior to another. In South Africa, however, the apartheid government's housing policy represented not cultural difference but systemic injustice. This prompted the democratic government that followed to develop the National Housing Policy (Pernegger, 2021) and to establish state institutions to accelerate the delivery of dignified housing closer to economic hubs.

Table 2 below outlines the major housing policies and legislative frameworks enacted to redress apartheid spatial legacies and to support more inclusive housing development.

Table 2.1: South African housing policies and act

Housing policy/Act	Purpose
Spatial Planning and Land Use Management Act (SPLUMA), 2013	Provides the framework for spatial planning and land use. Ensures housing projects align with broader development plans and equitable access to land.
Finance Linked Individual Subsidy Programme (FLISP)	Provides subsidies to households earning too much to qualify for RDP housing but too little to access traditional mortgage finance.
National Development Plan (NDP) 2030 – Housing and Human Settlements	This policy advocate for an increase in density, integrated use housing development and access to public transport. This approach reduces spatial segregation and peripherisation.
Rental Housing Act, 1999 (amended in 2007, 2014)	This policy focuses on establishing rules that regulate the tenant and the property owner relationship.
Upgrading of Informal Settlements Programme (UISP) – 2004 onwards	This document places its focus on the in-situ upgrading of the current human settlement. It also focuses on public participation and access to basic services.
Social Housing Act, 2008 (Act 16 of 2008)	This act promotes a sustainable social housing through affordable rental housing for individuals or families who fall within low to medium income bracket.
National Housing Code (2009)	This document offers a strategy for executing subsidy schemes, informal settlement upgrading, and social housing programme.
Reconstruction and Development Programme (RDP) Housing Policy (1994)	The focus of this policy is addressing housing inequalities and backlog, which is the result of apartheid regime. This is achieved by providing free basic housing for low-income households.
Breaking New Ground (BNG) - Comprehensive Plan for the Development of Sustainable Human Settlements (2004)	This document focusses not only on housing, but the establishment of a sustainable integrated human settlement. Addresses the following: -Social quality -Mixed-housing development -Bringing housing development close economic activities
Housing Act, 1997 (Act 107 of 1997)	This act establishes a generic framework that inform the role of national, provincial and local government in housing delivery.

Thus, from this overview, we see that the post-apartheid housing policies in South Africa indicated a concerted attempt to reverse exclusionary patterns and offer affordable housing as part of an integration strategy that found resonance with Satterthwaite et al. (2020), who argue that public housing is essential component of social welfare programmes globally attempting to rectify inequalities in shelter access and at the same time facilitating and assisting social and economic processes. In addition to providing shelter, public housing initiatives are also concerned with the protection of vulnerable peoples such as poor families and the homeless, through seeking to provide security and stability (Fischer et al., 2021). Public housing is furthermore important in reinforcing social cohesion. Developments which promote the establishment of mixed-income neighbourhoods will reduce segregation and will afford the opportunity for inclusion through interaction across socio-economic divides (Huchzermeyer, 2017). Jansen et al. (2020, p. 217) note on the other hand that: 'When

housing is related to community development strategies, it leads to local ownership of and belonging to that community'. This leads also to the construction and maintenance of these public housing units leading to the creation of employment opportunities in building, property management and the building trades forming part of the economic growth totals (Plantinga & Adams, 2021). It is interesting to note that housing initiatives are a fundamental element of sustainable city planning in the light of rampant urbanization which underlie the city itself. They have the further benefit of offering affordable accommodation in lieu of informal settlements leading to the alleviation of overcrowding and regarding further planning options, offer the basis for initiatives based on mixed use zoning, e.g. (Nubi et al., 2024) as well as transit-oriented development. Importantly, housing is inseparable from health: adequate housing reduces exposure to health hazards, supports mental well-being, and enhances quality of life (Satterthwaite, 2020; Nubi et al., 2024).

In summary, public housing in any part of South Africa is not only a reactive response to housing injustices of the past - it is a visionary approach towards constructing resilient, equitable and sustainable communities. Public housing, to this day, remains a crucial instrument of the country's socioeconomic growth and social care policy.

2.2.2 The existing challenges in public housing in South Africa

Despite extensive policy frameworks, the South African public housing sector faces persistent challenges that undermine its effectiveness. The most immediate concern remains the significant backlog in housing delivery, leaving millions without adequate shelter (Mhlongo, Gumbo & Musonda, 2022; Mbandlwa, 2021). Marutlulle (2021) argues that the growing backlog not only worsens the crisis but also reflects the urgent need for decisive state intervention.

The quality and maintenance problems protract the existing bad situation. Instances of structural defects, leaking and damp of public housing are not uncommon and the effect is even worse housing conditions and worse housing stock (Ifyalem & Jakada, 2023). Bandauko, Arku and Nyantakyi-Frimpong (2022) have indicated how new developments are equally generating spatial inequalities by the placing of housing remote from job and other necessities, which preserves the marginalisation of the people.

The government problems make these situations the worst. Corruption, lack of management and misallocation of resources have resulted in the public loss of confidence in the situation, and delays in the bureaucracy and regulatory bottlenecks cause raised costs and slow delivery (Huchzermeyer, 2017; Jeong, 2025). These inefficiencies preclude projects from reaching the most needy.

Finance remains the other major problem. The state has a shortage of funding and it cannot reduce the backlog or provide housing of the necessary quality (Adabre et al., 2022). The social needs, such as various resistance to the development by the communities, the stigmatising of public housing developments and the NIMBY ("Not in My Backyard") syndrome slow down or abort many of the projects, which cause the social problems (Teresa, 2022).

The other complication is the scarcity of land and zoning regulations which prevent the suitable land for housing developments (Nkwae, 2023). Even where plans do materialise, an inadequate degree of community consultation may result in disempowerment and dissatisfaction, with the community excluded from giving their views about the planning (Jeong, 2025). This exclusion causes public housing developments to become weak structures which are unable to satisfy what the actual needs of the communities are.

The other problem area is one involving sustainability. Rapid degradation may take place in many of the housing structures without proper whole-area infrastructures and longerterm maintenance plans, resulting in the moral worth of the housing products being undermined and the worth of state investment being destroyed (Adabre et al., 2022).

These problems form the complex nature of housing provision which operates in South Africa and these problems need not only policy studies and reform, but, also, greater accountability and responsibility and levels of community involvement and participation, and sustainable methods of urban planning. Local government, as ordained by laws, such as the Municipal Structures Act (1998), allocation mechanism, in respect of total community, housing included of delivery of means financing, has to get right. Lemanski (2020) and Mamokhere (2019) have shown that lack of meeting with the communities concerned, has led to agitation against the authorities and a rejection of housing which does not mirror the needs and priorities of these people.

If the necessary laws, such as the Municipal System Act (20000) or the Municipal Structures Act (1998) laws have been introduced in order to engender the aspects of democracy and accountability and transparency, and openness of these which seems to be intended, in laws, has not materialised with. The continued dissatisfaction people feel with housing provision structures would indicate that not only are the necessary regulations to be enforced more rigorously but that more participative initiatives even are to be made so that public housing is able to meet the people's aspirations of the community gainfully effectively.

2.2.3 The rationale for stakeholder involvement in public housing

2.2.3.1 Constitutional framework

South African municipalities operate within a constitutional and policy framework that emphasises community participation and inclusivity in service delivery. Various policies and legislative instruments and mechanisms have been introduced to promote democratic participation in governance processes. Buccus (2020) argues that authentic public participation is not only a democratic necessity, but also a mechanism through which freedom, justice, security and social equity can be achieved. It can be argued that municipalities should be encouraged to deliver services as an inclusive and participatory where the experience of citizens will contribute to the outcomes of service delivery.

In spite of this, public participation reflects a fragmented and inconsistent picture. Nyama and Mukwadwa (2022) point out that the practice of participation in South African municipalities is often characterised by a lack of spontaneity and depth, because many communities live with the underlies of unfulfilled promises, resulting in passive and detached forms of participation. They argue that decentralised participation is generally experienced as a procedural device for legitimating the delivery of service delivery, rather than as a forum for meaningful dialogue and decision making. Citizens are then again largely restricted to their original function of electing political representatives, the functions of which they may thereafter have little or no part in decisions making.

Auriacombe and Sithomola (2020) hold that the absence of any authentic participatory governance instrument which empowers citizens to actively participate in the processes of decision making is directly responsible for the continuous service delivery protests. They hold that the principles of transparency and accountability ought not to be confined to retrospective financial reporting but should also include the processes of citizen participation in the structures of decision making themselves. In practice, however, participation is frequently mediated through partisan channels, with ward councillors acting as the primary link between municipalities and communities. Such arrangements, as Gao and Teets (2021) note, result in a superficial form of institutionalised participation, where citizens are consulted but not empowered to shape policy or influence service delivery meaningfully.

This demonstrates that while the constitutional and policy framework appears supportive of participatory governance, its implementation falls short of addressing the marginalisation of citizens. The continued exclusion of communities from decision-making processes perpetuates discontent and limits the transformative potential of stakeholder involvement in public housing.

2.2.3.2 Local Government Municipal Systems Act (Act 32 of 2000)

The purpose of the Municipal Systems Act (Act 32 of 2000) has been to develop a reciprocal relationship between municipalities and their communities through an acknowledgement of mutual rights and responsibilities. It was intended that municipalities deliver services while there is active community involvement in governance. In Chapter 8, Part 4, Section 85(3)(e) the establishment of community-based advisory committees is provided for, to promote and facilitate consultation on municipal services, and specifically with reference to gender representivity. Also, in Chapter 4, Section 17(c), the holding of public meetings and hearings is prescribed, while municipalities are obliged in terms of Section 16(a) to provide conditions to facilitate community participation in processes e.g. integrated development planning, performance management and service delivery review.

The Act provides mechanisms for participation, but the reliance on political structures to facilitate these has been unsuccessful at times. Gupta (2023) proposes that the more fruitful means of securing democracy, social justice and empowering citizens to become part of the democratic process are through social movements. This is a concept in line with the historical realities of South Africa where broad mass movements such as the United Democratic Front (UDF), the Pan Africanist Congress (PAC) and the African National Congress (ANC) peacefully mobilised communities through protest, civil disobedience and international solidarity action that led ultimately to the abolishment of apartheid in South Africa (Anisin, 2021).

In the period that followed the end of apartheid social movements still play an important part in the promotion of social and economic justice (Fourie, 2024). However, Chiwara, (2024) notes that the contemporary socio-political environment indicates ongoing inequality, exclusion and structural injustices. Many of the disadvantaged communities remain marginalised even when there are policy imperatives to further participation. This inconsistency accentuates the complexities of governance in South Africa: legislative instruments such as the Municipal Systems Act provide the mechanisms for participation for the previously marginalised sectors of society, yet they lived experience continues to be that of procedural rather than real or substantive participation and this has the effect of diminishing the end objectives of stakeholder engagement in public housing.

2.3 Continental Perspective on Factors Contributing to the Delivery Challenges of Public Housing Projects at the Local Government

Ewurum, Egolum, and Ogbuefi (2019) also investigated the Nigeria's housing deficit and found deficiencies in the following: weak policy frameworks, affordability issues, urbanization, and corruption. Their study showed the limited use of stakeholder management which exacerbates these deficits. In Edo state Ebekozien (2021) monitored that although the housing policies were sound in principle, the implementation failed because of corruption, lack of enforcement, limited funding and inadequate political will. Agyemang and Morrison (2018) maintained that for the Global South, in policy making especially Africa, housing for the low-income households is a great challenge. Ownership of customary lands and the informal system in the housing delivery as stated by Geyer Jr (2023) implicate that weak commitment by the central government, lack of proper enforcement of planning regulations, and limited capacity of the local Authorities continue to be the great challenge. Even though new projects such as residential mapping in Greater Accra have been started, without systemic reforms they will remain insignificant.

Table 0.1.1: Summary of Literature on Housing Delivery Challenges and Stakeholder Inclusion

Author(s) & Year	Focus / Context	Key Findings	Recommendations / Implications	Relevance to Stakeholder Engagement Frameworks
Ugonabo & Emoh (2013)	Obstacles to housing delivery in Anambra State, Nigeria	Barriers include restrictive Land Use Act, poor infrastructure, high costs, limited finance, bureaucracy, and insecure land tenure.	Enforce 2012 National Housing Policy; review Land Use Act; reduce land transaction costs; promote local materials and partnerships.	Highlights the need for **multi-stakeholder collaboration** among policymakers, financiers, and communities to reduce bureaucratic barriers and improve trust.
Ewurum, Egolum & Ogbuefi (2019)	Nigeria's housing deficit	Weak policy frameworks, affordability issues, corruption, and poor stakeholder management exacerbate the deficit.	Strengthen governance, anti-corruption measures, and cross-sector collaboration.	Demonstrates that **ineffective stakeholder coordination** contributes to systemic housing deficits.
Ebekozien (2021)	Housing policy implementation in Edo State, Nigeria	Implementation hindered by corruption, lack of enforcement, inadequate funding, and political will.	Improve accountability and ensure consistent policy execution.	Suggests that **transparent stakeholder roles and accountability mechanisms** are vital for effective implementation.

Agyemang & Morrison (2018); Geyer Jr (2023); Elcock (2013)	Housing delivery challenges in Africa	Weak governance, customary land tenure, and limited local capacity constrain low-income housing.	Strengthen institutional capacity and land policy reforms; promote citizen involvement.	Emphasises **inclusive engagement** of traditional authorities and local communities in planning and land use.
Mitlin (2021); Einstein et al. (2019)	Citizen participation in housing and planning	Participation skewed toward older, male, long-term homeowners; marginalised groups excluded.	Promote inclusive and representative participation.	Underlines the importance of **inclusive stakeholder identification** and equitable participation mechanisms.
Masuku & Jili (2019); Galizzi, Rota & Sicilia (2023)	South African municipal service delivery and governance	Political interference erodes local trust and contributes to protests.	Promote merit-based governance, transparency, and ethical leadership.	Demonstrates how **political capture** undermines genuine community engagement.
Saidu & Yeom (2020)	Sustainable housing in Nigeria	Urbanisation and poor infrastructure limit sustainability; calls for collaboration.	Adopt green technologies and integrate community input.	Reinforces the role of **collaborative engagement** for sustainability and shared ownership.
Latiff, Jaapar & Isa (2020); Strahorn, Brewer & Gajendran (2017)	Malaysian public housing governance	Poor early stakeholder engagement and bureaucratic inefficiency hinder delivery.	Build trust, enhance communication, and prioritise stakeholder collaboration.	Provides direct evidence that **early stakeholder engagement** improves project efficiency and satisfaction.
Poku-Boansi (2021); Rigon & Broto (2021)	Urban land use planning in Ghana	Dual land systems and exclusion of communities perpetuate inequality.	Integrate community input and recognise local land rights.	Stresses that **engagement frameworks must adapt** to social and institutional complexity.
Kissi et al. (2020)	Ghanaian construction industry	Institutional weaknesses and lack of transparency affect outcomes.	Strengthen accountability and decision-making processes.	Points to the necessity of **structured stakeholder communication and monitoring systems.**
Enqvist & Ziervogel (2019); Ainslie & Kepe (2016)	Post-apartheid housing in South Africa	Spatial inequality and informal settlements persist.	Strengthen policy implementation through intergovernmental cooperation.	Indicates a need for **cross-level engagement** between national, provincial, and local stakeholders.
Carlos Bezerra & Paphitis (2021)	Democratic housing frameworks	Policy exists but lacks uniform implementation.	Secure funding and consistent application of policy frameworks.	Suggests that **stakeholder alignment** across policy and implementation levels is crucial.
Padayachee & Van Niekerk	Reconstruction and	Delivered 1.1 million houses but failed to	Improve local government capability	Reveals **capacity-based engagement**

	Development Programme (RDP) in SA	meet demand; systemic capacity issues.	and delivery mechanisms.	**gaps** between municipalities and communities.
(2019); Breakfast, Koza & Johnson (2021); Amoah & Finger (2021)				
Yin (2019); Rusca et al. (2023)	Economic development and housing	Growth and inequality interlinked; social exclusion deepens poverty.	Integrate social and economic policies.	Reinforces the need for **stakeholder engagement linking social, economic, and housing policy actors.**
Chakwizira (2019)	Protests over housing allocation	Violent protests stem from poor communication and mismanagement.	Enhance transparency and participatory housing allocation.	Illustrates consequences of **weak feedback and communication loops** within engagement frameworks.

In Ghana, Poku-Boansi (2021) noted that urban land use planning is complicated by socio-cultural, political and economic issues. Dual systems of land supply and administration exacerbate the problems. Community groups are excluded from planning processes that do not reflect inclusivity, as if the principles of social complexity were not applicable. The result is an unremitting inequality in the access to urban resources, Rigon & Broto (2021) pointed out, thus inclusive development perfects a closer embedment of social complexities within planning systems. It is further noted by Kissi et al. (2020) that the construction industry in Ghana does not achieve Enterprise value for money because of systemic downturns and inadequacies, institutional interference, poor decision making, absence of transparency. Their recommendation was for increased government parameters in achievement of accountability and value for money in public works.

2.4.1 The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

Integrated Development Plans (IDPs) play a vital role in the effective operation of South African municipalities. According to the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), municipalities must adhere to this legislation to ensure the efficient delivery of municipal services. It is assumed that engaging stakeholders through diverse networks and partnerships significantly contributes to achieving service delivery goals. However, the legislation's guidelines for addressing service delivery issues at the local municipality level are considered overly broad. The following figure illustrates the stages involved in the IDP

process.
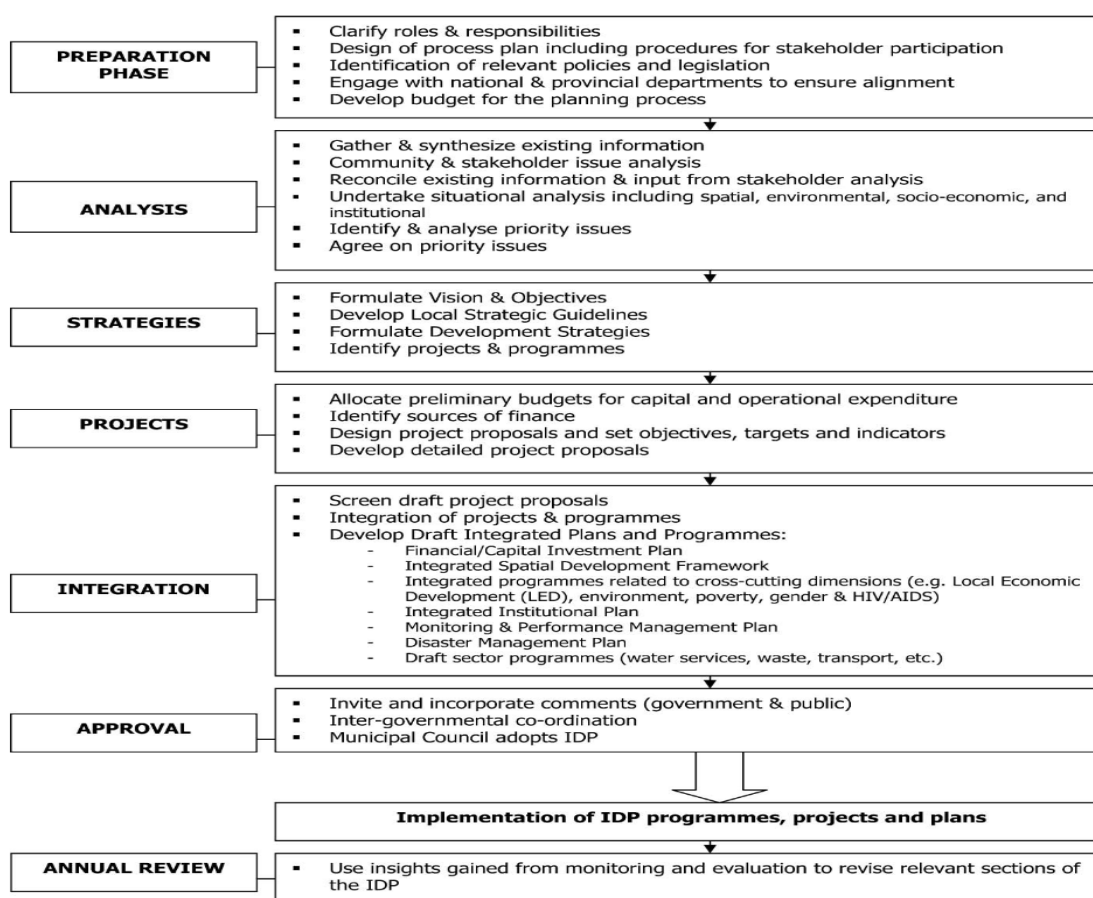
Figure 2.1: Stages of the IDP process

Source: Adapted from DPLG and GTZ (2001)

Munzhedzi (2020) points out that it is necessary for municipalities to determine community needs through public meetings, ward committees, imbizos and petitions. These inputs are relevant in the formulation of the IDP and budget provision to ensure that policy is decided at the grassroots level. It can nevertheless be observed that many municipalities do not have the necessary administration skills or financial resources to implement these plans. Serious questions can therefore be raised regarding the ability of the state to translate this participatory planning procedure into tangible outputs regarding service delivery.

Munzhedzi (2020) has constructive suggestions which could remedy many shortcomings. He stresses that active recruitment should be made of qualified and experienced officials, preferably with postgraduate qualifications in municipal administration, engineering or accountancy, for the purpose of improving the institutional capacity. In addition, he advocates that better procedures should be adopted regarding collection of revenues, to provide municipalities with the necessary financial stability in the implementation of the IDP. These

proposals echo the wider debate surrounding the professionalisation of local government as a possible remedy against the politicisation of the service and ineffectiveness which detract from proper housing delivery.

From this local perspective it can, however, be seen that while South Africa has instituted an ambitious legal and policy framework regarding properly implemented housing delivery, there are clearly systemic problems still facing the municipalities, such as shortages of skills, lack of resources and political interference. These problems noted here indicate that there is a need for an extremely critical rethinking of the local government capacity, beyond that of the mere compliance with legislative provisions, if the potential for equitable housing delivery is to become a reality.

Table 0.2: Improving community stakeholder participation

Planning phase	Methods for Participation
Analysis	- The ward councillor is responsible for organising community meeting to gather community perspective about municipal service delivery. - Municipal officials are responsible for arranging meeting with stakeholder. - Surveys and opinion polls (getting views on how people feel about a particular issue)
Strategies	IDP Representative Forum Public Debates on what can work best in solving a problem
Projects	Meetings with affected communities and stakeholders. Representation of stakeholders on project subcommittees
Integration	Integrated development plan series of meetings.
Approval	Public Discussion and consultation with communities and stakeholders
Monitoring and Implementation	Integrated development plan series of meetings.

Source: Education and Training Unit for Democracy and Development (n.d.)

The Education and Training Unit for Democracy and Development (n.d.) reports that the Department of Provincial and Local Government proposed the creation of an IDP Representative Forum to guarantee active participation from the community and stakeholders. This forum might include various members such as executive councillors, district council representatives, advocates for unorganised groups like gender activists, senior officials from municipal and government departments, representatives from organised stakeholder groups, resource persons or advisors, and community representatives such as the RDP Forum.

The objective of a forum is to:

- Allow stakeholders to voice the priorities of their constituents.
- Develop a framework for communication, compromise and teamwork.
- Ensure good communications between the municipality and all interested parties.
- Oversee the series of actions involved in designing and executing a plan.

It would be good to have a code of conduct developed for these forums to focus on:

- Attendance and meeting frequency.
- Recording, facilitation and agenda of meetings.
- Understanding the various roles of the stakeholders who are representatives of their constituents.
- How the response to constituency comments will take place.
- Decisions will be made based on the majority vote which prevails.
- How disagreements will be resolved.

Council may wish to consider adopting a policy for public involvement. This policy could include:

- The various roles of the stakeholders in the involvement process.
- Methods for encouraging disorganized groups to participate.
- A method designed to foster active participation at every phase of the planning process.
- Deadlines for public and stakeholders for input, response and comment.
- Communication techniques.
- A method for gathering information on individuals' needs in the community.

The South African Municipal Systems Act (2003), together with the Constitution of 1996, encourages the active participation of community-based organizations and local communities

in the planning of municipalities. According to Mamokhere and Meyer (2023), these bodies ought to participate in the development of the Integrated Development Plan (IDP) so that their needs and wishes can be considered. Yet the study found an ongoing deficiency regarding community participation in municipal affairs, which inhibits the effective formulation and implementation of the IDP process. Notwithstanding constitutional requirements and democratic principles, the service delivery backlog remains a major problem. The study by Mamokhere and Meyer further showed that the public had no capacity to hold municipal officials responsible. The table below gives a summary on the literature survey on the housing delivery obstacles.

Table 0.2.1: Summary of Literature on Social Inclusion, Participation, and Housing Development

Author(s) & Year	Focus / Study Context	Key Findings	Implications / Relevance
Luna-Nemecio, Tobón, & Juárez-Hernández (2020)	Social inclusion and exclusion in understanding inequalities	Social exclusion is not only about scarcity of resources but unequal access that prevents full participation in housing projects.	Highlights need for equitable access and inclusion in housing development processes.
Schaff et al. (2023)	Architectural design and user involvement in Belgium housing projects	Architectural design often ignores end-user needs; planning lacks participatory approaches.	Advocates participatory and democratic design processes where users are active stakeholders.
Masiya, Mazenda, & Davids (2019)	Public participation in South African municipalities	Declining community participation leads to poor service delivery and violent protests.	Emphasises strengthening citizen participation throughout policy implementation stages.
Amoah, Kajimo-Shakantu, & Van Schalkwyk (2020)	Implementation of RDP/social housing projects in South Africa	Poor implementation and weak project management result in low-quality housing outcomes.	Recommends effective project management systems and improved stakeholder consultation.
Masiya, Davids, & Mangai (2019)	Service delivery protests and inequality in post-apartheid South Africa	Growing dissatisfaction due to inequality, unfulfilled promises, poor quality and quantity of services.	Suggests enhancing public participation to address inequality and improve service delivery satisfaction.
Maluleke (2020)	Stakeholder participation in housing provision	Greater inclusion of urban poor and multiple stakeholders improves relevance of housing programmes.	Encourages collaborative housing initiatives but notes current efforts often lack sustainability and pose health risks.

This emphasizes the need for greater political will to involve communities in the IDP process. The research findings indicate that there should be direct community participation in the formulation of municipal policies and functions whereby those involved in human settlements at local government and politicians involved should develop democratic values by encouraging active public participation, transparency in decision-making and accountable government.

Maluleke recommended that municipalities and any other role-players strengthen their support for the operations of such activities to ensure that they contribute to sustainable housing solutions. Such measures would contribute to the decreasing number of people who live in informal settlements.

Table 0.3: Studies undertaken on project stakeholder engagement framework in selected Sub-Saharan Africa regions

Researcher	Topic	Institution	Underpinning theory/theories	Methodology/ methods	Findings/conclusion
Eyiah-Botwe, 2017	"Development of a sustainable stakeholder management framework for construction projects in Ghana. University of Johannesburg (South Africa)"	University of Johannesburg, South Africa	Stakeholder theory and Stakeholder management theory	Key concepts and measurement criteria were explored using a mixed-methods approach, comprising a literature review and a qualitative Delphi survey. Additionally, a purposive sample of 350 industry professionals took part in a quantitative questionnaire study. An 82.5% response rate was achieved from the 289 valid questionnaires that were returned. When the study was first proposed, participation was first agreed upon by twelve of the twenty experts who were purposively recruited from the industry using eight-factor	The study identified SSM as a model comprising six key factors, derived from external elements such as pre-stakeholder identification, stakeholder identification, stakeholder assessment, stakeholder involvement, conflict management, implementation, monitoring, and feedback processes. It also acknowledged the significant impact of the external environment (CBF) on SSM's overall effectiveness.

					criteria. That three-round Delphi poll, however, yielded eighty-one measured variables, and ten experts took part in it.	
Toriola-Coker, 2018	"End-user stakeholders' management framework for public-private partnership road project in Nigeria"	University of Salford (United Kingdom).	Agency Theory, Organisational Theory and System Theory		A mixed-method approach was employed. The case study and survey targeted end users and professionals experienced in Public-Private Partnership projects. Lekki-Epe Public Private Partnership and Apakun Muritala Muhammed Public Private Partnership toll roads are the two examples that are used. A qualitative method called thematic analysis was used to examine the data from eighteen interviews. Reliability and factor analysis (quantitative) were used to retrieve and analyse 282 completed questionnaires.	Factor analysis of 28 variables revealed seven key elements shaping the management framework for end-user stakeholders in a Public-Private Partnership road project in Lagos, Nigeria. These elements are: the contractor's safety measures, socio-economic effects, benefit realisation and community participation, environmental impact, payment for public utilities, contractor integration with the local community, and contractor engagement with political groups. Overall, end-user stakeholders indicated that their active involvement in decision-making

					throughout the Public-Private Partnership project was an important approach to mitigating end-user dissatisfaction in Nigeria.
Molwus, 2014.	"Stakeholder management in construction Projects: a life cycle-based framework"	Heriot-Watt University, Edinburgh	Stakeholder management theory	A mixed-method approach was employed.	The framework for managing stakeholders in building projects presented in this paper is based on a lifecycle. It can be extended to other industries, such as hospitals, housing, retail, and transportation. Action research ought to be carried out to improve the framework and determine its advantages and disadvantages. The report suggests more research to enhance project success and emphasises the relationship between stakeholders and risk management in building projects. The results also emphasise the necessity of supporting

					stakeholder management with government policy.
Ewurum, Egolum and Ogbuefi 2019	"Stakeholder management model for "Sustainable public housing delivery in south-east Nigeria"	Nnamdi Azikiwe University, Nigeria	Stakeholder theory.	The study utilised a descriptive and exploratory research design, using a survey method to gather data about a target population and generalise findings to the entire population, specifically focusing on one objective of the study.	The study revealed a positive correlation between stakeholder engagement strategy and sustainable housing approach in Nigeria's housing industry, with stakeholder conflict management facilitating social housing supply and social responsibility management positively influencing end-user-driven initiatives. The study proposed that a stakeholder management model is essential for ensuring the sustainable delivery of public housing in Southeast Nigeria. It recommends successfully integrating PR strategies, stakeholder engagement at all project stages, and a rent-to-own scheme for low-income earners. The government should offer

					fiscal incentives to building material producers and train graduates in relevant fields. The Tertiary Education Project Management curriculum should introduce a Stakeholder Management course to create proficient graduates. A Stakeholder Management Department should be established in housing delivery agencies to ensure professional management and stakeholder engagement. The government should also take responsibility for planning and implementing social development policies.
Haarhoff 2019	"Stakeholder Relationship Management as a Tool for Municipal Public Value"	Stellenbosch University, South Africa	Stakeholder theory and public value theory	The research methodology used in the study included an analysis of relevant literature, policies, legislation, questionnaires and municipal documentation. In addition, the fieldwork utilised a	The study found that good stakeholder relations management may produce public value and societal legitimacy through cultivating win-win partnerships with external

| | "Generation: A Case Study of Five Municipalities in the Western Cape" | semi-structured mixed questionnaire to conduct interviews with municipal managers (MMs), communication officers, and municipal officials. | stakeholders. The survey also underlined how crucial it is for the general people to have faith in appointed and elected leaders for responsive local governance. A stakeholder management model integrates the study's findings on effective stakeholder identification principles. |

In this context, the studies referred to in the table above with respect to stakeholder management frameworks are, specifically, not directly related to public housing projects in Sub-Saharan Africa since though there is a considerable amount of literature on frameworks for the involvement of stakeholders in public-private partnerships (PPP) and construction projects generally, there is a limited number of studies on the use of theories about the parties involved in the delivery of public housing programmes in the region.

For instance, though specific studies of stakeholder management in the general construction and infrastructure development areas do exist, e.g. Eyiah-Botwe (2017) and Toriola-Coker (2018), this literature does not extend also to the complex stakeholder environment of public housing, where expectations of the stakeholders regarding their involvement are frequently more complex. Similarly, Ewurum et al. (2019) provides valuable insights into strategies for sustainable public housing delivery in Southeast Nigeria, yet the study does not offer comparative perspectives across other Sub-Saharan African nations, nor does it situate its findings within the broader housing challenges of the region.

Molwus (2014) proposes a lifecycle-based framework for managing stakeholders in building projects, but the framework does not take cognizance of the specificities of public housing which entails many more stakeholders: residents, communities, policy makers, contractors and advocacy groups, whose objectives and interests are often not aligned. This clearly limits its relevance as a framework for the complex reality of housing delivery in an environment of social inequality, political rivalry and limited resources.

This review clearly highlights a significant lack of frameworks that are both contextually appropriate and effectively address the socio-economic, political, and cultural conditions of Sub-Saharan Africa. The need for continued research into developing and testing stakeholder engagement frameworks relevant to the challenges of public housing is therefore urgent. These studies should not only interrogate delivery questions of affordability, accessibility and sustainability, but also how stakeholder relations are structured by questions of power relations, governance structures and local participatory activity. Comparative studies undertaken in sub-Saharan African countries may yield more insight into the relative effectiveness of such stakeholder management approaches and thereby advance both the knowledge of scholars and the working arrangements of practitioners.

2.5 Chapter Summary

Using systems thinking theory to support this discussion, literature reveals that superficial engagement of the public as a factor contributing to project failure. Local governments often

rely on very limited engagement of stakeholders and inadequate communication strategies that are mainly concerned with finishing projects rather than quality engagement of all stakeholders. It has been shown in this chapter that the policies and legislative frameworks that are developed to enhance active participation of the public do not clearly specifywhen and how the public should be engaged in the housing project delivery process. This gap allows local governments to circumvent their responsibility in empowering the public to meaningfully participate in the public delivery of housing, particularly during the important planning of housing projects. Furthermore the literature that has been reviewed on stakeholder engagement frameworks used in selected sub-Saharan African contexts reveals that it is difficult to adapt the frameworks to the socio-political and culturally complex conditions of the public delivery of housing.

CHAPTER 3: UNDERPINNING CONCEPTUAL FRAMEWORK

3.1 Introduction

The preceding chapter presented literature on the factors associated with stakeholder engagement in the delivery of housing projects. It also examined the rationale for public housing provision, as well as the policies and legislative frameworks that underpin government involvement in housing delivery. Additionally, the chapter highlighted the responsibilities of various government tiers in ensuring successful housing project outcomes in South Africa.

This chapter, in contrast, focuses on the conceptual framework and its underpinning theory. It elaborates on the use of system archetypes to provide a structured understanding of common behavioural patterns during public housing project delivery. This study employed a single theoretical lens, deemed sufficient to offer a coherent framework for conceptualising the research problem, identifying dependent and independent variables, guiding the methodology, anticipating findings, and framing the interpretation of data. Given the interdisciplinary nature of this research, the theoretical foundation draws primarily from biology, which has since expanded to fields such as engineering and cybernetics.

3.1.1 Systems thinking as a theoretical lens

Theory in research provides explanations for the evolution and current state of the social world, offering justification for the adoption of a theoretical lens. Research cannot occur in a theoretical vacuum; an appropriate framework is necessary to construct an orchestrated and evidence-based narrative about the phenomenon under investigation.

This study adopts systems thinking theory to examine how dysfunction within one component of a system can affect the system. The research is anchored in systems thinking, which underpins the Shifting the Burden system archetype as the proposed framework. Systems thinking originated in 1956, when Professor Jay W. Forrester established the System Dynamics Group at the Sloan School of Management, Massachusetts Institute of Technology (MIT). The group employed computer simulations, diagrams, and graphs to elucidate and predict system behaviour (Forrester, 1995; Radzicki & Taylor, 1997).

Systems thinking is a holistic analytical approach that considers problems as interconnected components within a larger system. According to Plack et al. (2018:252), it examines how the parts of a mechanism operate collectively within a broader context. Karlsson, et al., 2020

(2020:7) argues that systems thinking contrasts with traditional analysis, which tends to isolate elements of a system.

In essence, systems thinking recognises that components within a system are interconnected and interdependent. In the context of public housing, stakeholders: including government bodies, communities, contractors, and regulatory authorities, mutually influence one another. Systems thinking emphasises that the system may exhibit emergent properties that cannot be fully understood by analysing individual components in isolation.

Furthermore, systems thinking highlights the importance of feedback loops. Outcomes from stakeholder engagement processes, for example, feed back into the system, influencing future interactions and decisions. The approach encourages continuous learning and adaptation, recognising that system behaviour arises from reinforcing and balancing processes (Roxas, Rivera & Gutierrez, 2020:293). Reinforcing processes amplify system components, whereas balancing processes maintain equilibrium. Attention to feedback is, therefore, critical. Kutty et al. (2020:1362) observe that systems thinking is widely applicable across research disciplines.

3.1.2 Shifting the burden systems archetype

At the core of this study's conceptual framework is the Shifting the Burden systems archetype (Bagodi & Mahanty, 2015). This archetype illuminates recurring patterns in which symptomatic solutions are repeatedly applied, diverting attention from underlying systemic issues. By applying this archetype, this chapter aims to reveal mechanisms that perpetuate delivery challenges in public housing projects, highlighting the often-overlooked root causes.

3.1.3 Objective of the conceptual framework

The primary objective of this conceptual framework is to elucidate the dynamic chemistry between the study's key variables: factors contributing to delivery challenges, stakeholder engagement processes, and a proposed general framework for stakeholder engagement. By integrating systems thinking and the Shifting the Burden archetype, this study moves beyond isolated perspectives, fostering a comprehensive understanding of the systemic forces that shape project delivery outcomes.

3.2 Shifting the Burden System Archetype

The Shifting the Burden archetype, a central concept in systems thinking, represents a recurrent pattern in which organisations rely on symptomatic solutions instead of addressing the root causes of persistent problems (Bagodi & Mahanty, 2015; Johnson, Anderson & Rossow, 2018). It illustrates a common organisational tendency to implement quick fixes, often at the expense of sustainable, long-term solutions (Hallett & Hobbs, 2020).
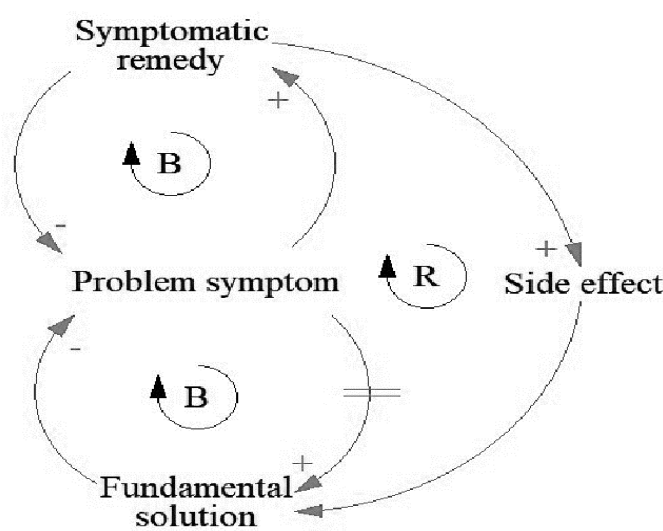
Figure 0.3: Shifting the Burden Causal Loop Diagram

In essence, the Shifting the Burden archetype reflects a dynamic loop where short-term solutions, often easy to implement, provide immediate relief to perceived symptoms. However, these symptomatic solutions become habitual, creating a dependency that diverts attention from addressing the deeper, more systemic issues at play. Consequently, the system may become trapped in a cycle of temporary fixes, producing unintended consequences and hindering lasting solutions.

3.3 Conceptual Framework

As alluded to in the preceding sections, the conceptual framework for this study is based on Systems thinking theory. The study used the shifting-the-burden system archetype as a diagnostic tool to better understand the dynamics of a specific set of behaviours that lead to poor building standards, size, and quality of housing units to explain the challenges encountered while delivering public housing projects.

Chapter 2 highlighted inadequate stakeholder engagement as a significant factor contributing to the identified problem symptom. The figure below shows the variables and relationships that form the basis of this study.
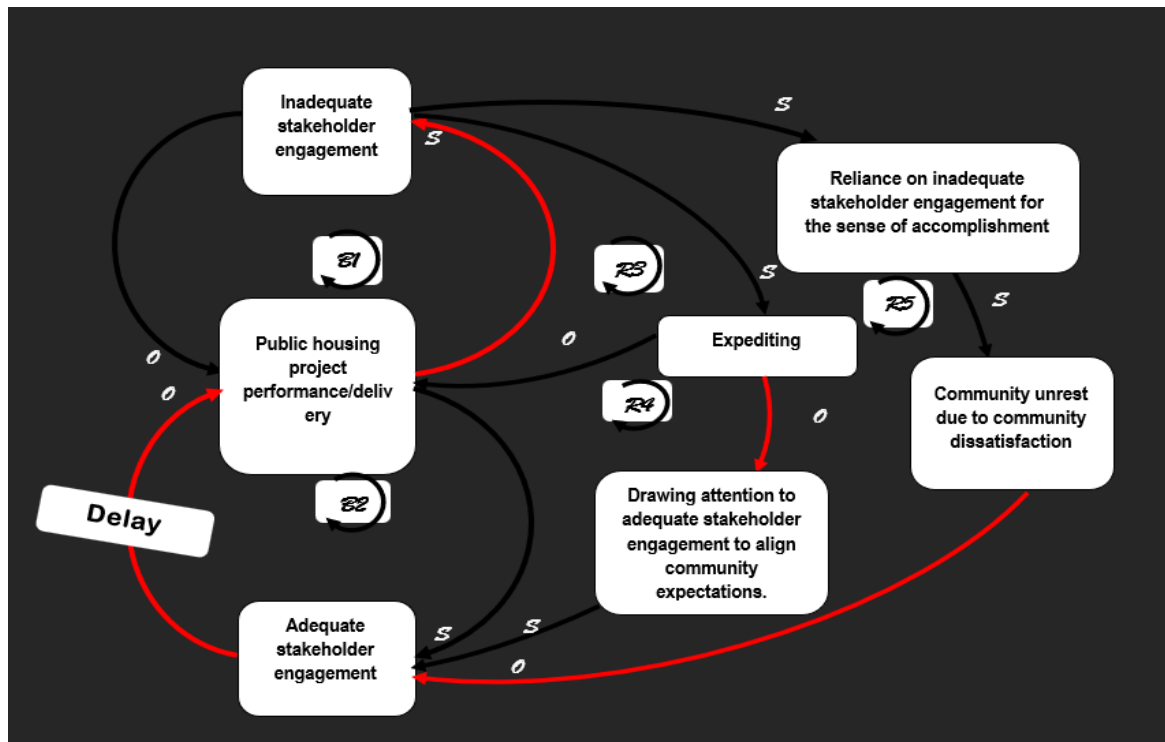
Figure 0.4: Conceptual framework

The framework captures feedback loops involved in stakeholder engagement, emphasising the consequences of insufficient engagement. Housing projects typically progress through four phases: initiation, planning, execution, and close-out. Each phase presents unique challenges affecting stakeholder engagement and project outcomes (Gray, 2018).

Challenges that emerge during the initiation phase include but are not limited to assignment of authority, list of task assignment, project cost planning, prioritising goals and stakeholders list and their expectations (Kerzner, 2025). In the context of municipal projects, it is the role of the municipality to map and identify community needs and handover the project plan to Housing Development Agency for execution. This means that municipalities have the autonomy to dictate the terms for stakeholder engagement and facilitate the stakeholder engagement from the inception to the handover of the project outcomes.

Phases such as initiation and planning phase are very critical because they shape the outcomes of the project. At this stage probabilities for project failure are at its highest. Human settlement is tasked with the responsibility for ensuring effective delivery of housing projects.

During the delivery of housing projects, prioritising project goals and stakeholders list and their expectations is the core responsibility of municipality. This is achieved through IDP, community needs assessments and public meetings.

As highlighted in Chapter 2, the Municipal Systems Act 32 of 2000 obliges municipalities to engage community members in development processes. However, the Act offers limited guidance on the depth and quality of such engagement, leaving communities with little opportunity to influence critical decisions that shape project outcomes. Systems thinking, the underpinning theory of this study, emphasises that all elements of a system are interdependent; thus, inadequate engagement at the initiation and planning phases compromises the entire system.

Explained through the lens of the Shifting the Burden archetype, two types of solutions emerge: short-term fixes that address symptoms and long-term solutions that tackle underlying causes. Kalonda and Govender (2021) observe that politicians and municipal officials often focus on symptomatic responses, neglecting the importance of early and meaningful engagement. Within the archetype, several feedback loops, illustrated in Figure 3.2, capture these dynamics. The table that follows provides a detailed explanation of the loops represented in the diagram.

Table 3.1: Systems thinking loops

Loops	Description	Loop Structure in Shifting the Burden
R (Reinforcing loop)	R3 – dependency reinforcing loop	The municipality relies on superficial and inadequate strategies outlined in the Municipal Systems Act 32 of 2000, such as Integrated Development Plans (IDPs) and public meetings. These mechanisms do not necessarily ensure meaningful involvement of communities during the initiation and planning phases of projects. Rather than fostering genuine participation aimed at aligning project outcomes with community needs, such engagement often serves merely as a compliance exercise.
	R4 – Expediting fundamental solution	R4 refers to the expedited adoption of adequate engagement, which prevents the system from becoming trapped in perpetual reactive fixes. Accelerating this adoption offers significant benefits, as it has the potential to optimise project resources (time

		and cost) and deliver outcomes that genuinely reflect community needs.
	R5 – Skill/effort erosion loop	The literature indicates that municipal officials often lack the necessary skills to engage effectively with the public, and reliance on inadequate stakeholder engagement perpetuates dissatisfaction, as community views are neither included nor considered during the initiation and planning phases. Decisions concerning project objectives and outcomes are typically made during the planning stage; however, municipalities seldom invest in empowering communities to participate meaningfully at this early point. As a result, housing projects frequently fail to reflect community needs, reducing the likelihood of acceptance. This, in turn, generates dissatisfaction and frustration among residents, which can ultimately lead to social unrest.
B (Balancing loop)	counteracts change, negative feedback.	B1 implies that inadequate stakeholder engagement provides a temporal solution to the problem of public housing projects. The literature implies that there is an inverse proportionality between stakeholder engagement and successful delivery of public housing projects. The earlier the stakeholders are engaged the more likely the housing project will be successful. Negative consequences $\propto$ 1/Level of stakeholder engagement. B2 implies adequate stakeholder engagement provides a long-term solution to the problem of public housing projects. The literature implies that there is direct proportionality between early stakeholder engagement and project success. Mathematical expression: Project success $\propto$ Level of stakeholder engagement
S (Symptomatic loop)	short-term solution that temporarily balances the symptom.	S - this loop implies that the reliance on the short-term solution which is inadequate stakeholder engagement provides an untrue reality and temporal progress on the project.
O (Underlying or Fundamental loop)	long-term solution addressing root cause.	O - this loop implies that if early engagement is realised and practiced this will provide long term efficiency on the project outcomes.

Source: author compilation (2024)

The conceptual framework and associated mathematical relationships provide a scientific justification for understanding stakeholder engagement's impact on public housing success. Through highlighting proportionality between early engagement and project outcomes, the framework emphasises the critical role of systemic thinking in municipal service delivery.

3.4 Chapter Summary

This chapter has justified the use of systems thinking theory and the Shifting the Burden archetype. The theory provides a holistic perspective on project processes, emphasising interdependence among system components. The chapter has also explained how elements of the archetype are applied in the conceptual framework, demonstrating their relevance in understanding stakeholder engagement and housing project delivery.

CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN

4.1 Introduction

This chapter details the methodological process followed in the study. It unpacks the qualitative tools used to collect and analyse the data, beginning with the research philosophy that guided the inquiry. The approaches employed within the framework of this philosophy are then described, including the study population, sampling methods, and techniques considered most appropriate.

The rationale for selecting focus group discussions and semi-structured interviews to explore the phenomenon is presented, followed by an explanation of how participants were accessed, how data were analysed, and the study's limitations. The chapter also introduces the quantitative analysis drawn from both focus group discussions and semi-structured interviews. This dual approach enables the discussion in Chapter Six to integrate findings from two distinct groups of participants: the Kayamandi community and the Stellenbosch Municipality's Integrated Human Settlements.

In doing so, the chapter offers a comprehensive overview of the data collection process and the procedures followed in analysing and presenting the findings.

4.2 Objectives of the Study

As stated in Chapter 1, this study sought to address the following objectives:

a) To identify the factors contributing to the local government's delivery challenges of public housing projects.
b) To examine stakeholder engagement that could enhance the delivery of public housing projects at local government level.
c) To develop a general stakeholder engagement framework to improve the delivery of public housing projects at local government level.

4.3 Philosophical Stance of Study

4.3.1 Ontological underpinnings of the study

Ontology, a branch of philosophy, is concerned with our assumptions about whether something exists, makes sense, or reflects the essence of the social phenomenon under investigation (Scotland, 2012). It involves the philosophical study of existence and reality, of being and becoming, and of the fundamental categories of things that exist and their interrelationships. Ontology examines the researcher's underlying belief system regarding the nature of being and existence. It asks what assumptions we make when we consider something to be real or meaningful, and what constitutes the very essence of the phenomenon we are studying.

In this way, ontology helps conceptualise the structure and essence of reality, guiding us in determining what can be known about that reality based on our philosophical stance. Understanding these assumptions is vital for comprehending how meaning is derived from collected data. As Guba and Lincoln (1989:83) highlight, an ontological position addresses the question: 'What is there that can be known?' or 'What is the nature of reality?' questions particularly relevant in the context of stakeholder engagement during the delivery of public housing projects.

This study is grounded in Systems Thinking Theory, which provides an ontological lens through which the world is seen as complex, interconnected, and dynamic. Systems thinking highlights the importance of recognising relationships, interdependencies, and feedback mechanisms that shape systemic behaviours and outcomes. Applied to the delivery of public housing projects, systems thinking acknowledges that municipalities, local communities, policymakers, and service providers are not isolated actors but part of an interdependent system. The success or failure of stakeholder engagement, therefore, cannot be explained by looking at individual stakeholders in isolation; it must be understood as the outcome of dynamic interactions, power relations, and feedback loops between all actors involved.

Through situating stakeholder engagement within this systems-oriented ontology, the study explores how ineffective coordination, misaligned objectives, or breakdowns in communication between stakeholders contribute to delivery challenges. Systems thinking thus offers a broader perspective for understanding why engagement processes often falter in practice, while also providing insights into how integrated, collaborative approaches could improve outcomes. As Ylönen and Aven (2023) observe, ontology enables researchers to interrogate the philosophical assumptions underpinning their worldview; assumptions about being, existence, and reality.

Philosophical assumptions about the nature of reality are therefore central to making sense of the data collected. They shape the researcher's approach to the problem under investigation

and provide a conceptual grounding for answering the research question. These assumptions, concepts, and propositions orientate thinking about the research problem, its implications, and the way it can be addressed to contribute to meaningful solutions (Kumar & Praveen, 2025; Alvesson & Sandberg, 2024; Khoa, Hung & Hejsalem-Brahmi, 2023; Saunders, Lewis, Thornhill & Bristow, 2015).

4.3.2 Epistemology of the study

Epistemology originates from the Greek word epistēmē, meaning knowledge. Within research, it is understood as the study of how knowledge is acquired, how truth or reality is established, and, as Kivunja and Kuyini (2017) observe, what counts as knowledge in the world. It concerns the very foundations of knowledge, its nature and forms, the processes through which it can be obtained, and how it can be communicated to others. At its core, epistemology focuses on the essence of human understanding, emphasising the ways in which a researcher may extend, broaden, and enrich comprehension within a given field of study.

According to Maynard (2013), epistemology provides the philosophical grounding necessary for determining what kinds of knowledge are possible and how such knowledge can be considered both adequate and legitimate. From this perspective, an epistemological stance within any research paradigm requires the question: how is knowledge known? This question lies at the heart of inquiries into the nature of 'truth'.

While the existence of an absolute truth remains open to debate (Carr, 2022), if factual evidence is accepted as a form of truth, epistemology serves as a guide for examining crucial questions such as: How can truth be recognised? What qualifies as knowledge? These inquiries are central to research, particularly given that the value of advanced academic work is often assessed in terms of its contribution to knowledge. In addressing such questions, researchers commonly draw upon four recognised sources of knowledge, which provide a framework for understanding how knowledge is generated, validated, and disseminated. Table 4.1 below provides sources of knowledge.

Table 0.1: Sources of Knowledge

Sources Of Knowledge	Description
Intuitive knowledge	A study that relies on forms of knowledge such as beliefs, faith, and intuition, then the epistemological premise of such study is intuitive knowledge.
Authoritative knowledge	A study that relies on data gathered from people in the know, books, and leaders in organisations, then an epistemology of such study is grounded on authoritative knowledge.
Logical knowledge	A study that emphasises reason as the surest path to knowing the truth, then this approach is called rationalist epistemology or logical knowledge
Empirical knowledge	A study that emphasises the understanding that knowledge is best derived from sense experiences and demonstrable, objective facts, an approach of such study leans towards empirical epistemology.

Source: Slavin (1984)

Drawing from the above table, it is evident that epistemology establishes the faith that a researcher puts in the data collected. It affects how the study uncovers knowledge in the social context that is investigated. However, this study leans towards empirical epistemology as an attempt to understand and explain how we know what we know as far as stakeholder engagement in the delivery of public housing projects is concerned.

4.3.3 Axiological stance of the study

Axiology concerns the ethical issues that must be addressed when planning and conducting research. It refers to the philosophical approach to making value-based decisions and determining what is "right" or "appropriate" (Finnis, 1980). In practice, it involves defining, evaluating, and understanding concepts of right and wrong behaviour as they relate to research. Axiology requires the researcher to reflect on the value assigned to various aspects of the study, the participants, the data, and the audiences to whom findings will be communicated. At its core, it asks: What is the nature of ethics and ethical behaviour?

When addressing this question, researchers must consider the human values of all individuals involved in or affected by the study. This reflection can be guided by several critical questions:

- What values should guide the researcher's conduct throughout the study?

- What measures are necessary to respect participants' rights?
- What moral issues and characteristics require careful consideration?
- Which cultural, intercultural, or moral concerns may arise, and how can these be addressed?
- How can the goodwill and trust of participants be secured?
- How can the research be conducted in a socially just, respectful, and peaceful manner?
- How can risks of harm, whether physical, psychological, legal, social, or economic, be avoided or minimised? (Baumrind, 1971).

The answers to these questions are often framed by four ethical criteria: teleology, deontology, morality, and fairness (Chaddha & Agrawal 2023).

Teleology focuses on the outcomes or consequences of actions as the primary measure of their moral value. It is often linked to utilitarianism, which holds that the right action is the one that maximises overall happiness or utility. Within this perspective, the morality of an action is judged by its results, the end justifies the means.

Deontology, in contrast, stresses the duty to act ethically regardless of outcomes. Within research, this principle recognises that every action carries consequences that should benefit participants, the researcher, the academic community, or society at large (Scheffler, 1982). Deontology also accommodates the flexibility needed to respond fairly to the specific needs of individual participants.

Morality refers to the system of principles or values that underpin what is considered right or wrong behaviour in a given society, culture, or individual worldview. In research practice, this may involve, for example, a commitment to honesty in interpreting and presenting data. Morality provides the framework through which ethical judgments are made, and it is shaped by cultural norms, religious beliefs, philosophical reasoning, and personal values.

Fairness directs attention to the need to treat all participants equitably and to uphold their rights. Here, the researcher must ask: How fair are my research actions? Do I treat all participants equally? Do my actions show favouritism or discrimination towards any group or individual?

Ultimately, ethical considerations in higher-degree research must demonstrate the researcher's commitment to best ethical practice by clearly articulating an understanding of right and wrong conduct throughout the study. This commitment is grounded in the recognition that all human beings possess dignity and the fundamental right to make choices, choices

which the researcher is obliged to respect. Upholding this principle means that ethical considerations should consistently guide how participants are engaged, how data are handled, and how the research contributes to knowledge in a respectful and socially responsible manner.

Table 0.2: Ethical Considerations

Research Philosophy	Axiology	Popular Data Collection Techniques
Positivism	Research is undertaken in a value-free way; the researcher is independent of the data and maintains an objective stance	Highly structured, large samples, measurement, quantitative can also use qualitative
Realism	Research is value-laden; the researcher is biased by world views, cultural experiences, and upbringing. These affect research findings	Methods chosen must fit the subject matter, quantitative or qualitative
Interpretivism	Research is value-bound; the researcher is part of what is being researched, cannot be separated, and so will be subjective	Small samples, in-depth investigations, qualitative
Pragmatism	Values play a large role in interpreting results; the researcher adopts both objective and subjective points of view	Mixed or multiple method designs, quantitative and qualitative

Source: Own construction

Having presented the axiological stance of the study, the current research rests on the following axiological assumption, as shown in Table 4.1.
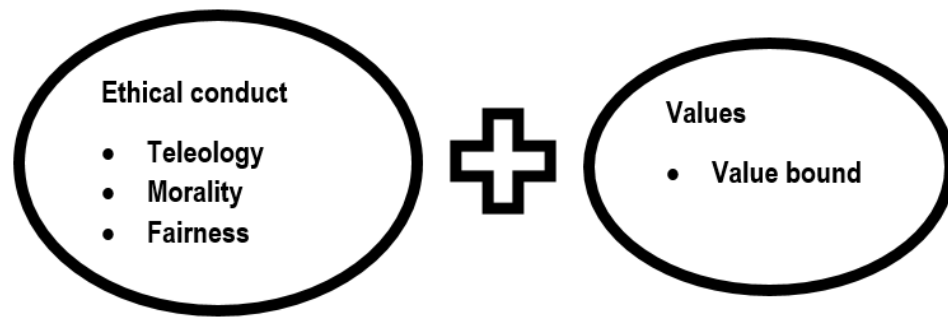
Figure 4.1: Axiological Assumptions

According to Creswell (2014), the theoretical perspective of the study guides the research methodology used to investigate and understand the phenomenon within the study's context, as well as the criteria applied. The ontological assumption of this study is based on the meanings and interpretations of the phenomenon in the human world, while the epistemological position, which involves intuitive knowledge, informed the adoption of the interpretivist philosophy.

4.4 Research Methodology and Design

Given the philosophical assumptions underpinning this study, a qualitative method was employed. This approach emphasises the exploration of thoughts, perceptions, and understandings of individuals who have historically lacked access to adequate quality housing, including community members, activists, leaders, church representatives, and Human Settlement officials responsible for developing stakeholder engagement frameworks (Creswell, 2014).

Interpretation plays a central role in this qualitative research, as it facilitates the derivation of meaning from the processes of inadequate stakeholder engagement between communities and municipalities. By employing a qualitative approach, the study was able to collect rich, descriptive data that capture participants' thoughts and feelings regarding stakeholder engagement in the delivery of public housing in Kayamandi, Stellenbosch Municipality, Western Cape, South Africa. As noted, this method allows for insights into both the community's and the municipality's experiences, which can inform a deeper understanding of the meanings they ascribe to their engagement.

The qualitative approach, therefore, provided a means to examine citizens' beliefs, thoughts, experiences, attitudes, behaviours, and interactions in relation to stakeholder engagement during the execution of public housing projects in Kayamandi (Patton, 2014).

Aligned with this methodology, an exploratory research design was adopted to investigate and uncover the realities of stakeholder engagement in the delivery of public housing in the study area (Creswell, 2014:152–158). The exploratory design centres on the meaning-making of participants, ensuring that their perspectives are placed at the heart of the study. According to Kothari (2004:31), research design can be defined as a plan, structure, and strategy for addressing research problems while minimising variance. Drawing on Creswell (2014), research design encompasses the strategies and methods employed to translate general philosophical assumptions into concrete procedures for data collection and analysis.
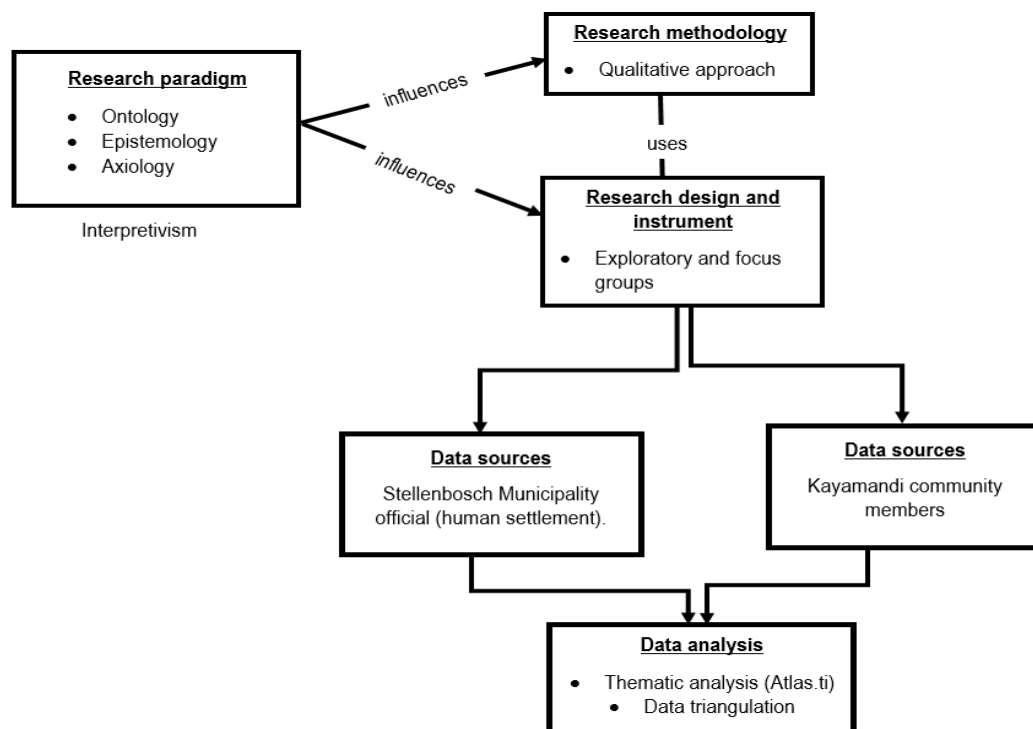
Figure 4.2: Research Approach

4.4.1 Population of the study

The study focuses on a target population, defined as a specific, conceptually bounded group of potential participants to which the researcher had access, and which is representative of the population under investigation (Jayawickreme et al., 2021:160). In the context of data

collection, the target population is considered the complete set of units about which inferences are to be drawn (Becker, 2017:318).

For this study, the target population comprised Kayamandi community members aged between 18 and 59 years, including residents who have lived in the area for a minimum of five years. In addition, approximately 40 officials from Stellenbosch Municipality responsible for human settlement matters were included to provide institutional perspectives on stakeholder engagement.

According to Lehohla (2015), Kayamandi has a population of 24,645 individuals (15,968.35 per km²) residing in 8,568 households (5,551.50 per km²). The table below summarises the population of Kayamandi.

Table 0.3: Kayamandi Population

Population group	People	Percentage
Black African	23 312	94.59%
Coloured	1 146	4.65%
Other	126	0.51%
White	41	0.17%
Indian or Asian	20	0.08%
Total population	24 645	100%

Source: StatsSA (2012)

4.4.2 Sample method and sample technique

The convenience sampling technique, a form of non-probability sampling, was employed to select Kayamandi, a township within the Stellenbosch Municipality in the Boland region, Western Cape, South Africa. This technique was adopted to optimise resources, including time and cost, as the municipality was readily accessible to the researcher. Given the manageable size of the population, the study applied universal coverage to comprehensively sample participants within the Department of Human Settlements at Stellenbosch Municipality for semi-structured interviews.

For the selection of community members in Kayamandi, a non-probability sampling method known as critical case sampling was used. This approach ensured the inclusion of participants who were considered particularly knowledgeable about the phenomenon under investigation,

thereby providing rich and relevant insights into stakeholder engagement in the delivery of public housing.

4.4.3 Sample size, focus group discussion and semi-structured interviews

The sample size is a critical consideration in empirical studies that aim to draw conclusions about a population from a sample (Sim et al., 2018). It refers to the number of participants in a study who represent the broader population (Sim et al., 2018:620). According to Sebele-Mpofu (2020), a focus group should be small enough to allow for rich and detailed data analysis.

To account for potential attrition and to ensure data saturation, the study over-recruited for the focus group by 20–50%, which may require forming multiple focus groups. If additional data are needed after one focus group, the researcher may conduct at least one more (Lorrain, 2020). Very small focus groups risk domination by one or two participants, while larger groups can be difficult for novice researchers to manage effectively.

The existing literature affirms that sample of 9 participants is adequate to reach code saturation while 16-25 required for meaning saturation (Hennink *et al,* 2017). Given the philosophical stance of this study, which is interpretivism, meaning saturation was deemed necessary to address the aim of the study. A sample within this range is considered sufficient to achieve data saturation during semi-structured interviews and focus group discussions (Aldiabat & Le Navenec, 2018). Moser and Korstjens (2018) argue that 20 to 30 participants are adequate, provided that the selected individuals are knowledgeable and experienced regarding the phenomenon under study.

Each focus group discussion lasted approximately 45–60 minutes to capture in-depth data (Joyner-Payne, 2020). A typical focus group for dissertation research consists of 4 to 5 participants (Krueger, 2014), as larger groups can become difficult to manage for novice researchers. The researcher ensured that every participant had the opportunity to contribute. It is important to note that the number of focus groups is less critical than the quality of the data obtained; structured and well-moderated sessions can yield sufficient data even from a single focus group. The table below (see Table) summarises the study participants.

Table 0.4: Kayamandi community members and Stellenbosch Municipality employees

Designation	Data Collection Method		Number of Participants
Traditional leader	Semi interviews	structured	2
Project member	Semi interviews	structured	3
Human settlement staff	Semi interviews	structured	5
Member of beneficiary committee	Focus discussion	group	10
Ward councillor	Semi interviews	structured	3
Contractor	Semi interviews	structured	3
Total			**26**

Source: Own construction

4.4.4 Data collection/fieldwork

Selecting an appropriate data collection instrument to capture the necessary information for addressing a research problem can be challenging, particularly for novice qualitative researchers (Adosi, 2020). According to Creswell and Poth (2016), several methods exist for gathering data in qualitative research, including interviews, focus group discussions, observation, and document analysis. Each method relies on specific instruments to collect data from research sites. Commonly used instruments in qualitative studies include:

- Observation guides
- Focus group discussion guides
- Interview guides
- Audio/video recorders and cameras

The purpose of the focus group discussions and interviews was to generate rich data capable of addressing the research questions. These instruments allowed participants to articulate their thoughts freely, including perspectives that might be unusual, unexpected, or not previously considered by the researcher when designing the focus group discussion schedule.

All focus group discussions were conducted in English, the lingua franca of the participants. The researcher also used field notes to complement audio recordings, capturing non-verbal cues and behaviours that could not be recorded electronically (Denzin, 2009). These notes proved valuable during data analysis and interpretation.

Ethical considerations, including anonymity, confidentiality, and the absence of incentives or material benefits for participation, were clearly communicated to participants. With their consent, focus group discussions and interviews were recorded using a digital device to ensure accuracy, avoid the omission of important details, and allow the researcher to focus fully on the discussions (Denzin, 2009). Sessions were scheduled at times convenient for participants to avoid disrupting their daily activities (Nyumba, Wilson, Derrick & Mukherjee, 2018), and pseudonyms were assigned to maintain anonymity.

Throughout data collection, the researcher avoided sharing personal experiences and remained aware of potential biases and preconceptions. Drawing on Moustakas (1990), the approach adopted in this study can be classified as heuristic, as it aimed to generate new understanding and meaning regarding the factors contributing to delivery challenges in public housing projects at the local government level within the South African context.

4.4.5 Pilot study

A pilot study was conducted to test the clarity of the interview guide questions and the focus group discussions. This is a major assessment of the focus group discussion guide, which tests and endorses if the instrument functions accurately by first investigating with a small group of participants from the suggested target population (Van den Broek, Keulen-de Vos & Bernstein, 2011). The focus group discussion guides were pre-tested with two project managers, two municipal officials, three members of the beneficiary committee and one contractor from the identified population who did not form part of the population of the main study.

The pilot study was valuable because it assisted the researcher in identifying unclear matters in the focus groups discussion guide and, therefore, improved it so that those questions were clear for participants in the main study (Saunders, Lewis & Thornhill, 2009). After the pilot study, the questions were amended and adjusted for use in the main study, some being restated, and others erased as they had been answered within other questions. Participants selected for the pilot study were excluded from the final data sets.

4.4.6 Data coding and analysis

Verbatim transcription was used to convert audio recordings from interviews into text, while field notes captured the discussions during focus groups. The study employed inductive thematic analysis, which seeks to minimise presuppositions and preconceived notions about the phenomenon under investigation, thereby ensuring the originality and integrity of the research.

The transcribed data were manually captured and subsequently uploaded to ATLAS.ti software, which facilitated the examination of patterns of meaning across the dataset. Themes were then identified and categorised accordingly. Data from different focus group discussions were triangulated to enhance the validity and credibility of the findings.

4.4.7 Trustworthiness and validity

The researcher sought to maintain objectivity by refraining from discussing personal background and remaining aware of potential biases and preconceptions. Participants were provided with a relaxed, distraction-free environment. Focus group discussions were audio-recorded, and rich contextual information was captured through detailed field notes (Phillippi & Lauderdale, 2018). According to Phillippi and Lauderdale (2018), keeping field notes ensures that sufficient context is documented to support the analysis.

Most interviews were conducted at participants' places of employment, whereas discussions with contractors took place in their homes. All conversations were held in private settings, away from onlookers or other distractions. Participants were presented with open-ended questions, one at a time, allowing everyone to articulate their thoughts fully. The researcher paid constant attention to communication techniques to ensure discussions remained engaging and focused.

Importantly, participants' responses were kept uninterrupted to avoid breaking the flow of their thoughts (Algozzine & Hancock, 2017). Careful planning ensured that participants felt comfortable responding to even sensitive or personal questions (Algozzine & Hancock, 2017). Clarifying questions were raised where points were unclear. Focus group discussions lasted approximately 45 to 60 minutes. Data saturation was achieved when additional discussions yielded no new insights and note-taking was discontinued once participants began repeating previously stated information.

4.5 Ethical Consideration

The present study followed the ethical protocol established by the Manager of Integrated Human Settlements, Stellenbosch Municipality, Western Cape. Additionally, it complied with the guidelines of the Cape Peninsula University of Technology Research Ethics Committee, where the researcher is enrolled.

The first step in the process involved obtaining ethical clearance from Stellenbosch Municipality. Once this clearance was granted, the Cape Peninsula University of Technology was able to issue its ethical clearance. The researcher sought permission from the Manager of Human Settlements, Stellenbosch Municipality, before approaching Integrated Human Settlements staff and conducting focus group discussions with Kayamandi community members.

Following this, the researcher met with participants from Stellenbosch Municipality and the Kayamandi community. Drawing on Alderson et al. (2022:1086), voluntary consent from all participants was sought, as it is crucial in social research. The purpose of the study was explained to each participant verbally and in writing, as advocated by Lutgen-Sandvik (2006:431). At this stage, voluntary participation was emphasised. Each participant was then requested to sign a consent form to confirm their participation. They were informed that the focus group discussions would be recorded and were asked to provide consent for this as well.

To ensure full understanding, each consent form was verbally explained, and participants were asked whether they agreed to the terms. This included explanations and assurances regarding confidentiality, participants' right to withdraw from the study at any point, and their right to refuse to answer any questions they did not wish to address. Additionally, reflexivity methods were employed to minimise bias and preconceived beliefs. The data collected were reviewed to ensure that pseudonyms were used in place of participants' real identities.

4.6 Chapter Summary

This chapter detailed the methodological approach employed in the study, highlighting the qualitative tools and processes used for data collection and analysis. The research philosophy was presented, emphasising the significance of ontological, epistemological, and axiological considerations in shaping the study's framework. The chapter outlined the selection and justification of focus group discussions and semi-structured interviews, providing insights into the rationale behind these choices.

It further elaborated on the target population, sampling methods, and techniques, ensuring a comprehensive representation of both the Kayamandi community and Stellenbosch Municipality officials. The data collection process was described in depth, emphasising ethical considerations and the importance of obtaining voluntary consent from participants. The chapter also discussed the pilot study, which tested and refined the data collection instruments to ensure clarity and effectiveness.

The inductive thematic analysis approach was explained, demonstrating how data were transcribed, coded, and analysed to identify patterns and derive themes. Measures to ensure the trustworthiness and validity of the findings were highlighted, including strategies to maintain objectivity and minimise researcher bias. Additionally, the chapter addressed the integration of quantitative data analysis from focus group discussions and semi-structured interviews, setting the stage for a comprehensive discussion of findings in the subsequent chapter.

Overall, this chapter provided a thorough overview of the methodological rigour underpinning the study, laying a solid foundation for the analysis and interpretation of data related to stakeholder engagement in the delivery of public housing projects in South Africa.

CHAPTER 5: FINDINGS AND DISCUSSIONS

5.1 Introduction

This chapter presents the findings from the data collected through semi-structured interviews and focus group discussions with the participants of this study. The findings are organised according to themes derived from the data. Interpretivism was employed as the philosophical lens to understand the meanings and behaviours reflected in the participants' responses. This approach enabled the development of an in-depth understanding of the underlying attitudes and motivations behind participants' behaviours regarding the phenomenon under investigation.

Focus group and interview schedules were prepared for the study, drawing on information gathered from the literature review and framed by the study's objectives and context. The overarching theme identified in the study was the lack of community involvement during the planning phase. Using ATLAS.ti, codes identified from the transcripts were grouped into categories corresponding to each objective, and themes were developed from these categories.

5.2 Study Participants

The participants in this study from the local government/municipality included traditional leaders, project members, human settlement staff, members of the beneficiary committee, ward councillors, and contractors. The study also included participants from the local community of Kayamandi, comprising beneficiaries and traditional leaders. All participants were assigned pseudonyms to ensure anonymity and confidentiality. However, ward councillors agreed to be quoted without pseudonyms. The table below presents the attributes of the objects of analysis.

Table 0.1: Kayamandi community members and Stellenbosch Municipality employees

Designation	Data Collection Method	Number of Participants
Traditional leader	Semi structured interviews	2

Project member	Semi structured interviews	3
Human settlement staff	Semi structure interviews	5
Member of beneficiary committee	Focus group discussion	10
Ward councillor	Semi structure interviews	3
Contractor	Semi structure interviews	3
Total		**26**

Source: Generated by Researcher

As highlighted in Chapter 4, data was collected through interviews and transcribes as explained below.

5.2.1 Interview and focus group preamble

General questions (see Appendix D) were initially posed to each participant to establish a comprehensive understanding of their background and profile. These inquiries aimed to gather essential information regarding the participants' demographic details, professional affiliations, and any pertinent contextual factors that might influence their perspectives or contributions to the research. By delving into these foundational aspects, the researcher sought to lay a robust groundwork for subsequent discussions and ensure that the insights garnered were situated within the appropriate context.

5.2.2 Transcription

In the beginning of each interview and focus group the researcher would start the proceedings with a complete introduction, detailing the purpose of the interview and explaining the meaning of its importance. The participants were then respectfully asked to give their voluntary consent to being part of the research. The researcher then supplied each person with a consent form (Appendix C) for them to read and sign, stating their willingness to take part in the interview. Two methods of data collection were adopted in the study focus groups and semi structured

interviews. The interviews were recorded and later transcribed verbatim by the researcher. The focus group discussions were recorded in field notes taken by the research assistant. The researcher found the aid of the research assistant great assistance, in that he was enabled to pay attention to detail in managing the discussions without interruption for noting responses during the discussions. The scripts were then worked on by the researcher and returned to respective participants to verify that the transcriptions were in accordance with what was said in the discussions. This was done to ensure the validity of the procedure of obtain- ing the transcripts are correct; the inaccuracy it is clear could have a direct bearing on the findings of the Research.

5.3 Qualitative Thematic Findings

The subsubsection below presents six thematic analysis subsubsections detailing each phase. The subsubsections are as follows:

Familiarising of data collected

The first section, which according to Nowell et al. (2017) lays the foundation for the entire data analysis, is to be found here. In this section the researcher goes so far into the data that he becomes acquainted with the scope and complexity of the content found in the interview. This thematic method of doing data analysis allows the researcher all at once to read and reread the material, and after searching to find and recognize patterns and meanings, after which in the more minute form of doing data analysis he is encouraged to search for and find patterns and meanings systematically, thus laying the basis for manifesting meanings with the data itself (Creswell & Poth, 2016). The researcher notes down his first thoughts and observations, returning then to the next stage of his data analysis (Nowell et al., 2017). The initial ideas include:

- Stakeholder engagement process
- Level of participation
- Public engagement
- Stakeholder dynamics

Generation of initial codes

The data comments were generated soon after the researcher had thoughtfully understood the data's initial ideas. The researcher developed the initial codes meaningfully (Creswell & Creswell 2017) using a program available for qualitative data coding, ATLAS.ti. These codes were connected to the curious features of the data during the study and directly related to the

theme with which this study is concerned (Creswell and Poth, 2016). The qualitative data coding program (ATLAS.ti) facilitated the researcher's control and development of a comprehensive listing of codes. These codes, designated as initial codes, were revised continuously throughout the data analysis, some initial codes regarded as unworthy of note while several others were united. The following table (see table 5.2) reveals the listing of codes used by the researcher in ATLAS.ti, all of them final codes. The tabulated anchored heading refers to the code occurrences within the data coding system, which is helpful for noting the occurrence of codes observed as significant by the participants and noting codes not frequently elaborated upon in the coding system.

Table 0.5: List of final codes

Occurrence	Codes
26	Objection
8	Political manipulation
4	Lack of community involvement
6	Lack of understanding
5	Lack of public input
10	Communication
11	Consultation
20	Time-consuming
72	Disagreement
33	Feedback
44	Lack of transparency
17	End-user contribution
52	Forced acceptance
85	Lack of inclusivity

Searching for a theme

A long list of codes across the datasets was generated during the second subsection. The final codes generated in subsection two were analysed to determine similar codes and sort these related codes into potential themes (Nowell et al., 2017). These themes demonstrated a significant feature of the data concerning the research aim and objectives. The table below (see Table 5.3) depicts the initial themes generated, including codes that fall within each theme.

Reviewing the themes

During the themes search, a set of potential and preliminary themes was drawn up that led to redefining the established potential and preliminary themes. Three main themes and fourteen (14) sub-themes emerged from the thematic analysis conducted using the ATLAS.ti software. The sub-themes include:

- Objection
- Political manipulation
- Lack of community involvement
- Lack of understanding
- Lack of public input
- Communication
- Consultation
- Time-consuming
- Disagreement
- Feedback
- Lack of transparency
- End-user contribution
- Forced acceptance
- Lack of inclusivity

Defining the themes

In subsection 5, the researcher formulated the exact meaning of each theme and determined how it would aid in understanding the data (Braun & Clarke, 2006). The final themes formulated with the definitions are presented in the table below.

Table 0.3: Final themes and definitions

Final themes	Definition
1. Stakeholder engagement process	a systematic series of steps to identify, analyse, plan for, communicate with, and involve stakeholders who have an interest in or are affected by a project or organisation. It involves building trust and relationships to gain support and mitigate potential conflict, often through tailored communication, feedback mechanisms, and a commitment to incorporating stakeholder needs into plans and decisions.
2. Level of participation	refers to the degree of engagement and influence individuals or communities have in an activity, decision, or process. Levels range from passive involvement, such as being informed, to active decision-making and full empowerment, where participants have a direct say in policies and outcomes.
3. Public engagement	the two-way communication and interaction between organizations (like government or universities) and the public or community to involve them in decision-making, problem-solving, and shaping policies or research. It involves sharing information, gathering input, and collaborating to achieve mutual benefits, such as creating more effective decisions, building trust, and ensuring that actions align with the needs and values of the affected community.
4. Stakeholder dynamics	refer to the constantly changing nature, interactions, and influence of individuals and groups affected by or able to affect a project or organisation. These dynamics involve shifts in stakeholders' power, legitimacy, urgency, attitudes, and influence over

	time, requiring organizations to engage in dynamic stakeholder engagement to build and maintain relationships, adapt strategies, and ensure project success.			

Source: OpenAI, 2025

The report

The coder commenced the section 6 of the analysis when he had the completed set of ideas (Braun & Clarke, 2006). This involved the completion of the last coding of the data, with the asssociated analyis of the write up of the paper (Braun & Clarke). The following section shows a good deal of consideration of the analyis of the discussion of the write up of the paper which is based on the literature and considers if it goes with or against the established categories and codes.

Report on semi structured interview part 1

This section discusses the findings from the semi structured interviews conducted with Municipal employees only. The researcher has been urged not to reveal the positions and identifiable information of the participants, for the purpose of ensuring confidentiality of the participants.

Table 5.4 Demographic profiles of semi structured interview participants for Municipal employees only

	Participant	Education level	Race	Years of experience
	1A	Degree	Colored	15
Semi structured interviews	2A	Diploma	White	+20
	3A	Honors	Black	30
	4A	Masters	Black	17

5A	Diploma	Black	20
6A	Diploma	Black	22
7A	Diploma	White	11
8A	Honors	Colored	13

Source: Author's own table

Following the analysis of the deliberations from the interviews conducted the following the following theme and codes emerged. The table below present the core ideas, frequency and the class as determined by ATLAS.ti software. See table below.

Table 5.5 Summary of the semi structured results

Theme	Core idea	Frequency	Class
Stakeholder engagement process	a) Communication	10	Rare
	b) Forced acceptance	52	Variant
	c) Time-consuming	20	Rare
Level of participation	a) Lack of understanding	6	Rare
	b) Lack of community involvement	85	General
	c) Objection	26	Rare

Source: Author's own table

Theme 1: Stakeholder engagement process

The following codes emerged under this theme:

Communication

Municipal officials are the drivers of stakeholder engagement process, hence questions around this process were brought to them. The sentiments shared by [Participant 4A and 3A] regarding challenges encountered by municipality during this process is as follow:

> *When engaging with affluent communities, communication and outreach efforts can be more straightforward. These often involve methods such as newspaper advertisements. These communities tend to be well-informed and proactive, making objections known through formal channels* [Participant 4A].

> *However, their participation in meetings may be limited, as they prefer electronic communication. In contrast, when working with impoverished or less educated communities, in-person meetings are more effective* [Participant 3A].

These sentiments reveal the flaws in the approach used by the municipality when engaging stakeholders. Drawing from the literature, they provide a compelling argument highlighting the gaps in public participation in municipal projects. According to Tsenkova (2021) and Jackson and Ronzi (2021), affluent communities tend to exert more influence in municipal development projects due to their greater understanding of municipal processes. This autonomy and connectivity exacerbate the enduring disparities inherited from the apartheid regime for communities from informal and rural areas.

The ramifications of not being educated are unambiguous and severely and disproportionately impact people from lower socio-economic strata. Such people tend to lack even the most rudimentary skills and comprehension of the municipal workings of their locality. Systems Thinking Theory has an interesting perspective on the divisions among the members of the public. Rather than treating them as a different problem to solve, they consider them a direct consequence of how the relevant stakeholders and their contributions are integrated into the system. If public opinion is poorly incorporated, conflict and collaborative decision-making is a given, which is representative of the unity of stakeholders.

Objection

The respondents stressed about the complex nature of processes that the Municipality has to tackle through, especially with the housing projects. They assert that the municipality plans the planning process, which is one of the steps in the execution of the project. This emphasizes on the municipality's pivotal position in planning, managing, and controlling the entire cycle of the development project from its planning to the physical implementation of the project on the site Munzhedzi, 2020, Bosompem & Nekhwevha, 2023. In addition, the responses suggest that concerns that come up in the planning stage are mostly directed to the developer, who is for the municipality, the agent of implementation (Xegwana, 2023). These are some of the views and perceptions of 'Participant 5A and 6A' on the interrogated issue of the cause of the challenges to the delivery:

> *Bear in mind the fact that the plans for the project are prepared by the municipality, since that is the body which will carry out the project in the end. Thus, complaints are usually directed towards the developer, who is the implementation agent of the new project'* [Participant 5A]

> *After identifying suitable land, the national government allocates the budget, and we oversee the execution of the project until completion. Additionally, when it comes to disbursing funds to the contractor working on-site, we submit a claim to the province, which then provides the necessary funding. Essentially, we are tasked with executing the project from start to finish.* [Participant 6A].

In line with Systems Thinking Theory, which provides a holistic perspective on the systemic process of housing delivery from the national level through provincial to municipal levels, each tier has a role that exerts both direct and indirect influence on how the other levels should contribute to the overall process. This theory offers a nuanced understanding of the interdependencies and interconnectedness that are essential for ensuring the seamless and efficient delivery of housing projects.

Rubin (2021) indicates that municipalities function as the interface between the public and both provincial and national governments. The purpose of this interface is to deliver services to the public in accordance with the mandates of the national and provincial governments. Each level of government has a distinctive role in ensuring the successful delivery of housing projects in South Africa (Magagula et al., 2022). Participants [8A, 3A, and 4A] echoed similar sentiments regarding the common challenges they encounter during housing project delivery. Their responses reflect the following viewpoint:

The local government, perhaps at the local municipality the same size as Stellenbosch with development, be it private or public, faces challenges. The company will have a significant amount of people commenting, which prolongs the planning process immensely. The comments can range from fear of a development near them that will bring down the value of their houses. That is basically a very difficult challenge to deal with [Participant 4A].

Many legal cases do stop progress from happening, but that is a reasonable concern to have. The development undertaken also impact the community and what is generated from there [Participant 3A].

I believe that Public Participation, as a rule in Stellenbosch, thanks to the active citizenship through commenting, extends the timeframe of the planning process. I have heard that you are able to do it within 18 months, but easily 5 years in that. You have to deal with opposing arguments. You have to deal with counter arguments. And all of those steps [Participant 8A].

Systems Thinking Theory not only provides a lens to identify and understand potential boundaries arising from small parts of the system but also offers insight into how these boundaries relate to housing delivery. Affected communities have both direct and indirect roles that are significant to the success of housing projects. Therefore, thorough engagement and the establishment of partnerships are essential to ensure that the interests of all affected parties are addressed satisfactorily.

Drawing on Auriacombe and Sithomola (2020), it can be argued that municipalities are legally obliged to provide a platform for affected communities to voice their views on developments that will impact them. This indicates that current mechanisms for facilitating community feedback on municipal developments are insufficient to ensure that decisions made at the municipal level are favourable for all affected communities. The Municipal Systems Act (Act No. 32 of 2000) does not limit municipalities in engaging the communities that will benefit from a project; rather, it permits municipalities to act democratically by involving communities in decision-making about service delivery. The Act emphasises that this engagement should occur during the planning phase to ensure that decisions are both informed and democratic.

Lack of community involvement

When Human Settlement staff and project Managers were probed by the researcher on the main obstacles hindering the delivery of public housing projects at the local government level, they stated the following:

I think when it comes to public housing, one of the factors that becomes challenging is the planning stages of the project. When you go through the processes of planning, there are quite complex town planning processes that the municipality must undertake. Participant 5A

We are providing houses to the poorest of the poor and people who have been previously disadvantaged. These people do not understand, or really do not have a clear understanding of, the terms, policies, and acts in place that govern these processes. Participant 6A

The people in the surrounding communities, who are more educated but already homeowners, hijack these processes and decide for these poor people. As a result, the poor people are side-lined at the beginning of the project. They don't really decide for themselves. Participant 7A

Drawing from the reviewed literature in Chapter 2, these responses not only expose socio-economic inequalities but also reflect the lack of community empowerment, as argued by Jansen and Kalas (2020). The community requires empowerment not only in the technicalities of project management but also regarding the policies and legislation governing project management processes. The responses provided by participants suggest that the planning of public housing projects involves complex steps and procedures that can be challenging for intended beneficiaries to navigate. Many of these individuals, particularly members of the Kayamandi community from disadvantaged backgrounds, may lack a clear understanding of the terms, policies, and legal frameworks governing such projects.

Consequently, these individuals might feel discouraged from fully advocating for themselves which, as a consequence, might lead to a lack of advocacy. Also, the surrounding property owners tend to be homeowners; well-educated people because the phases of planning tend to be complex. Because of this, these people are able to influence the planning process. These people might not even be the intended beneficiaries of the housing projects, yet they have the power to be endorsers over other members of the community.

Disregard for the voices and intentions of the marginalized, poor people that these public housing programs aim to help, seems to always happen within the initiation of the program. Having those people not take part in these housing programs disproportionately increases inequity and dilutes the impact of the public housing programs on helping the vulnerable. As per the research conducted by Amoah and others in 2020, even though the role of the society in the upgrading of the informal settlements is crucial, the society's role is often oversimplified.

During most upgrades of informal settlements, people will only engage the 'community' to draw out their expressed wants and needs and perhaps later on try to remodify them to fit within the construction. Unlike upgrade programs, upgrading initiatives are not largely carried out in the absence of a presumed 'beneficiary' community. Amoah et al. 2020 noted that lack of livelihood reconstruction drives the upgrading initiatives' legitimacy to the point where the physical infrastructure and facilities within settlements are greatly deteriorating, resulting in many of the so-called beneficiaries' impoverishment.

Theme 2: Level of participation

The following codes emerged under this theme

Lack of understanding

Participant 1A, 3A, 4A, 6A, 7A and 8A responded by stating that:

> *You see, councillors don't necessarily require a formal education to fulfil their role of informing their constituency. However, this lack of education often translates into a limited understanding of the processes involved. The absence of standardised educational requirements for councillors exacerbates this issue, making it challenging to provide them with adequate training and support* [Participant 1A].

> *Consider the complexity of the National Housing Code, which spans six volumes. Even if this information were to be presented, it would need to be simplified for those without a certain level of education to comprehend fully* [Participant 3A].

> *Moreover, there is a discrepancy in qualifications between managerial positions and political appointments within local government structures. While managerial roles typically require a minimum of an NQF level seven qualification, political heads, such as portfolio chairs of Human Settlements, may have lower qualifications. This creates a hierarchical dynamic where individuals reporting to less educated political heads may possess higher qualifications. As a result, potential challenges arise in understanding complex processes, particularly in areas such as finance* [Participant 4A].

> *This disparity highlights a broader challenge within local government, where decision-makers may lack the educational background necessary to grasp intricate policy frameworks and administrative procedures fully. Consequently, issues encountered*

often stem not from the community itself but from individuals familiar with the processes, albeit not necessarily from the most impoverished sectors [Participant 7A]*.*

Furthermore, power struggles within communities, often exacerbated by political affiliations, can impede decision-making processes and lead to disruptions, irrespective of the merits of proposed initiatives [Participant 8A]*.*

The challenges faced in local government therefore extend beyond community dynamics and are compounded by disparities in educational qualifications among decision-makers. Addressing these challenges requires a multifaceted approach. This includes providing adequate training and support for councillors, ensuring alignment between qualifications and roles within local government structures, and fostering inclusive decision-making processes that transcend political affiliations [Participant 6A]*.*

Drawing on Sebola (2014), it can be argued that SALGA has not effectively fulfilled its role in ensuring that councillors are equipped with the relevant skills and education necessary to participate meaningfully in decision-making regarding development projects. From the perspective of Systems Thinking Theory, all components of a system exist to fulfil distinct roles, yet each contribution is necessary to ensure the functionality of the entire system. The absence of standardised eligibility criteria for councillors to participate in council meetings compromises the effectiveness and intensity of these meetings, as illustrated by the response of Participant 3A.

According to Participant 3A, municipal policies, such as the National Housing Code, are difficult to comprehend for individuals without sufficient and relevant training. This highlights the dissonance in the level of education between councillors and municipal officials. Howlett and Ramesh (2016) argue that the hierarchical dynamics created by this qualification gap, particularly in technical areas such as finance, pose a potential impediment to effective governance. They further suggest that individuals with higher qualifications reporting to less-educated political leaders may struggle to fully understand complex processes.

Time-consuming

The sentiment of Participant 1A about the involvement of members of the beneficiary committee is as follows:

I personally believe that involvement of community members during the planning phase could further delay the project time frames as it already delayed due to internal process. We had to rush other activities because we get pressure from our seniors [Participant 1A].

The response by the participants pointed out that there is still a gap that the municipality needs to close by providing necessary support so that they can participate and contribute meaningfully during the early stages of the projects; the fact that community members are able to share their grievances about the project outcomes simply suggest that they need to be given a platform so that these grievances can be mitigated. According to Alkilani and Loosemore, (2024) project delays are associated with project stakeholders. When project stakeholders are managed effectively, the project will likely be delivered on time and within the acceptable specifications of the end user.

Forced acceptance

In response to the question posed by the researcher, participants 2A, 3A, 5A and 6A stated:

I find this intriguing. Another aspect specific to Stellenbosch is residents' reluctance to relocate outside their current areas. For instance, those in Jamestown prefer to remain there, as do residents of Klapmuts and Kayamandi [Participant 2A]

However, there is a challenge in convincing them that the area is already saturated and that not every open space is suitable for housing. It is crucial to preserve open spaces for other activities. This debate can become political, or it may simply reflect community sentiments and emotional attachments to their neighbourhoods [Participant 6A].

From a broader perspective, this issue touches on what could be termed a "cosmovision," where communities have a deeply ingrained connection to their surroundings. It is challenging to navigate this perspective when trying to introduce new developments [Participant 5A].

I have noticed that community involvement, particularly in the planning phase, is minimal. The process appears to be driven by specific core professionals with little relation to the residents attending the Integrated Development Plan (IDP) meetings. As Participants 3A puts it, the meetings were for the most part, knowledge dissemination and not genuine engagements.

The reply given by the participant addresses a complex issue related to the attitude of the people of Stellenbosch with regards to moving from their places of residence, which, in most cases, is a highly needed for the purpose of development and is also highly overpopulated. It points to the complex reasons as to why the decision is not easy to take, one of which is the emotional connection to the area, coupled with a strong sense of community. These. sentiments highlight the difficulty for the people to be persuaded to leave their places of residence in favour of areas suggested for the purpose of housing development.

In addition, the answer presents the concept of "cosmovision" as the opposite of broad monocentric reasoning in spatial planning, which implies the dislocation of communities from their immediate neighbourhood and the separating relationships with the place. This widens the scope of the issue by cosmovision which holds the respect to the intuitive painful bond which people have with the places where they spend most of their lives. It means that development planning and reasoning is for the most part ignored and has to take into consideration the deeply rooted and held values which inform the people's attitude for all types of multi-faceted change.

Moreover, the feedback indicates apprehension on the role of the community in the more granular aspects of the planning process, particularly regarding Integrated Development Plan (IDP) meetings. It suggests that the planning and development of such projects are dominantly controlled by professional technocrats, with little consideration for the citizens whose lives and livelihoods will be changed by such projects. Rendon, Osman and Faust (2021) argue that community disengagement in the development of such policies is against the very basic tenets of participatory governance, and, in the process, valuable ideas and views that could be leveraged for more responsive and inclusive development are ignored.

The response also notes a potential gap between planning and community needs and preferences. As pointed out in Lemanski (2020) and Mamokhere (2019), community participation as mere information sessions is not effective; considering the community's involvement in the planning process is vital. Their absence is protective of divergent needs and priorities. This exclusionary stance results in housing projects out of sync with local realities and aspirations, which is largely counterproductive and potentially antagonistic (Lemanski, 2020; Mamokhere, 2019).

This is a good response which underscores the need to enable active community involvement in planning and decision-making processes concerning development projects in Stellenbosch, and wider housing issues. It advocates for a tempered approach which balances and protects the local, intense concerns of the community with the wider, urban development and housing issues.

Report on semi structured interview part 2

This section discusses the findings from the focus group discussion conducted with members of beneficiary committee only. The researcher has been urged not to reveal the positions and identifiable information of the participants, for the purpose of ensuring confidentiality of the participants.

Table 5.6 Demographic profiles of focus group participants

	Participant	Education level	Gender	Age
Focus group 1	A	Grade 12	Male	35
	B	Diploma	Female	47
	C	Grade 12	Female	28
	D	Grade 8	Female	52
	E	Masters	Male	38
Focus group 2	F	Grade 7	Male	40
	G	Degree	Male	32
	H	Honors	Male	25
	I	Degree	Female	32
	J	Honors	Female	22

Source: Author's own table

Following the analysis of the deliberations from the focus group discussions conducted the following the following theme and codes emerged. The table below present the core ideas, frequency and the class as determined by ATLAS.ti software. See Table 5.2 below.

Table 5.7 Summary of the focus group results

Theme	Core idea	Frequency	Class
	a) Lack of inclusivity	85	General
Public engagement	b) Lack of public input	5	Rare
	c) Consultation	11	Rare

Source: Author's own table

Theme 3: Public engagement

The following codes emerged under this theme:

Lack of inclusivity

During the focus group discussion with group A, on challenges encountered by public members who are beneficiaries to the housing project. Participant D averred that:

> *Municipal officials said we are excluded in the planning phase because they lack the experience or expertise qualification required in the planning phase* [Participant D].

The response provided by the participants highlights a common issue where community members are excluded from the planning phase of projects due to a perceived lack of experience or expertise. Based on Lemanski (2020) and Mamokhere (2019), exclusion is the unilateral developing of solutions. Thus, the "include and ignore" courtesy extended to the participants, lead almost always to non-implemented, or non-satisfactory solutions to the community's expressed needs and wants. No sophisticated theories of a given discipline can ever warrant the exclusion of the community members, who, having lived through, know much

more than what needs to be accepted as common sense. Lack of such a framing, which is a prerequisite for the exclusion, is a classic case of epistemic injustice.

Serious attempt must be made to bridge this exclusion gap by providing capacity building opportunities which will create meaningful participation. Thus, thus, skills and knowledge required for meaningful engagement in the planning process can only come from adequate education and training programmes of community members. Additionally, spaces should be created for dialogue and collaboration between community members, planners, and experts to ensure that decisions are informed by a diverse range of perspectives and expertise (Education and Training Unit for Democracy and Development, n.d.). Projects can better reflect their priorities and aspirations by involving community members as partners in the planning phase, leading to more inclusive and equitable outcomes.

Lack of public input

When members of beneficiary committee were probed about their involvement during the delivery of public housing projects at a local government, Participants A, C and D made the following remarks:

> *We only get involved when it is time for employment and issuing of housing, we do not get to make critical decisions about the housing structure and the size of the units* [Participant A].

> *The established beneficiary committee does not have any say with regards to the location of the houses; it has already been decided for us. We only must comply for the sake of ensuring we the project is completed for people to get the housing* [Participant C].

> *If we happen to raise concerns at this stage we members of the committee we are limited from objecting certain things we do not agree with because we will appear as if we are against the project the entire beneficiaries will think that we are pushing our own agenda, they will not see the value of what we are doing because they we all have been waiting for too long to get these houses* [Participant D].

This response implies that the engagement with the public is partial and does not necessarily serve the purpose of establishing a bridge between the municipality and the community; it is an engagement that can be defined within the parameters of a municipality. The voice of the public emerges during the building phase after everything has been agreed upon by relevant

parties, excluding the members of the beneficiary committee. Drawing from Strahorn, Brewer and Gajendran (2017), failure to involve stakeholders at the early stages of the project poses the threat of delivering a project with misaligned outcomes. Therefore, the essence of engaging stakeholders during the planning phase reduced the chances of omitting the end-users' specifications and could also pose a potential benefit to project acceptance.

Consultation

In terms of consultation, Participant F added:

> *The initial stages for us on public housing projects for us is very passive. The Municipality determines the amount and location of the house and sizes it without consultations with us. From the very start of the projects, we, in our opinion, lose our agency [Participant F].*

Many underprivileged neighbourhoods of the city attempting housing projects face this problem, as highlighted by the participant comments. It suggests that the outcome is "decision made, no consultation" for the intended recipients, which very much misses the point of the endeavour.

Cho, et al., (2021) noted that the missing link and the reasons of the concerns of the members of the community is the approach to the design and implementation of the housing agenda. The community, as in this case, lose the ability to provide useful insights which might be valuable to the entire community when they are excluded in pending projects. In addition, Auriacombe and Sithomola (2020) also pointed out that not to consult is an overlook of democratic and community principles, in addition to the unjust struggles and the lack of equity that dominate in the projects of other members of the community.

The first step towards accountability, promoting transparency and social justice and public accountability is social consultation – meaningful social consultation on public housing projects from the start. This allows communities to participate in the decision-making for the projects that affect their day to day lives and also allows decision-makers and planners to create housing solutions that are more people-oriented.

Report on focus group discussion

This section discusses the findings from the semi structured interviews conducted with non-Municipal employees. The researcher has been urged not to reveal the positions and

identifiable information of the participants, for the purpose of ensuring confidentiality of the participants.

Table 5.8 Demographic profiles of semi structured interview participants excluding the Municipal employees

Participant	Education level	Race	Years of experience	Position
1	Degree	Black	+18	Constructor
2	Degree	Colored	+16	Constructor
3	Degree	Colored	+8	Constructor
4	Diploma	Black	5	Ward councillor
5	Grade 12	Colored	4	Ward councillor
6	Standard 7	Black	8	Ward councillor
7	honors	Black	+48	Traditional leader
8	Diploma	Black	+35	Traditional leader

Source: Author's own table

Following the analysis of the deliberations from the interviews conducted the following the following theme and codes emerged. The table below present the core ideas, frequency and the class as determined by ATLAS.ti software. See table below.

Table 5.2 Summary of the semi structured results

Theme	Core idea	Frequency	Class
Stakeholder dynamics	a) Feedback	33	Rare
	b) Political influence	8	Rare

Source: Author's own table

Theme 4: Stakeholder dynamics

The following codes emerged under this theme:

Political influence

The response of the ward councillor revealed the pollical dynamics that unfold during council meetings. The participants allude to a significant project under discussion within the council, focusing on the development of the town centre with the explicit goal of benefiting black communities. However, the project's initiation encounters obstacles primarily due to entrenched political differences among council members. Masuku and Jili (2019) indicated a challenging political landscape within the council, characterised by divergent opinions and potentially conflicting interests, hindering consensus-building and collaborative decision-making processes. Participant 6 said:

> *There is a project that has been discussed in council for a while now, the town centre development project is meant to benefit black people. It is difficult to commence the project because of political differences* [Participant 6].

The implication of political differences obstructing the project's commencement emphasises broader issues of governance and policymaking effectiveness (Fan & Yang, 2019). Drawing from Ebekozien (2021), political interference undermines the noble objective of public housing projects to uplift marginalised communities; political divisions threaten to impede progress and

delay the realisation of meaningful change. This raises concerns about the council's ability to prioritise community needs above partisan interests and effectively address pressing social and economic challenges. This response reveals the undermined the value proposition of interconnectedness among stakeholders in ensuring the effective functionality of the entire system. The theory implies that when there is no shift from linear, cause-and-effect thinking to a more dynamic, interconnected view of how elements influence one another within a whole system, there obviously going to be myopic view and inadequate approach in resolve issues of this nature.

While municipal development projects are intended to serve the interests of the people within the bounders of the specific municipality, the entrenched political variances within the council pose a significant barrier to its implementation (Pernegger, 2021). The lack of co-operative culture is a still worrying concern although less severe. This is a toxic culture marked by "winner take all" mindsets, unsupportive communication, and adversarial behaviours. These are called counter-productive behaviours and such behaviours are retrograde concerning the culture of the council to the relevance of the council to the needs of the constituents. In the face of such adversarial opposition of the unity of purpose, Muhtar et al. (2022), Bhattacharya (2024) propose alternatives to obnoxiously counterproductive splintering of energies and efforts. Focusing on the idea of relevance, they aid in the fracturing of energies and efforts. Inclusive engagement, as they describe it, includes the counterproductive individualisation of fragmentation and the shifting transformative interactions of inclusion, of integrated inclusion, of coherence, of synergy, of the cooperative culture of I-win-you-win.

In addressing the concern of "how straighter political divides" and "the thickness of the fence" and their relevance to resources and people and policies at the local governance systems (Horeczki & Kovács 2023, Ruiz-Campillo et al. 2021), the answer of Participant 6 has been framed in a certain way. However, the real question, and the 'competition' surrounding, is the rest of the population — forgotten, exploited, and subjugated — while the funds and resources that are to carry out these projects are circulating. (Ruiz-Campillo, Castán Broto & Westman 2021). In order to answer such contradictions, it follows that we solve the other contradiction, and at least to some degree of unity, from what is the council, so people are able to build a little such as 'centre' and 'line' structures.

> The participants ignore some work aspect s, like incorporating the voices of the change makers in the projects, which could ease participation. That is what we are trying to do, and I could say we have achieved that. For Participant 4, we really pushed it and, perhaps, overextended in some areas:

The important aspect is the side development counter work that is needed to be done, and of course there is a lot of people in the other side. People there are highly motivated because there is a goal and there is a lot of planning on the systems for which they do a lot of opposition. While development is stagnant, there are steps that I take which we all take in order to make it function. We used to block other areas to work on and eliminate systems for this purpose.

The remarks from participants reflect how politics can hinder much-needed progress and improvements in a ward. It illustrates how the so-called 'tremendous' discord between the two opposing parties has become a blockage in the progress of the ward. It illustrates how the discord shifts from one party to the other, 'retarding' the development, while one party is completely opposed to attaining anything because development is in opposition to the rule of her rivals. It illustrates how much politics are able to go in the community in order to 'antagonize' the development of the community.

In sharing the findings from Einstein et al. (2019), Masuku & Jili (2019) focuses on a more serious phenomena emerging in the context of municipal governance which is the fragmentation of the executive 'with' the rest of the divides. In relating to the comment made, the comment expresses how one is so deeply enraged about the state of politics in which community development has become a mere pawn to the 'very' politics. The comment jumps in the other direction in which most of the community members feel and wishes to get above these emotions.

The given sentiments tend to 'welcome' governance more skewed towards 'solution' provision. Responses require advocating crossing political animosities to facilitate collaboration and consensus about community building (Open AI, 2025).

Responses require advocating advancing political cohesion for the common good in the opposite sense as well (Strahorn, Brewer & Gajendran, 2017). According to Buccus (2021), leaders of all parties need to compartmentalise their disputes over progressive and agenda-setting for the sake of the people, regardless of their political orientation. Such responses foster the debate about restructuring the political discourse, and the expectation, to some leaders, of fostering political cohesion and unity amongst the populace.

The ward councillor's appeal for avoidance of political differences also indicates an understanding that there is a need to transform the political culture of any society. There seems to be an understanding of the divisive nature of politics and its effects on the unity and progress of a society. In order to draw the speech to the purpose of finding consensus, Moslem, Deveci and Pilla (2024) recommends that the speaker is calling for a shift from the

archaic deeply divided politics to the more democratic politics of cooperative governance and citizenship.

In conclusion, this comment illustrates the connection between community affairs and community politics, particularly the governance of a municipality. It reiterates the necessity for proactive engagement on the part of both leaders and the populace toward the constructive integration of the community, as they respond to the multiple, urgent, and complex challenges posed by their residents. Such an approach would empower the community to create a socially just and equitable society that meets the deeply held aspirations of all its members, providing equitable access to resources and opportunities, and elimination of discriminatory barriers.

> *As Participant 5 noted, "I was presenting a feasibility study report to a community and while doing so, was asked to go back to the council. To them, I was explained that I had been deceived in the council, because what I was presenting to them as a community, they already knew."*

The remark of the ward councillor captures the spirit of this ward best. There is an apparent gap between the council's work and the community's perceptions of that work and its outreach. It indicates that the community is indeed distrustful of the council's efforts and confidence in their work.

The answer which the community provides shows that their grievance is with the council's approach as well. When community members state that they feel "fooled", this draws suspicion about the council's information and more so, that whether the community is able to trust them. It requires the local authorities to address the communication and trust deficit. Also, the perception that "there is nothing new" in the presentation tends to speak about a feeling of disempowerment, more specifically in the policy-making and policy-implementing processes.

The overarching reason for the community's sense of disempowerment is historical council abandonment. This abandonment neglects the community's needs inclusion in decisions that impact their existence and their ever so important essence.

The community's decision to tell the councillor to "go back to the council" is an indication of an interest in constructive dialogue. This also illustrates the necessity for proactive, broad-based inclusion in the decision-making. Soliciting community members to actively discuss and formulate local policies that impact their lives is a positive step towards fulfilling local self-governance community.

The above scenarios demonstrate a lack of local government proactive communication on the expectation of members' proactive openness and community engagement. Silence on the

communication matters to be addressed to strengthen the bridge to the community in building trust, partnership, and collective success is worrying.

Feedback

In terms of feedback, Participant 6 said*:*

> *Due to the depth of our trained data, we have, as of October 2023, access to session minutes and recommendations from the minutes of previous councils, described in innumerable documents. The company responsible for the policies as part of the ward councillor induction, while the induction training for ward councillors is prepared for the policies lesson, seems to give emphasis to the question of what the induction aims to achieve. In relation to the conduct of this induction session, I want to highlight the fact that I have learned the most in order to avoid.*

It is concerning that the ward councillor responded to the complainant by stating that they only focused on the code of conduct and ignored the service delivery cycle. Such an obsession with issues of code of conduct compliance begs the question how this individual conceives the role of a community advocate within a service delivery context. Ethics is burning, and this complaint illustrates that the respondent lacks an appreciation of the issues at hand, the interconnections, and the basic principles of governance and service delivery. The disproportionate attention to the code of conduct indicates a fundamental misconception of their role and that of ward councillors.

Focusing too much on the strict adherence to the code of conduct procedures may, inevitably, negate the ability of the respondent to perform their role well. This stems from a lack of understanding the intricacies of a service and the service delivery governance, in conjunction with the advocacy of the respondent on behalf of the constituents, which could serve as an obstruction in discharging their duties as a representative. The respondent must recognize that adherence to governance of conduct procedures - in this instance, ethical standards—is indeed a non-negotiable primary condition. Yet, there exists an equally potent counterfactual in that, among a constellation of dominant preconditions, all must stand as the baseline requirements in fostering an understanding of the board's constraints in the intricate governance and service delivery complexities. By broadening the primary adherence to the code of conduct procedures to include the intricate governance frameworks and systems, the respondent will likely enhance their effectiveness in representing the community and advocacy.

5.4 Chapter Summary

The chapter has incorporated the data analysed along with the gathered information. The chapter incorporates the relevant literature along with the underpinning theory, integrating participant responses to either advocate or challenge the literature's stance and peer's responses. The starting point was the theoretical framework, delineating how the processes should function in perfect conditions.

In addition, the chapter has shed light on the challenges that local government employees had to deal with because the public did not participate. The data from the two sets of interviews and the focus group discussions were analysed using inductive thematic analysis, guided by Braun and Clarke's (2006) six-step framework. In order to develop a generic stakeholder engagement framework, the analysis considered themes emerging from the literature review rather than relying on preconceived categories that might have constrained the depth of interpretation.

Ultimately, the chapter has revealed disparities in the stakeholder engagement process, arising from the way municipalities manage engagement in line with legislative and policy requirements.

CHAPTER 6: RECOMMENDATIONS AND CONCLUSION

6.1 Introduction

The preceding chapter presented insights derived from focus group discussions with two groups and semi-structured interviews with two further groups. The participants' views revealed a strong alignment with existing literature, while the theoretical framework offered a corrective stance that addressed the identified gaps. This chapter builds on those findings by offering recommendations to address the knowledge gaps exposed. It begins by outlining the findings from the literature, followed by those from the focus group discussions and interviews. It then provides recommendations informed by the methodological insights. Importantly, it concludes with the proposed generic stakeholder engagement framework, designed to improve the delivery of housing projects.

6.2 Research Context

This study was based on South African local municipality milieu, focusing specifically on stakeholder engagement in the delivery of housing projects at Stellenbosch Municipality. The literature highlights that municipalities in South Africa encounter several challenges (inadequate stakeholder engagement, misaligned project outcomes, community unrest, and delays in project delivery) during the delivery of housing projects. This draws attention to Municipal Systems Act 32 of 2000 which promotes public engagement during service delivery projects. This extends beyond the effectiveness of the Act but to the mechanism deployed to enforce this act by Municipality. Given the socio-political, cultural diversity, historical background and economic environment, understanding the role of adequate stakeholder engagement is key to enhancing the delivery of services and encouraging collaboration between Municipalities and local communities.

6.3 Significance of the study

The findings of this study contribute both to theoretical knowledge and to practical insights on public housing delivery in South Africa. By identifying the factors influencing project challenges and stakeholder engagement processes, the research aims to inform policy and practice, leading to more effective and inclusive housing projects. In addition, the development of a stakeholder engagement framework tailored to the local government context offers a valuable

tool for policymakers, practitioners, and researchers seeking to strengthen collaboration and improve housing delivery.

6.4 Overview of the Five Chapters

6.4.1 The key findings from the literature

The comprehensive review of literature on public housing challenges in South Africa provided important insights into the specific difficulties faced by local municipalities. A recurring theme was the importance of community involvement at the early stages of projects, consistently recognised as vital to the success of public housing delivery. The literature further emphasised the role of collaboration in ensuring that housing projects respond effectively to the diverse needs of communities.

However, the knowledge gap becomes evident when synthesising existing research. Although stakeholder engagement frameworks have been investigated in relation to construction projects and public–private partnerships, there is a clear lack of scholarship addressing the distinct challenges of public housing projects in Sub-Saharan Africa, particularly in contexts such as Nigeria and Ghana. Studies by Eyiah-Botwe (2017), Toriola-Coker (2018), Molwus (2014), and Ewurum et al. (2019), while valuable, do not specifically engage with stakeholder participation in the delivery of public housing.

The Municipal Systems Act 32 of 2000 does not adequately empower communities to influence or determine the specifications of housing project outcomes, despite their status as end-users. In line with Section 26 of the Constitution of South Africa, which affirms the right of every individual to access adequate housing, community members should be afforded the opportunity to contribute to decisions on the adequacy and quality of housing provision. Yet, current municipal processes lack sufficient clarity and guidance on how to ensure meaningful and efficient community participation in local government decision-making. Consequently, public involvement policies vary significantly across municipalities, undermining democratic practice and risking community dissatisfaction and disengagement.

One notable limitation within the National Policy Framework for Public Participation (2007) is its insufficient emphasis on mechanisms to ensure the meaningful inclusion of marginalised and vulnerable groups. While the framework articulates broad principles of inclusivity and equity, it provides little explicit direction on addressing the barriers that such groups encounter when engaging in decision-making processes around public housing projects.

6.4.1.1 Objective 1: To determine the factors contributing to the delivery challenges of public housing projects at the local government.

This objective aligns with Themes 2, 3, and 4, as it focuses on identifying the challenges, difficulties, and issues encountered during the planning, implementation, and completion of public housing initiatives. These challenges stem from a variety of factors, including municipal policies and legislation, political interference, inadequate stakeholder engagement, funding constraints, regulatory hurdles, community opposition, logistical complexities, construction delays, quality control concerns, socio-economic considerations, and a lack of community empowerment. The actionable recommendations are presented in the table below.

Table 6.1: Actionable recommendations for the identification challenges

Challenge	Who should address it	How it should be address (recommendations)
Municipal Policies or Acts	Municipal managers, policy makers	Review and align policies with current project needs; ensure clear guidelines for implementation; provide training on relevant legislation.
Political interference	Municipal managers, councillors	Establish clear roles and responsibilities; limit political involvement in technical decision-making; monitor political engagement during execution.
Inadequate stakeholder engagement process	Project managers, municipal planners	Develop a comprehensive stakeholder engagement strategy; involve communities early; maintain continuous communication and feedback loops.
Funding constraints	Municipal financial departments, national/provincial government	Plan and allocate budgets effectively; ensure timely disbursement of funds; explore alternative funding sources or partnerships.

Regulatory hurdles	Municipal compliance officers, regulatory authorities	Streamline approval processes; provide guidance and support to project teams; engage regulators early in planning.
Community opposition	Project managers, community liaison officers	Conduct early and inclusive community consultations; establish beneficiary committees; address concerns transparently.
Logistical complexities	Project managers, contractors	Prepare detailed project schedules and logistics plans; coordinate resources effectively; use project management tools to track progress.
Construction delays	Contractors, project managers	Implement proper planning, scheduling, and risk management; monitor progress; address delays proactively.
Quality control issues	Contractors, municipal quality inspectors	Enforce quality standards; regular inspections; provide training for contractors and workers.
Socio-economic considerations	Municipal planners, social development officers	Assess community needs; ensure projects consider local employment, skills development, and social benefits.
Lack of community empowerment	Project managers, municipal officials	Build capacity through training and awareness; involve community members in decision-making; establish representative committees.
NIMBYism (Not In My Back Yard)	Municipal planners / community liaison officers	Conduct awareness campaigns; involve communities in site selection and planning; provide information on project benefits.

Drawing from the table above, municipalities should be in a better position to address these challenges and rationalise state resource meant to cater for the diverse needs of the public.

6.4.1.2 Objective 2: To determine the stakeholder engagement processes for improving the delivery of public housing projects at the local government.

This final objective of the study aligns with Themes 1, 2, and 3. Stakeholder engagement refers to the involvement and collaboration of individuals, groups, and organisations that have an interest in or stake in the project. The data analysis revealed shortcomings in communication and a lack of meaningful consultation with community members. Ward councillors, who are expected to serve as intermediaries between the municipality and the community, often do not share the same vision as community members regarding housing projects. As a result, public housing initiatives frequently fail to align with community expectations and needs. It is therefore clear that community input is a crucial factor in the successful delivery of such projects. The responses from ward councillors, municipal managers, and project managers indicate that community members are, to some extent, marginalised during the implementation of public housing projects.

Community engagement should be embedded throughout the entire life cycle of a project-from the moment the need is identified, through pre-project initiation, planning and design, and into execution. A beneficiary committee should be established during the feasibility study (pre-project or project phase) to allow the public to participate directly and confirm the project's location. Relevant project team members should be invited based on the value they bring to discussions, as this is the stage at which critical decisions are made. Communication should extend beyond committee members and community leaders to include the wider community, ensuring that decisions reflect the views of all stakeholders rather than a select few.

Political leaders should be excluded at this stage to avoid undue political interference in key decisions, which may otherwise be driven by the pursuit of political gain. Their involvement should begin during the execution phase and be carefully monitored to prevent the politicisation of service delivery. At that stage, the shared priority of both the community and political leaders should be to ensure that the profile of employees involved in the project reflects fair and representative participation.

6.4.1.3 Objective 3: To develop a general stakeholder engagement framework to improve the delivery of public housing projects at the local government.

The recommendation-oriented, or practical, objective aligns with Themes 1- 4, as its focus is on developing a generic stakeholder engagement framework. The existing frameworks for stakeholder engagement do not sufficiently emphasise the involvement of project beneficiaries during the early stages of housing projects. They also fail to provide mechanisms for systematically collecting and analysing feedback from end-users in a way that ensures project acceptance and success. As such, the objectives of the current frameworks fall short of offering a comprehensive understanding of stakeholders' concerns and ensuring that housing projects are aligned with the needs of beneficiaries. Moreover, there is a lack of systematic stakeholder identification and assessment, as well as limited mapping and execution of effective engagement strategies. In addition, processes for monitoring and improving stakeholder engagement remain underdeveloped.

With regard to municipal policies promoting public engagement, participation is often treated as a procedural formality rather than as a meaningful process. Communities frequently perceive their input as solicited but not genuinely incorporated into decision-making. There are also persistent challenges in reaching all segments of the community, particularly those in rural areas or among groups with limited access to technology and media. Information about opportunities for participation often fails to reach its intended audiences. Furthermore, both municipal officials and community members lack sufficient training and skills to participate effectively in consultative processes. This results in poorly facilitated public meetings and inadequate handling of community feedback. Local political agendas may override community priorities, while political conflicts can further obstruct engagement efforts.

The proposed stakeholder engagement framework is presented in the diagram below (see Figure 6.1).
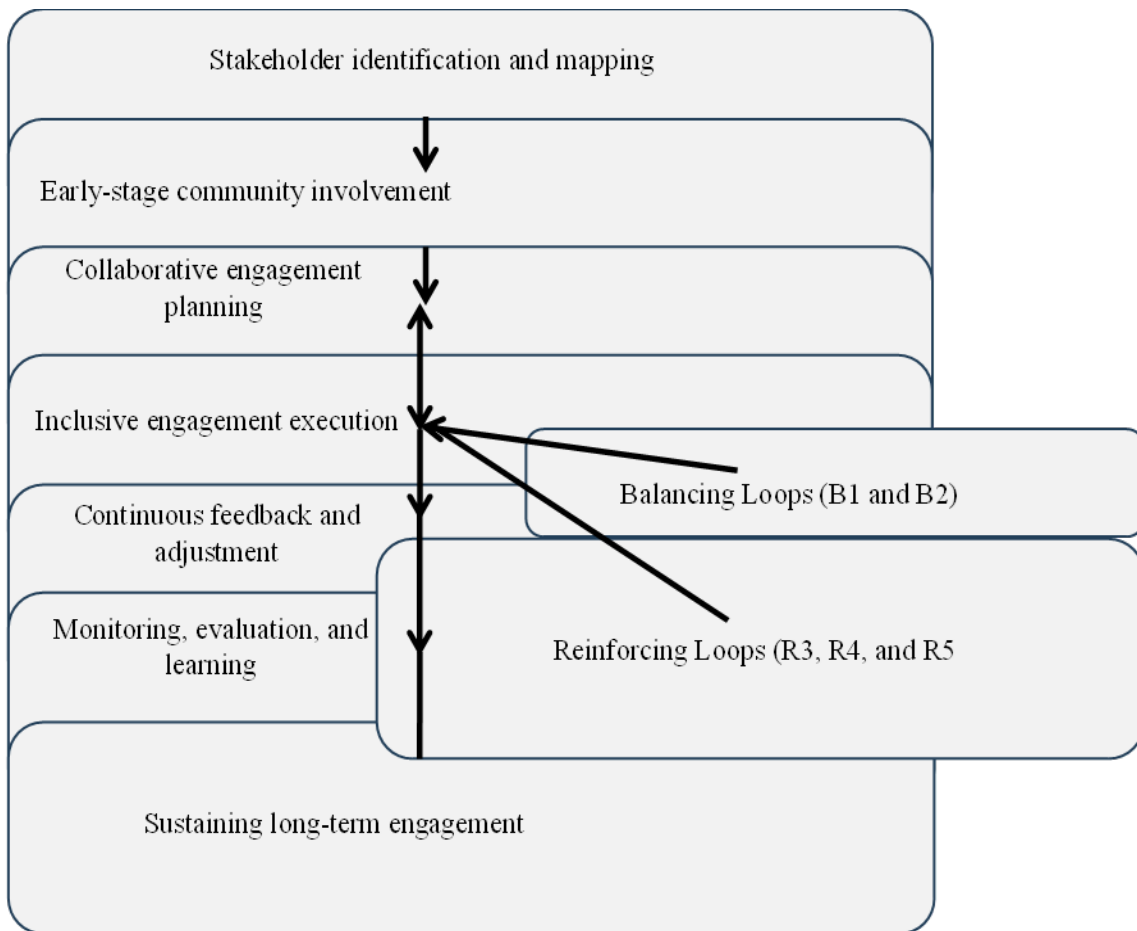
Figure 0.5: Proposed stakeholder engagement framework

This framework proposes that stakeholder engagement should extend beyond the traditional linear stages to include balancing and reinforcement loops. The first phase involves stakeholder identification and mapping, aimed at identifying all relevant stakeholders, clarifying their needs, and recognising potential risks that may hinder project delivery. This is followed by early community engagement to gather public input from the pre-project stage, thereby building trust between municipalities and communities. Such engagement also creates a platform for communities to contribute to shaping project objectives so that these reflect their actual needs.

Collaboration should be embedded in the planning of who will be engaged, as well as when and how such engagement will occur. Decisions about communities should not be made in their absence. This approach addresses the historical legacy of institutionalised marginalisation of the poor and the deepening of inequality. Planned stakeholder engagement

should therefore aim to ensure inclusive and democratic participation, facilitated through simplified communication platforms and channels that enable equitable involvement.

The balancing and reinforcement loops are designed to maintain equilibrium, preventing stakeholder dissatisfaction or conflict from escalating. They provide mechanisms for corrective action during the engagement process, allowing concerns to be addressed and stakeholder relationships to be stabilised. These loops also enhance positive outcomes by embedding successful practices. For example, early involvement (R3) strengthens trust, effective collaboration (R4) reinforces community buy-in, and continuous learning (R5) improves stakeholder engagement over time.

Stakeholder input should be continuously collected and used as the basis for adjusting project plans. These adjustments must be verified and validated by all stakeholders, with the final decision resting with community members. This ensures responsiveness and reduces the risk of unresolved issues escalating. Stakeholder engagement should also be subject to ongoing monitoring and evolution, ensuring that changes in stakeholder needs are captured and integrated. This process secures the continued relevance of project objectives. Ultimately, the goal is to sustain productive relationships with stakeholders beyond the immediate project, laying the foundation for future collaboration and trust.

6.4.2 Conclusion

The overarching objective of this study is to develop a framework for stakeholder engagement in the delivery of public housing projects. The dissertation presents a framework in which the satisfaction of community members, as end-users, is positioned as the ultimate measure of successful stakeholder engagement in housing delivery. Achieving this requires meaningful consultation and engagement with community members during the early stages of projects, ensuring that their expectations are taken into account and incorporated into project planning.

The study highlights that ward councillors, although positioned as intermediaries between the community and the municipality, do not necessarily fulfil the role of ensuring effective representation or facilitating the smooth delivery of housing projects on behalf of their constituencies. Fundamentally, value creation in housing projects depends on meeting the expectations of end-users and community members.

This study also acknowledges the provisions of the Municipal Systems Act 32 of 2000, which promotes community involvement in municipal development. However, the Act remains silent on the specific stages or phases at which community members should be involved in project processes.

6.5 Research Contribution

6.5.1 Methodological contribution

The study considered a qualitative approach, and interpretivism provided the philosophical lens. Furthermore, a qualitative methodology should be considered for similar studies to emphasise inductive reasoning/approach in testing the hypothesis or answering research questions. This approach assured the novelty of the study. In-depth interviews and community focus groups provided a comprehensive understanding of residents' experiences. Blending interview data with focus group field notes strengthened the study's validity. Reflective practice ensured that researchers remained aware of their influence and maintained ethical standards throughout the study.

6.5.2 Theoretical contribution

This study attempts to address multiple gaps and, in so doing, makes significant theoretical contributions. Firstly, the study extends the limited research on understanding the dynamics of stakeholder engagement during public housing projects and its impact on the successful delivery of public housing projects in South Africa. Secondly, the theoretical lens for this study is the Systems thinking theory that underpins the explanation of the proposed relationship between adequate stakeholder engagement and the delivery of adequate public housing. According to McGlacken-Byrne et al. (2022), systems thinking is a holistic approach to analysis that focuses on the way different parts of a system interact and how they influence one another within a whole. Systems thinking theory has been discovered to be the compelling theory for developing a nuanced understanding of the role of adequate stakeholder engagement during the delivery of adequate public housing projects. This theory provided a lens to understand the interconnectedness and interdependency between adequate stakeholder engagement and adequate public housing. Using the theory in this context implies that adequate stakeholder engagement is a separate unit within the system that, when not realised or included, can result in a fault in the whole system. Thirdly, there is evidence of limited to non-existent research arguing the use of this theory as a lens to understand the dynamics of stakeholder engagement during the delivery of public housing projects and its impact on the successful delivery of public housing projects in South Africa (see Ebekozien, Aigbavboa & Ramotshela, 2024; Adhi & Muslim, 2023; Doloi 2020; Cobbinah, 2020). Thirdly, this study finds that adequate stakeholder engagement directly impacts various aspects of

project success (public housing) and municipal functionality. These aspects include, but are not limited to,

- Beneficial decision-making about the project.
- Improved stakeholder satisfaction in relation to the project outcomes (aligned project outcomes with the needs and expectations of the beneficiaries).
- Guaranteed successful delivery of public housing projects.
- Regulatory compliance and support.
- Improved communication and relationships with multiple stakeholders within the community.

6.5.3 Practical contribution

The practical contribution of this research is the use of the shifting of the burden systems archetype to analysing the process of stakeholder engagement during the delivery of public housing projects. This archetype provides a systematic approach to understanding the interplay between stakeholder engagement and the successful delivery of public housing projects. This study put forward that municipalities should involve communities/beneficiaries during the planning phase so as to improve stakeholder satisfaction in relation to the project outcomes (align project outcomes with the needs and expectations of the beneficiaries), improve communication and relationships with multiple stakeholders within the community, ensure regulatory compliance, support beneficial decision-making surrounding the project, and guarantee successful delivery of public housing projects.

Based on the theoretical assumptions presented, this study demonstrates that municipal project success depends on including public input during the planning phase. This study found that community members do not necessarily refer to the ones benefiting from the project outcomes but also those who may be directly affected negatively by the project outcomes; based on the finding of the study, nimbyism defines itself within such parameters.

6.6 Recommendations

6.6.1 National, provincial, and local governments

This study recommends that the Municipal Systems Act (2000) specify which decisions and procedures require public consultation, together with clear procedures and deadlines for participation. In addition, it should provide funding for programmes aimed at strengthening the skills and expertise of municipal employees, community members, and officials responsible

for public engagement. Provisions should also be improved to ensure that the public has access to information about municipal decisions, policies, and projects in accessible formats and languages.

Drawing on the Public Participation Framework for South African Local Government (2017), the study further recommends that local municipalities establish a standardised protocol and set of guidelines for public participation activities. These should include explicit measures for organising, implementing, and evaluating engagement initiatives. Standard Operating Procedures should define the roles and responsibilities of community members and local government representatives, as well as outline processes for addressing problems or conflicts that may arise during participation.

The study also recommends that the National Policy Framework for Public Participation (2007) be amended to emphasise the importance of ensuring the meaningful involvement of underrepresented and vulnerable groups, including women, youth, persons with disabilities, rural communities, and ethnic minorities. The framework should guarantee that the voices of these groups are heard, and their interests represented, with specific clauses requiring government bodies to prioritise outreach and engagement initiatives targeting them.

6.6.2 Municipality and community

Based on the findings of this study, municipalities should encourage partnerships among communities to diminish the occurrence of nimbyism. Standard operation procedures should be developed to inform a semi-autonomous committee of beneficiaries, and the participation of political activists should be limited to avoid politicisation of service delivery. The municipality should provide capacity-building training for members of the beneficiary committee. The public possesses valuable local knowledge regarding their neighbourhoods, including cultural practices, social dynamics, historical context, and environmental conditions. Therefore, they should actively participate in stakeholder engagement activities, such as public meetings, workshops, focus groups, or advisory committees, to share their perspectives, experiences, and stories to illustrate the impact of decisions or policies on their daily lives, families, and communities.

6.7 Future Research

Future studies should consider the socio-economic, political, and cultural factors that shape stakeholder dynamics, with particular attention to challenges of affordability, accessibility, and

sustainability. Building on the findings of this study, prospective research could explore the following themes:

- Developing a framework to address NIMBYism in the delivery of public housing projects.
- Designing a framework to mitigate the impact of political interference on public housing projects.
- Reforming local government policies to facilitate more meaningful community participation in the planning and delivery of public housing.
- Examining how community involvement in the planning phase of housing projects influences delivery timelines, costs, and long-term resident satisfaction.

In addition, comparative studies across Sub-Saharan African countries would provide valuable insights into the effectiveness of different stakeholder management approaches in varying contexts. Such work would make a significant contribution to advancing knowledge on public housing delivery in the region.

6.8 Limitations

6.8.1 Methodological

The findings of this study are based on a specific public housing project in Stellenbosch Municipality in South Africa. Therefore, the results and conclusions may not apply to all public housing projects nationwide or in other countries. Power disparities between the researcher and participants (e.g., residents versus project managers) have affected the data collection process in a sense that the residents were not informed about the complex process involved during the planning phase and, therefore, could not clearly outline the extent of their involvement during the planning of a public housing project. There was no budget for additional interviewers. Only one interviewer was responsible for conducting interviews and facilitating the focus group with the rest of the selected sample; this has contributed vastly to the prolonged data collection of this study.

6.8.2 Data collection and access to personnel

Restricted by limited resources and time constraints, the number of interviews and the level of engagement with each participant were limited, which may compromise the depth of the data. Some residents feared that if they spoke honestly, they may be targeted and be denied access

to certain services, so there was a measure of uncertainty or lack of trust. The fear was that other members of the focus group discussion could report them to the ward councillors and municipal officials.

6.9 Summary

This study investigated the challenges encountered by municipalities during the delivery of public housing projects in South Africa, with a precise focus on stakeholder engagement. The study outlines three primary objectives: understanding factors contributing to delivery challenges, identifying stakeholder engagement processes for improvement, and developing a stakeholder engagement framework.

Qualitative research methods, including interviews and focus groups, uncover significant insights. Key challenges include community opposition, with the lack of thorough community involvement emerging as a critical factor deterring project success during the planning phase. Nimbyism further complicates matters, with residents expressing concerns about property devaluation and safety risks associated with nearby public housing projects.

Regarding stakeholder engagement processes, the study reveals issues such as poor communication and inadequate consultation with community members. Ward councillors, responsible for liaising between municipalities and communities, often fail to represent community interests effectively.

In response to these findings, the dissertation proposes a stakeholder engagement framework one which emphasises an early community involvement and feedback collection to ensure project alignment with community needs. This study advocates for systematic stakeholder identification, effective communication strategies, and meaningful participation throughout the project lifecycle. The study highlights the importance of stakeholder engagement in successful public housing project delivery.

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APPENDICES

Appendix A: Ethical clearance certificate

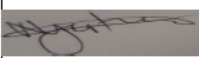![Cape Peninsula University of Technology logo]

P.O. Box 1906 | Bellville 7535

Symphony Road Bellville 7535

South Africa

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

The Faculty's Research Ethics Committee (FREC) on **02 May 2023**, ethics **Approval** was granted to **Xegwana Monwabisi Siwakhile (213023148)** for a research activity for a **Doctor of Public Administration** at Cape Peninsula University of Technology.

Title of dissertation/thesis / project:	A stakeholder engagement framework for improving the execution of public housing projects in South Africa Lead Supervisor (s): Prof Robertson K Tengeh

Decision: APPROVED

	31.05.2023
Signed: Chairperson: Research Ethics Committee	**Date**

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the CPUT Policy on Research Ethics.

2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study requires that the researcher stops the study and immediately informs the chairperson of the relevant Faculty Ethics Committee.

3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.

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.

5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, notably compliance with the Bill of Rights as provided for in the Constitution of the Republic of South Africa, 1996 (the Constitution) and where applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003 and/or other legislations that is relevant.

6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.

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.

Clearance Certificate No | 2023_FBMSREC_ST06

Appendix B: Consent Letter

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Our Ref/Ons Verw: 17/4/4/3/1/14
Your Ref/U Verw:

21/04/2023

Head of Department
Cape Peninsula University of Technology
Faculty of Business and Management Science
Cape Town
8000

E-mail: 213023148@mycput.ac.za

RE: PERMISSION TO CONDUCT ACADEMIC RESEARCH: A STAKEHOLDER ENGAGEMENT FRAMEWORK FOR IMPROVING THE EXECUTION OF PUBLIC HOUSING PROJECTS IN SOUTH AFRICA

The above matter refers to a communique received from Mr S Xegwana requesting permission to conduct academic research in our institution

Stellenbosch Municipality herewith give consent to Mr Xegwana to engage staff responsible for the development of a stakeholder engagement framework for improving the execution of public housing projects in South Africa towards his research paper for the PHD academic research at your institution.

Kindly note that upon completion, we would like to receive a copy of the outcomes of his PHD thesis.

For any further enquiries do not hesitate to contact our office at 021 808 8383 during office hours

Ms. ROTANDA NONA GODLO
MANAGER: HOUSING ADMINISTRATION

T: +27 21 808 8383 • E: rotanda.swartbooi@stellenbosch.gov.za
Drukkers Avenue, Stellenbosch, 7600 • PO Box 17, Stellenbosch, 7599
www.stellenbosch.gov.za

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Appendix C: Ethics Informed Consent Form

Faculty of Business and Management Sciences

Ethics Informed Consent Form

CONSENT TO PARTICIPATE IN A RESEARCH STUDY

Category of Participants (tick as appropriate):

Staff/Workers		Teachers		Parents		Lecturers		Students	
Other (specify)	X	Kayamandi community members and Stellenbosch Municipality Human Settlement Staff							

You are kindly invited to participate in a research study being conducted by Monwabisi Siwakhile Xegwana from the Cape Peninsula University of Technology. The findings of this study will contribute towards (tick as appropriate):

An undergraduate project		A conference paper	
An Honours project		A published journal article	
A Masters/doctoral thesis	X	A published report	

Selection criteria
You were selected as a possible participant in this study because you are:

- o Traditional leader
- o Project member
- o Human settlement staff
- o Member of beneficiary committee
- o Ward councillor
- o Contractor

The information below gives details about the study to help you decide whether you would want to participate.

Title of the research:

A stakeholder engagement framework for improving the delivery of public housing projects in South Africa.

A brief explanation of what the research involves:

We have been asked by Cape Peninsula University of Technology to conduct the focus groups. The reason we are having these focus groups is to find out views about stakeholder engagement during the execution of public housing projects Kayamandi, South Africa. We need your input and want you to share your honest and open thoughts with us.

Procedures (*focus group discussion***)**

If you volunteer to participate in this study the following will be done:

1. Describe the main research procedures to you in advance, so that you are informed about what to expect;
2. Treat all interviewees with respect by arriving on time for all the interview schedules and well prepared;
3. Conduct an introduction with the interviewee in order to break ice;
4. All the interviewees will be asked for permission to record the interviews and also take some note where applicable;
5. In a case where there is no clarity, the interviewees will be allowed to ask for confirmation or clarity of words/sentences/phrases to ensure accuracy of the data collected;
6. Participants will be told that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs;
7. Participants will be given the option of omitting questions they do not want to answer or feel uncomfortable with;
8. Participants will be told that questions do not pose any realistic risk of distress or discomfort, either physically or psychologically, to them;
9. At the end of each interview all the interviewees will be thanked for their time and information provided for this study;
10. Participants will be debriefed at the end of their participation (i.e. give them a brief explanation of the study).

You are invited to contact the researchers should you have any questions about the research before or during the study. You will be free to withdraw your participation at any time without having to give a reason.

Kindly complete the table below before participating in the research.

Tick the appropriate column		
Statement	Yes	No
1. I understand the purpose of the research.	X	

2. I understand what the research requires of me.		X	
3. I volunteer to take part in the research.		X	
4. I know that I can withdraw at any time.		X	
5. I understand that there will not be any form of discrimination against me as a result of my participation or non-participation.		X	
6. Comment:			X

Please sign the consent form. You will be given a copy of this form on request.

Signature of participant	Date

Researchers

	Name:	Surname:	Contact details:
1.	Monwabisi Siwakhile	Xegwana	213023148@mycput.ac.za
2.			
3.			

Contact person: Monwabisi Siwakhile Xegwana	
Contact number: 0835438309	Email: 213023148@mycput.ac.za

Appendix D: General Questions

No.	General Question
1.	Can you please tell me a bit about yourself and your background?
2.	What is your current role or occupation?
3.	How long have you been involved in your current role?
4.	Can you describe any relevant experiences or expertise you bring to this research?
5.	What motivated you to participate in this research project?
6.	Are you familiar with the topic of our research? If so, what is your understanding of it?
7.	Have you been involved in similar research projects or initiatives in the past?
8.	How do you perceive the importance of the research topic within your field or community?
9.	Are there any specific aspects of the research topic that particularly interest or concern you?
10.	Do you have any expectations or hopes regarding the outcomes of this research?

Appendix E: Focus Group and Semi-Structured Interview Schedule

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**INTERVIEW QUESTIONS & FOCUS GROUP QUESTIONS (50 minutes)**

SECTIONS	QUESTIONS
SECTION 1: Factors contributing to the execution challenges of public housing projects at the local government.	***What kind of problems have you encountered during the*** execution of public housing projects in your community?
	Do you think stakeholder engagement by the local municipality would have posed any threat to the delivery of public housing projects in your community? Why and how?
SECTION 2: Stakeholder engagement processes for improving public housing projects at the local government.	Do you think community as the end-user should be given a chance to contribute when it comes to the building standards, size, and quality of these housing units?
	Are you happy with the way all stakeholders have been *engaged by the local municipality during* the ***delivery*** of public housing projects in your community? Why?
SECTION 3: A general stakeholder engagement framework to improve the execution of public housing projects at the local government.	*Do you think the way stakeholders are engaged during* the ***delivery*** of public housing projects in your community *require improvement?* *If YES, what areas of improvement would you recommend in the way stakeholder are engaged*? *If NO, why?*

CLOSING (2 minutes)

Thanks for coming today and for sharing your thoughts, opinions about the subject under study. Your comments have given us lots of different ways to see this issue. I thank you for your time.

Appendix F: Language Editing Certificate

Gerald T du Preez PhD

PROFESSIONAL EDITING SERVICES
Stand out for the Write reasons
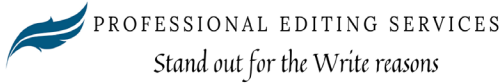
8 Arnim Estate

Hoopenberg Street

Brackenfell, 7560

+27 (83) 325 1842

geralddu9@gmail.com

Certificate of Editing

This serves to confirm that copy-editing and proofreading services were rendered to Monwabisi Siwakhile Xegwana

A stakeholder engagement framework for improving the delivery of public housing projects in South Africa

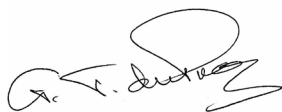**with a final word count of 38 728 on 19 June 2024**

I am a member of the Professional Editors' Guild (member number DUP015) and commit to the following codes of practice (among others):
- *I have completed the work independently and did not sub-contract it out*
- *I kept to the agreed deadlines and/or communicated changes within reasonable time frames*
- *I treated all work as confidential and maintained objectivity in editing*
- *I did not accept work that could be considered unlawful, dishonest or contrary to public interest*

I uphold the following editing standards:
- *proofreading for mechanical errors such as spelling, punctuation, grammar*
- *copy-editing that includes commenting on, but not correcting, structure, organisation and logical flow of content, formatting (headings, page numbers, table of contents, etc.), eliminating unnecessary repetition*
- *checking citation style is correct, punctuating as needed and flagging missing or incorrect references*
- *commenting on suspected plagiarism and missing sources*
- *returning the document with track changes for the author to accept*

I confirm that I have met the above standards of editing and professional ethical practice. The content of the work edited remains that of the student.

Gerald T du Preez, PhD

Membership: Southern African Freelancers' Association and Professional Editors' Guild (Membership #DUP015)