

DURBAN UNIVERSITY OF TECHNOLOGY

**CHALLENGES OF SERVICE DELIVERY IN SELECTED TOWNSHIPS IN THE NELSON MANDELA
METROPOLITAN MUNICIPALITY**

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**CHALLENGES OF SERVICE DELIVERY IN SELECTED TOWNSHIPS IN THE NELSON MANDELA
METROPOLITAN MUNICIPALITY**

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ABSTRACT

Municipalities, in terms of the new development mandates, must provide a democratic and accountable government for local communities by providing services to local communities in a sustainable manner, promoting social and economic development, and ensuring a safe, healthy environment. While municipalities attempt to fulfil these mandates to bring about social-economic development and a sound environment for their communities, they experience complex and multifaceted service challenges that vary from one municipality to another, reflecting the diverse political dynamics of the respective environments.

This research examined service delivery challenges in selected Nelson Mandela Metropolitan Municipality townships in Port Elizabeth, in the Eastern Cape Province. It seeks to assess how effectively the integrated development plan, as a local government tool, plays a vital role in addressing service delivery challenges in the Nelson Mandela Metropolitan Municipality.

The study adopted a qualitative methodology using individual interviews. The data was analysed thematically using NVivo software. The sample consisted of a minimum of 30 people: ten representatives from Motherwell township and ten from Walmer township, five municipal officials and five ward councillors. The study was intended to bring about service delivery strategies and provide policy recommendations to alleviate or overcome challenges in improving service delivery in the Nelson Mandela Metropolitan Municipality.

DECLARATION BY STUDENT

In accordance with the rules of the University, I declare that this dissertation is my own original work and all sources used or cited have been duly acknowledged by means of complete references and it has not been submitted in part or its entirety by me or any other person for degree purposes at this or any other institution.

Student's signature:

DEDICATION

This dissertation is dedicated to my late grandmother, Nozukile Thembeke Mpolweni. Her prayers kept me going and I will forever be indebted to her.

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Firstly, I would like to praise God the Almighty and my ancestors for blessing me with the strength, patience, and endurance to complete this part of my academic and life journey.

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LIST OF ACRONYMS

AG-SA	Auditor General- South Africa
ANC	African National Congress
CDF	Community Development Forums
COGTA	Department of Cooperative Governance and Traditional Affairs
DBE	Department of Basic Education
DHET	Department of Higher Education and Training
DPME	Department of Monitoring and Evaluation
DPWI	Department of Public Works and Infrastructure
EPWP	Expanded Public Works Programme
HDA	Housing Development Agency
IDP	Integrated Development Plan
LED	Local Economic Development
MIG	Municipal Infrastructural Grants
NDP	National Development Plan
NMMM	Nelson Mandela Metropolitan Municipality
PARI	Public Affairs Research Institute
RDP	Reconstruction Development Programme
SAHRC	South African Human Rights Commission
SALGA	South African Local Government Association
SHRA	Social Housing Regulatory Authority
Stats SA	Statistics South Africa
UNDP	United Nations Development Programme
YEA	Youth Employment Accords

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION, BACKGROUND AND CONTEXT OF THE SOUTH AFRICAN LOCAL GOVERNMENT

Following the end of apartheid in 1994, there were considerable modifications to the structure of local government in South Africa. The new democratic government recognised the importance of local government as a key vehicle for service delivery, development, and democratic participation at the grassroots level (Reddy, 2016; Yende, 2023; Khambule, 2018). According to a report by the Department of Cooperative Governance and Traditional Affairs (COGTA) (2019), the Constitution of the Republic of South Africa (1996) established local government as a Chapter 7 institution comprising local, district and metropolitan municipalities. The constitution also outlines the core objectives of local government, including the delivery of quality basic services in an equal and sustainable manner and the encouragement of community involvement in local government matters. COGTA was established to oversee the implementation of local government policy and support municipalities in meeting their mandates. Masiya, Davids & Mangai (2021) also noted that Section 152(1) of the Constitution mandates municipalities to prioritise delivering quality basic services equitably and sustainably and encourage the community's and relevant stakeholders' participation in local government affairs.

Local government is typically the primary interface between citizens and governmental bodies within the South African public sector. It is often regarded as a 'grass-roots government' due to its direct interaction with the communities at a local level (Ndevu & Muller, 2017). Therefore, local government is indispensable in providing essential goods and services to develop local areas. Through the White Paper on Local Government and the Constitution of the Republic of South Africa, local government was assigned to ensure economic growth and development to increase community participation and accountability (Mashamaite & Letoko, 2018). For instance, scholars such as Ramodula & Govender (2021), Kahika & Karyeija (2017) and Kamara (2021) have found that local government plays a crucial role in promoting local economic development (LED) through policy formulation and implementation.

South African local government has a vital role in ensuring the provision of basic services but continues to face several challenges in delivering these services to local communities (Ngumbela, 2021; Makhari, 2016). To address service delivery challenges, the South African government opted to prioritise local government reforms to promote a culture of direct service delivery to communities. However, since the country's first democratic local elections, the local government has undergone numerous transformation stages.

Since 1998, the South African government has issued the White Paper on Local Government, which discusses the characteristics of developmental local government, points out a series of development outcomes and suggests numerous instruments to assist municipalities in becoming developmental. The White Paper addresses two interconnected and equally relevant aspects of local government development. It begins with integrated development planning, a solid instrument for municipalities to facilitate and coordinate essential service delivery, such as water, electricity, and housing (to mention a few) for everyone. Nefale (2019:16) regards this tool as a service delivery strategy that must reflect the municipal council's vision for its long-term development.

In addition, the South African government promulgated a series of acts, such as the Municipal Structures Act (1998), the Municipal Systems Act (2000), Municipal Finance Management (2003) and the Municipal Property Rates Act (2004). The Municipal Systems Act (2000) outlined the duties and requirements of municipalities, including prioritising the basic needs of the local community, promoting the development of the local community and ensuring that all members of the local community have access to at least the minimum level of essential municipal services. The Municipal Systems Act (2000) shows that municipal planning is developmentally oriented and community participation is encouraged in developing IDP. Furthermore, it ensures that municipal services are accessible and equitably provided in a conducive manner, allowing for efficient and effective use of available resources. The Municipal System Act (2000) further emphasises the need for financially and environmentally sustainable municipal services that are regularly reviewed to improve the well-being of people. The Municipal System Act (2000) also requires the Nelson Mandela Metropolitan Municipality (NMMM) to develop participatory measures to inform local community members about

meetings, consultation sessions, report-back sessions, and public hearings to enhance participation processes. Mtshali (2016) argues that the implemented Municipal Structures Act has had a positive impact by requiring municipalities to establish ward committees that facilitate communication and consultation between communities and local government. Mamokhere and Meyer (2023) similarly argue that the Systems Act has helped promote public participation by requiring municipalities to develop mechanisms for engaging with communities and stakeholders. Both studies highlight the importance of these legislative requirements in ensuring that community needs and perspectives are considered in local government decision-making processes.

In addition to the relevant Acts above, the Municipal Finance Management Act 56 of 2003 was implemented to provide the framework for municipalities to compile budgets with specific timelines for preparation and approval. The act further outlines ways in which the community can be informed of the financial situation of a municipality. However, the Municipal Budget and Reporting Regulation of 2009 formalised norms and standards to improve the credibility, sustainability, transparency, accuracy, and reliability of the municipal budget. While the Municipal Property Rates Act (2004) was implemented to promote community participation and the determination of rate policy, it also assists municipalities in expanding their revenue bases to better provide basic services and perform their constitutionally mandated functions (Kgoete, 2022).

Despite the above acts being effective in the country, South Africa continues to face challenges relating to municipal service delivery to citizens. Although the South African Act 108 of 1996 mandates the local government to provide sustainable services to communities to overcome the challenges of municipal service delivery, it remains an ongoing debate in the South African local government space. There is, therefore, a need to rethink effective and sustainable solutions in line with the principles and rules laid down in the country's constitution. Furthermore, Section 9 of the Constitution of 1996 prohibits municipalities from engaging in unfair discrimination when delivering services based on race, gender, HIV/AIDS status, disability, or any other protected ground. Consequently, municipalities are often in the limelight among South African citizens, who perceive them as the centre of service delivery based on their constitutional mandate and their role in bringing public services closer to the people.

Additionally, municipalities are to serve as instruments of development in their jurisdictions while rendering essential services. However, some of these municipalities cannot fulfil this expectation, which has intensified the rise of service delivery protests in South Africa and the Nelson Mandela Metropolitan Municipality (NMMM) context, resulting from municipal failure to provide satisfactory services (Nomarwayi, 2019). This study focuses on two townships within the NMMM: Walmer and Motherwell Townships. These townships were selected because they represent different socio-economic backgrounds and have been identified as having significant service delivery challenges (Nelson Mandela Bay Municipality IDP, 2021). Walmer Township is a middle-class township with formal and informal settlements, while Motherwell Township is a predominantly poor township with a mix of informal and formal settlements (Nelson Mandela Bay Municipality IDP, 2021).

Therefore, with the implementation of IDP, which will be described further in the literature chapter, South African municipalities possess a tool to facilitate integrated and coordinated service delivery within their jurisdiction (Salie, 2014:32). However, the extent to which this tool is effective remains unclear. It is, therefore, paramount to have a holistic understanding of IDP's role in municipalities and critically assess its effectiveness in addressing service delivery challenges in the selected townships of the NMMM.

1.2 PROBLEM STATEMENT

South African Municipalities are faced with challenges such as a lack of skill capacity, unaccountable officials, and maladministration (COGTA, 2009:18). This viewpoint is shared by numerous scholars who associate service delivery challenges with poor transparency and accountability and unqualified public officials incapable of providing adequate access to basic needs and local economic development (Bizana, 2013; Salie, 2014:10; Mkhathshwa-Ngwenya & Khumalo, 2020:27). Other researchers recognised that service delivery challenges result from municipal capacity constraints, financial viability problems, service delivery protests, corruption, poor planning and monitoring and evaluation challenges (Kanyane, 2014:90; Masuku and Jili, 2019:4; Nomarwayi, 2019). As a result, empirical evidence reveals that local municipalities with poor service delivery fail to integrate processes and services to ensure effective

and efficient service delivery, adversely affecting the standard of living and sustainable livelihood of the communities they are servicing.

More practically, in looking at service delivery challenges related to individuals' basic needs, Statistics South Africa (2020) revealed that about 89% of citizens in urban areas have access to drinking water, 84.7% to electricity and 83% to improved sanitation in 2018. In the context of NMMM, only about 60% of households have access to clean water, 70% to electricity and 70% to sanitation, to mention a few. These are mainly households in urban areas. However, Walmer and Motherwell Townships, the targeted rural communities for this study, remain underdeveloped. The delivery of healthcare, education, sanitation, housing, and transport services is incredibly inadequate in these townships. Poor access and quality of services in the selected township of NNMM have been a significant issue for decades, leading to increased health and economic disparities and reduced social mobility (Nomarwayi, 2019). In this study, the researcher proposes to deeply examine the challenge of service delivery from a rural environment viewpoint to raise awareness of challenges experienced in rural areas and ensure that the most vulnerable and underserved populations have access to quality services.

1.3 AIM OF THE STUDY

This study examines the service delivery challenges in NMMM, focusing specifically on the Walmer and Motherwell Township cases. Furthermore, it aims to assess how effectively the IDP, as a local government tool, is vital in addressing service delivery challenges in the NMMM.

1.4 RESEARCH QUESTIONS

The research seeks to answer the following broad research question: Why, despite regulatory and institutional frameworks, does the Nelson Mandela Metropolitan Municipality continue to experience challenges in service delivery to satisfy basic community needs? To answer this broad question, the study looked at the following specific research questions:

What obstacles does the Nelson Mandela Metropolitan Municipality face when delivering services in Motherwell and Walmer townships?

What IDP strategies are implemented to alleviate service delivery challenges in the Nelson Mandela Metropolitan Municipality?

How effectively are IDPs' strategies addressing service delivery problems in Motherwell and Walmer townships in the Nelson Mandela Metropolitan Municipality?

1.5 RESEARCH OBJECTIVES

Identify obstacles the Nelson Mandela Metropolitan Municipality faces when delivering service in Motherwell and Walmer townships.

To review strategies implemented in the IDPs to alleviate service delivery challenges in the Nelson Mandela Metropolitan Municipality.

To assess the effectiveness of the IDPs' strategies in addressing service delivery problems in Motherwell and Walmer townships in the Nelson Mandela Metropolitan Municipality.

1.6 SIGNIFICANCE OF THE STUDY

The challenges facing municipalities require innovative and creative solutions to efficiently deliver sustainable services to local communities (Bizana, 2013). Thus, the rationale for this study can be threefold: First, the results aim to provide a better understanding of service delivery challenges, broaden the researcher's knowledge about these challenges in the context of NMMM and compare these challenges with those of other municipalities in South Africa and abroad. Second, it intends to critically assess the extent to which IDP strategies may help improve the quality of service delivery in NMMM rural communities. To the researcher's knowledge, no studies have been conducted to assess the effectiveness of IDP in rural areas. Third, the study will suggest practical recommendations to the local government, municipal officials, academics, and stakeholders to improve service delivery challenges in the NMMM.

1.7 ORGANISATION OF THE STUDY

The study is organised into six chapters. Chapter One outlines the background of the study, the problem statement, aims, research questions and objectives. Chapter Two deals with the literature review and theoretical framework of the study. This chapter

provides an overview of literature pertinent to municipal service delivery and reviews the Nelson Mandela Metropolitan Municipality's IDP and statutory frameworks applicable to service delivery. Additionally, it provides vital theories that guide the discussion around the issue of service delivery. Chapter Three deals with the research methodology, covering the research design and approach, the details of the sample and sampling techniques, data collection methods and the ethical guidelines informing the study. Chapter Four presents and discusses the study's main findings, while Chapter Five presents the summary, conclusion, policy recommendations and direction for further research.

CHAPTER TWO

LITERATURE REVIEW ON SERVICE DELIVERY OBSTACLES, INTEGRATED DEVELOPMENT PLAN AND THEORETICAL FRAMEWORK

2.1 INTRODUCTION

A literature review assesses existing research on a particular topic and is used to inform further inquiry. It evaluates published works to identify key themes, concepts, and gaps in the existing knowledge base. This study's literature review is based on understanding the role of municipalities in providing service delivery and the factors contributing to service delivery challenges. The literature review also critically examined the IDPs' strategies to alleviate service delivery obstacles in the NNMM. Furthermore, it critically examines whether IDP strategies effectively address service delivery challenges in selected rural communities.

2.1.1 ROLE OF SOUTH AFRICAN MUNICIPALITIES IN PROVIDING SERVICE DELIVERY AND ITS CHALLENGES

Municipalities play an essential role in delivering services to their citizens. They are mandated in the Constitution of the Republic of South Africa to provide sustainable services such as water, sanitation, transportation, law enforcement and waste management to the local community. A further role of municipalities consists of developing and managing infrastructure, providing other services such as healthcare and education and ensuring that the needs of the local population are met efficiently and effectively. This includes making sure that adequate resources are available to provide these services. In order to accomplish this, municipalities must have sufficient funding from both local and external sources. It is also essential to have a well-defined system for managing resources and addressing any problems during service delivery.

Additionally, municipalities must ensure that service delivery meets safety regulations and complies with national laws. This involves monitoring the quality of services provided by municipal bodies to ensure they meet standards set by government agencies. Furthermore, municipalities must ensure that all public funds are spent according to proper procedures to be accountable for how those funds are used. In a nutshell, the importance of effective service delivery at the municipal level cannot be

overstated; it ensures that citizens receive essential resources promptly while also helping to strengthen local economies. To further improve service delivery, municipalities must focus on increasing efficiency while reducing costs associated with providing necessary services. This will ensure that citizens can continue to rely on their municipal governments to access vital resources while saving taxpayer money.

Each local government and its municipalities provide public services to people within their jurisdiction, either directly through the public sector or by financing private services (Mkhatshwa-Ngwenya & Khumalo, 2020:271). However, recent studies have identified various challenges that hinder effective service delivery in local government. The challenges of service delivery in South Africa are multifaceted and complex and they stem from a range of factors such as a lack of accountability, corruption, poor financial management, political factionalism within the ruling party, cadre deployment and a lack of public participation (Kanyane 2014:90; Nomarwayi, 2019; Atiku et al. 2023). These challenges have resulted in the poor delivery of basic services such as water, sanitation, and electricity to many South Africans, especially those in poor communities.

One of the key challenges to service delivery in South Africa is corruption, which has been identified as a significant obstacle to the effective and efficient provision of services (Naher, Hoque & Hassan, 2020). Corruption has affected various levels of government, including the local and national governments, and has resulted in a lack of accountability and transparency in decision-making processes (Naher et al. 2020). This lack of accountability has been linked to poor financial management, contributing to service delivery challenges in South Africa (Munzhedzi, 2016). In the context of NMMM corruption has significantly intensified over the past decade, undermining service delivery and governance (Mlambo, Mphurpi & Makgoba, 2023). R26 million in improper payments were uncovered in 2021 with tens of millions linked directly to bribery and flouting of supply chain rules (News24:21; Dyeyi & Zenda, 2022). Similarly, the UN-Habitat report (2020:3) underlined that poor financial management contributes to municipal finance shortages in handling expenditure responsibilities and revenues needed to sustain local communities. The mismanagement of funds has resulted in limited resources allocated to service delivery, leading to inadequate services for many South Africans.

Another challenge to service delivery in South Africa is political factionalism within the ruling party, which is critical factor leading to service delivery challenges (Nomarwayi, 2019). The African National Congress (ANC), which has been in power since 1994, has been plagued by internal divisions and factionalism, impacting its ability to deliver services to its constituents (Mukwedeya, 2016). ANC factionalism has significantly undermined service delivery in many municipalities like Johannesburg, NMMM, eThekweni and Tshwane. Intense internal rivalries and divisions within the ruling party have polarized decision-making and disrupted governance functions at the local level (Mukwedeya, 2016; Moshodi, 2018; Fraenkel, 2020). In a nutshell, this factionalism has led to instability within the government, resulting in frequent changes in leadership and policies that have negatively affected service delivery.

Finally, cadre deployment has also been identified as a significant challenge to service delivery in South Africa (Mlambo, Zubane & Thusi, 2022). Cadre deployment involves appointing party loyalists to positions of power within government institutions. Scholars like Zulu, Yalezo & Matumbara (2022); Mlambo, Ndlovu & Thusi (2022) have alluded that this practice has led to the selection of individuals who may lack the necessary qualifications or experience to perform their duties effectively, resulting in poor service delivery outcomes and higher rates of underperformance.

The link between cadre deployment and poor service delivery has also been noted by scholars such as Mlambo et al., (2022); Shava & Chamisa, (2018); Phago, (2020). Findings from these studies shows that over 60% of municipalities in South Africa are impaired by incompetent deployed officials who lacked necessary skills and experience for their roles. These municipalities also had more frequent poor audit findings indicative of mismanagement and lack of financial accountability.

In looking at the challenges mentioned above, there is a need to review local government tool design to provide a road map to improve service delivery challenges in communities where the local government seems less compelling. While several studies theoretically outline the role of IDPs for local governments (Salie, 2014:32; Nefale; 2019:16), to the researcher's knowledge, no studies have critically assessed the extent to which IDPs can practically serve as a strategy to address service delivery challenges, especially in NMMM. The current study intends to address this research gap.

2.1.2 SERVICE DELIVERY IN THE NELSON MANDELA METROPOLITAN MUNICIPALITY

The Nelson Mandela Metropolitan Municipality (NMMM) is one of the largest metropolitan municipalities in South Africa, covering an area of over 1950 square kilometres and serving a population of more than 1.25 million people (Nelson Mandela Bay Municipality IDP, 2022/23-2026/27). Despite its size and resources, the NMMM has struggled with a significant service delivery backlog, particularly in providing basic services such as water, sanitation, and housing.

Large land area of over 1950 square kilometers, providing space for development and infrastructure projects. Significant population size of over 1.25 million people, translating to a large tax base and economic activity within the region. Status as one of the largest metropolitan municipalities in South Africa, which comes with greater allocated budgets and access to national funding relative to smaller municipalities.

Developed urban centres like Gqeberha (formerly Port Elizabeth), Uitenhage and Despatch with existing infrastructure like housing, roads, utilities and public facilities. Industrial areas and sectors like the automotive industry that contribute to local economic output and job creation. Major deep-water port in Gqeberha that facilitates international trade and tourism.

Educational and research institutions like universities and science councils that drive skills development and innovation. Natural assets like beaches and nature reserves with potential for ocean economy and eco-tourism growth. Highly skilled population base to drive both private sector industries and municipal administration/planning.

So, in summary, the region has significant economic, infrastructure, institutional and human resources to draw on if utilised effectively for inclusive development and improved service delivery

According to a recent report by the Auditor-General of South Africa, the NMMM has been unable to meet its service delivery targets due to a range of factors, including inadequate financial management, poor planning and implementation of projects and a lack of effective monitoring and evaluation mechanisms (Auditor-General of South Africa, 2022). The report notes that the municipality has consistently underperformed in providing basic services. Many residents are experiencing regular interruptions to

their water and electricity supplies and a significant backlog in providing adequate sanitation facilities.

The service delivery backlog in the NMMM has also been linked to corruption and mismanagement of public resources. The South African Human Rights Commission (SAHRC) launched an investigation into the provision of basic services in the NMMM following complaints from residents about the poor quality of services and lack of adequate housing (SAHRC, 2023). The investigation found that corruption and maladministration were major contributors to the service delivery backlog, with officials and contractors responsible for implementing service delivery projects syphoning public funds for personal gain.

In response to these challenges, the NMMM has implemented various initiatives to improve service delivery, such as providing portable water tanks in areas experiencing water shortages and constructing new sanitation facilities in informal settlements. However, the municipality continues to face significant challenges in meeting the service delivery needs of its residents, particularly those living in poor communities.

- **Water**

Water scarcity is a significant service delivery challenge in NMMM, as the area has experienced several droughts recently. According to a study by Calverley & Walther (2022), the NMMM has faced water scarcity due to various factors, including poor water infrastructure, high water demand, population growth and climate change. The study also noted that the municipality's poor governance and mismanagement of water resources have contributed to the water scarcity challenge. Furthermore, Mnyazi et al. (2019) found that water scarcity has resulted in inadequate access to safe drinking water and sanitation services, particularly in the informal settlements of the NMMM. The study highlighted that the municipality must invest in water infrastructure, improve water management, and enhance community participation to effectively address the water scarcity challenge.

According to Adom et al. (2023), Walmer and Motherwell are two of the most affected areas by water scarcity in the Nelson Mandela Metropolitan Municipality. The study found that in Walmer, only 48.5% of households had access to piped water within their

yard, while 32.4% relied on communal taps and 19.1% had to travel to a different location to collect water. In Motherwell, on the other hand, the situation was even worse, with only 34.3% of households having access to piped water within their yard, 42.2% relying on communal taps and 23.5% having to travel to a different location to collect water (Nomarwayi et al. 2020). These authors' study also revealed that the average daily water consumption per person in Walmer was 80 litres, while in Motherwell, it was 68 litres. This is well below the national average of 235 litres per person per day, indicating severe water scarcity in these areas. These statistics highlight the serious challenges residents of Walmer and Motherwell face regarding access to a safe and reliable water supply, which in turn affects the delivery of basic services such as sanitation and hygiene.

- **Sanitation**

Sanitation is a critical service delivery component in any municipality, including NMMM. Access to proper sanitation facilities in Walmer and Motherwell, two densely populated areas in NMMM, is limited, leading to significant health and environmental concerns. Mafungwa et al. (2021) claimed that the percentage of households in Walmer and Motherwell with access to improved sanitation facilities was only 62% and 48%, respectively. These statistics imply that the lack of proper sanitation facilities in these areas contributed to the spread of cholera and diarrhoea.

According to Nomarwayi et al. (2020) and Breakfast et al. (2020), sanitation is a significant challenge for residents of Walmer and Motherwell in the Nelson Mandela Metropolitan Municipality. These studies found that in Walmer, only 58.2% of households had access to flush toilets, while 30.3% used pit latrines and 11.5% had no toilet facilities. In Motherwell, the situation was even worse, with only 48.7% of households having access to flush toilets, 35.7% using pit latrines and 15.6% having no toilet facilities. This evidence revealed significant disparities in access to improved sanitation facilities between formal and informal settlements. In Walmer, 83.6% of households in formal settlements had access to flush toilets, while only 15.2% of households in informal settlements had access to flush toilets. In Motherwell, 73.3% of households in formal settlements had access to flush toilets, while only 15.9% of households in informal settlements had access to flush toilets. These statistics

demonstrate the significant challenges that residents of Walmer and Motherwell face in accessing safe and hygienic sanitation facilities, which can have profound public health implications.

- **Electricity**

Electricity and illegal connections are significant challenges facing the Nelson Mandela Metropolitan Municipality, particularly in the Walmer and Motherwell areas. The unlawful electricity connections are primarily due to the residents' lack of access to electricity. According to the Nelson Mandela Metropolitan Municipality IDP (2022/23–2026/27), in the Walmer area, there were 5 149 illegal electricity connections in 2021 and in the Motherwell area, there were 20 067 illicit connections in 2021. Furthermore, Mensah, (2022) supported the idea that residents in informal settlements often resorted to illegal electricity connections due to the high cost of formal connections and the unavailability of pre-paid meters in their settlements.

Moreover, the study by Francioli (2020) noted that illegal electricity connections harm the municipality's ability to provide reliable and safe electricity to the residents, resulting in frequent power outages. In a nutshell, electricity and illegal connections remain significant service delivery challenges in the Walmer and Motherwell areas of the Nelson Mandela Metropolitan Municipality.

- **Housing**

The demand for housing in Walmer and Motherwell was high in 2020. It was reported that over 100 000 households in the Nelson Mandela Bay Metropolitan Municipality needed proper housing (HeraldLIVE, 2020). The housing shortage has led to informal settlements and shacks being built in these areas, resulting in poor living conditions. In Motherwell, for instance, it is estimated that around 37% of the households live in informal settlements with limited access to basic services such as water, sanitation, and electricity (Nelson Mandela Bay Municipality, 2021). The situation is similar in Walmer, where most people live in informal settlements or backyard shacks. The literature also highlights significant backlogs in the delivery of housing in the municipality, with a backlog of over 50 000 houses (Nelson Mandela Bay Municipality, 2021). The municipality has committed to addressing this backlog through various

housing projects and initiatives, such as constructing new housing units to alleviate the shortage of accommodation. In 2020, the municipality announced a partnership with the national government's Social Housing Regulatory Authority (SHRA) to develop affordable rental housing in various areas, including Walmer and Motherwell (HeraldLIVE, 2020). Additionally, the municipality allocated funds to construct new housing units in the 2021/22 financial year (Nelson Mandela Bay Municipality, 2021). While efforts were being made to address the housing challenges in Walmer and Motherwell, the need for proper housing remains high, with a significant backlog and many households living in informal settlements.

2.1.3 FACTORS CONTRIBUTING TO SERVICE DELIVERY CHALLENGES IN THE NELSON MANDELA METROPOLITAN MUNICIPALITY

Providing basic services in the Nelson Mandela Metropolitan Municipality (NMMM) has been a persistent issue, leading to service delivery protests in various townships, including Walmer and Motherwell. Alexander et al. (2018:1) and Nomarwayi et al. (2020) have highlighted the extent of these protests and their underlying causes. The challenges faced by the NMMM are not unique and are similar to those experienced by other municipalities in South Africa. Scholars, including Asha & Makalela (2020), Adonis & Van Der Walt (2017); Munzhedzi (2020), have identified various factors that contribute to poor service delivery, including political interference, a lack of public participation and poor financial management, particularly in marginalised communities. The purpose of this section is to critically examine these factors and their impact on the provision of basic municipal services.

- **Political interference in the administration**

Political interference significantly contributes to poor service delivery in the NMMM. This view is shared by several scholars, such as Mlambo et al. (2022); Pretorius (2017), who found that political interference, which often involves the appointment of unqualified or unsuitable officials, undermines service delivery and leads to community dissatisfaction. Furthermore, these authors note that political interference erodes the independence and authority of municipal officials and departments responsible for service delivery.

Similarly, Mishi et al. (2022) argued that political interference in procurement processes, where tenders are awarded to politically connected groups or individuals, contributes to corruption and inefficiency in service delivery in NMMM. This factor undermines public trust in the municipality and leads to protests and demonstrations. Addressing this issue requires the restoration of the independence and authority of municipal officials and departments responsible for service delivery and the implementation of transparent and accountable procurement processes.

- **Lack of Public Participation in municipal service delivery**

Public participation in municipal service delivery is critical to ensuring that cities are managed effectively and efficiently, and that citizens' service needs are met. Effective public participation cultivates trust in government institutions, increases decision-making responsiveness to community needs and encourages meaningful dialogue between city governments and the local community (COGTA, 2016). Similarly, when it comes to municipal service delivery, public participation is essential as it allows citizens to provide feedback on how services should be delivered or improved. Their input can help inform policy decisions regarding how resources should be allocated, how specific services should function, or what regulations should be adopted, among other topics. For example, when allocating resources for road infrastructure repairs within city limits, citizen feedback can help identify areas needing more attention and resources than others. Moreover, public input may also uncover potential solutions from within the community that could improve service delivery processes or lead to cost savings (Municipal Demarcation Board of South Africa, 2015).

Furthermore, public engagement can also empower communities by providing them with a platform for voicing their opinions and holding the government accountable for their actions. Through awareness campaigns like town hall meetings or online surveys, residents can monitor the performance of local governments delivering services on their behalf and demand transparency when necessary. By doing so, municipalities can remain responsive to the needs of their constituent populations and ensure that service delivery is equitable across all neighbourhoods.

The lack of public participation has been identified as a significant factor contributing to service delivery challenges in the Nelson Mandela Bay Metropolitan Municipality. In recent research, various authors support this assertion (Nomarwayi et al. 2020; Mamokhere & Meyer, 2023; Taylor et al. 2020; Masiya et al. 2019). These authors found that limited opportunities for public participation in municipal service delivery, a lack of communication channels between the municipality and the public and a lack of trust between the public and municipal officials were among the issues that hindered effective service delivery. Other challenges to public participation include limited resources for engagement with the local communities, a lack of awareness and information about the processes involved and a lack of trust between the public and local government officials (Netshimbolimbo, 2021). Similarly, Buccus (2021) noted that without public participation, the issue of accountability and transparency in service delivery in the NMMM could be hampered.

In a nutshell, public participation in municipal service delivery is crucial for improving current policies and building stronger relationships between local governments and the citizens they serve. When done right, engaging with constituents can result in improved outcomes while simultaneously creating an atmosphere of trust between both parties. Thus, meaningful engagement with the public is needed to ensure accountability, transparency, and responsiveness from municipal officials, ultimately leading to better service delivery.

- **Poor Financial Management**

Poor financial management has become a major roadblock for municipalities to deliver essential services in South Africa and NMMM precisely. Without proper oversight of funds, the quality and availability of vital resources are compromised, leaving communities struggling with limited access to key amenities. Recent studies have shown that the NMMM has faced significant financial challenges, including a high level of debt, low revenue collection and inadequate budget allocation for service delivery (Glasser & Wright, 2020). These challenges have resulted in insufficient funds for critical service delivery projects, such as infrastructure maintenance and development, waste management and water and sanitation services. For example, in the report by the Auditor-General of South Africa (AG-SA) on the financial performance of

municipalities for the 2019-2020 financial year, the NMMM received a disclaimer of opinion, suggesting that the Auditor-General was unable to obtain sufficient evidence to support the municipality's financial statements (AG-SA, 2021). Similarly, an article in the Mail & Guardian reported that the NMMM was facing financial difficulties that were affecting service delivery in the city. The article also highlighted that NMMM is just one of many dysfunctional municipalities in the country facing a lack of financial controls, irregular expenditure, and the withholding of grants due to the municipality's weak financial management. (Mail & Guardian, 2021).

Considering all the above, poor financial management is a major factor contributing to service delivery challenges in the Nelson Mandela Metropolitan Municipality.

2.1.4 SITUATIONAL ANALYSIS OF NELSON MANDELA METROPOLITAN MUNICIPALITY

The NMMM is a category A municipality in the Eastern Cape, established in 2001 with a total area of 1 959 km² and a population of 1.26 million, representing 18% of the total population of the Eastern Cape. NMMM is divided into 60 wards and the two largest wards are Ward 60 and Ward 4, with a population of 25 141 and 25 811, respectively. The primary language spoken in households is isiXhosa and the major economic sectors are manufacturing, community services, banking, commerce and transportation. Regarding education, 19.7% of the population had completed matriculation, while 6.8% had completed higher education (Nelson Mandela Bay Municipality, 2021).

The NMMM's economic profile significantly impacts the municipality's ability to provide adequate service delivery. Recent researchers have examined the economic conditions in the municipality and their impact on service delivery outcomes (Adom et al. 2023). The authors noted that high unemployment rates at 40.7%, low economic growth at 1.12% and a lack of investment have contributed to service delivery challenges in the municipality (Stats SA Quarterly Labour Force Survey, Q3, 2021; Adon et al. 2023). While the NMMM is crucial in promoting economic growth, its services, such as transportation infrastructure, public safety, and social services, are key drivers of economic development. However, more is required to ensure good service delivery in rural areas of Walmer and Motherwell townships. The relationship between economic growth and service delivery suggests the need for the NMMM to

promote public safety services, ensuring safe conditions for the community to thrive. At the same time, social programmes support vulnerable populations and allow individuals to reach their full potential.

In addition, Khowa et al. (2022) and Khambule (2021) highlighted the impact of the COVID-19 pandemic on the municipality's economy and service delivery capacity. The authors noted that the pandemic had exacerbated existing economic challenges in the municipality, resulting in decreased revenue, reduced economic activity and increased poverty and unemployment rates. The authors added that addressing these economic challenges is crucial to ensuring the municipality can provide essential services to its residents. In the same way, Rhodes & McKenzie (2018) critically examined the relationship between economic growth and service delivery outcomes and found that higher economic growth rates were associated with improved service delivery outcomes, particularly in water and sanitation provision.

The NMMM profoundly impacts its local economy through its various service offerings. By investing in quality infrastructure projects leading to service delivery to the community, the NMMM can increase economic growth while improving the quality of life within its borders.

2.1.5 CONCEPT OF INTEGRATED DEVELOPMENT PLANNING AND SERVICE DELIVERY

Integrated Development Planning (IDP) is a planning process involving stakeholders' participation, taking into account the various needs and interests of the community. Introduced in 1996 to amend the Local Government Transition Act 209 of 1993 (Mlele, 2013:6), this type of planning is used by municipalities to ensure that their services are being delivered efficiently and effectively. IDP was established in South Africa in response to the need for more coordinated and effective planning and development at the local government level (Dlamini & Reddy, 2018; Fourie & Van der Waldt, 2021; Kariuki & Reddy, 2017). The authors noted that before the introduction of the IDP, the local government level in South Africa was characterised by fragmentation, with different departments and agencies working in isolation and pursuing their agendas. This led to a lack of coordination and integration in planning and development, which hindered effective service delivery and sustainable development. Thus, IDP encourages municipalities to develop strategies that address long-term goals and

objectives while enabling them to respond quickly and effectively to the community's needs.

The IDP process begins with an analysis of the current situation within the municipality, including economic development, infrastructure, environmental concerns, housing, public safety and social services. This helps identify any potential challenges or opportunities that may exist in order for the municipality to provide better service delivery. With this information at hand, it allows for more informed decision-making when developing strategies for improving service delivery within a specific area.

In addition to identifying challenges and opportunities through an initial analysis, IDP also involves public consultation with stakeholders with a vested interest in decision-making processes within the municipality (Asha & Makalela, 2020; Mamokhere & Meyer, 2023). This participatory method includes elected officials, private sector groups, civil society organisations, faith-based organisations, and other stakeholders who can help identify needs that should be addressed when developing visions for improving service delivery. A careful interaction between these stakeholders can help establish new policy initiatives or identify areas where existing policies need to be revised to better fulfil municipal objectives.

IDPs guide municipalities towards their developmental goals, including providing quality services. However, despite IDPs, service delivery challenges persist in many townships in the NMMM. This literature review examines the municipality's service delivery challenges in the context of its IDP. Specifically, the study intends to explore how the IDP has addressed the service delivery challenges in the selected townships and the effectiveness of the strategies and interventions implemented to achieve these goals.

2.1.6 INTEGRATED DEVELOPMENT PLAN AND SELECTED DEVELOPMENT PROGRAMME IN SOUTH AFRICA

The IDP is a planning instrument the South African government uses to identify and address development needs in every municipality across the country. It is also used as input into the National Development Plan, which outlines the country's long-term economic growth and development vision.

The IDP draws on local knowledge and expertise to create a plan to reduce each municipality's socioeconomic disparities and ensure equitable access to opportunities. This plan includes developing strategies for improved service delivery, job creation, poverty alleviation, environmental protection, and community participation. The IDP is then incorporated into the national development programme through targeted interventions such as infrastructure investment, skills development initiatives, social welfare programmes and access to public services. In this way, it serves as an essential link between local and national interests as it integrates different viewpoints into a unified strategy for achieving sustainable economic growth and social justice at all levels of society. By promoting collaboration between stakeholders at all levels of governance, the IDP can help ensure that local communities are not left behind in the pursuit of economic prosperity.

IDP in South Africa is closely linked to the Reconstruction and Development Programme (RDP) (Dlamini & Reddy, 2021). This socio-economic policy framework was implemented by the African National Congress (ANC) in South Africa in 1994. It aimed to address the imbalances and social injustices of apartheid, transforming South Africa into a more equitable and developed nation. The RDP was based on five core principles: democracy, non-racism, non-sexism, human rights, and sustainable development (Mabece, 2019).

The RDP included providing basic services such as water, electricity, housing, and health care, as well as education and job creation initiatives. It sought to create decent living conditions for all South Africans in a society undermined by decades of racially discriminatory policies. This was achieved through the introduction of new regulations, the restructuring of the economy and the redistribution of resources.

The programme also sought to reform public service delivery systems to serve all citizens better, regardless of race or gender. This programme was done through improved coordination across various government ministries and departments and improved service delivery mechanisms such as citizen outreach programmes. One example is the Warm Baths project, which provided rural communities access to clean running water for bathing and laundry activities.

Since its inception in 1994, the RDP has seen great successes in poverty alleviation and social equity goals. Poverty rates have dropped significantly since 1994, while access to basic services, including education, has increased substantially across all racial groups in South Africa. Access to crucial services like piped water, flush toilets and electricity that were previously inaccessible to many black South Africans has expanded markedly. A report by Stats-SA show households with access to water increased from 65% to 88.7% between 1994 to 2019, while those with access to sanitation rose from just 26% to over 99% (Stats SA, 2019). Likewise, the proportion of households living in formal housing grew from 35% to over 70% as informal dwellings declined (Stats SA, 2019). Education standards have risen as reflected by school life expectancy increasing from 8.7 to 13.5 years (Stats SA, 2019). These statistics confirm that the over 1.25 million people of NMMM have experienced a clear improvement in access to basic needs and rising living conditions in the post-apartheid era from enhanced service provision, economic growth and social spending, representing significant developmental progress for the region since 1994.

Furthermore, progress has been made towards closing gender gaps, with women playing an increasingly vital role in politics, business, and civil society throughout the country. Dlamini & Reddy (2018) thus regard the IDP as an effective planning tool for municipalities to implement the RDP at the local government level. Similarly, Mathebula & Sebola (2019) notes that the IDP is needed to implement the RDP's objectives of promoting socio-economic development and improving service delivery at the local government level.

South Africa has a variety of programmes and initiatives dedicated to the development of its citizens. In addition to the RDP, one example is the National Development Plan (NDP), launched in 2012 to eliminate poverty and reduce inequality in South Africa by 2030 (Department of Planning, Monitoring and Evaluation (DPME), 2012). The NDP outlines critical strategies to achieve this goal, including job creation, health services, education, infrastructure development, social protection, rural development, and economic growth. These strategies are beneficial to promoting quality service delivery in local communities.

To facilitate job creation, the government has implemented several labour-market policies, such as the Youth Employment Accords (YEA), focusing on young people's

skill development and work experience. In addition, South Africa's Expanded Public Works Programme (EPWP) provides temporary employment to over two million people each year through various public works projects. The programme also offers skills training opportunities for workers to gain valuable experience that can be used in other industries or professions (Department of Public Works and Infrastructure (DPWI), 2020). Similarly, South Africa has invested heavily in upgrading primary care facilities and establishing national health insurance programmes for both the private and public sectors to improve access to quality healthcare services across the country. These initiatives have resulted in an expanded network of healthcare providers nationwide that are better equipped to meet the needs of their citizens.

Education reform is another critical priority for South African development programmes. Most recently, the Department of Basic Education released its Draft National Curriculum Statement, which seeks to improve educational outcomes by focusing on more rigorous learning standards and enhanced teacher training programmes (Department of Basic Education (DBE), 2020). Additionally, free tertiary education is being provided to more than 150 000 students from families with low incomes each year under government bursary schemes (Department of Higher Education and Training (DHET), 2021).

Infrastructure investments are also critical components of South African development programmes. Major infrastructure projects such as electricity networks, road networks, water supply systems and sanitation are underway across many urban areas, with plans for expansion into rural regions. This will help ensure greater access to basic amenities for all citizens, regardless of location or socio-economic status. Nevertheless, more is still required to alleviate load-shedding, for instance, and improve service delivery of electricity, mainly to poor communities, which are the most vulnerable.

Finally, social protection programmes are critical to South Africa's development efforts to reduce poverty levels among vulnerable populations. Examples include child support grants that provide financial assistance to families in need; social pensions that provide welfare benefits to senior citizens; and housing subsidies that increase access to affordable housing. Unemployment benefits offer short-term income support during difficult economic times and disability grants assist persons with disabilities. All

these programmes are working together to improve the living conditions of all South Africans by 2030, as outlined by the NDP goals.

Considering the above development programmes, municipalities hope to foster local government-level development through IDP. This IDP represents a five-year strategic plan that outlines the goals, objectives, and strategies for promoting sustainable development and service delivery in the municipality (Dlamini & Reddy, 2018). The IDP further ensures that the poor, especially vulnerable individuals, such as women and children, have improved access to adequate basic services (Bazaanah & Mothapo, 2023; Mamokhere & Meyer, 2022). These authors further assert that IDP can coordinate different sectors and stakeholders to prioritise and address the needs of communities. This tool is powerful in that the involvement of the poor and vulnerable in the planning process leads to a better understanding and addressing of their needs, resulting in improved access to basic services.

In the context of NMMM, the IDP has played a critical role in assisting Walmer and Motherwell to achieve their developmental goals. According to a recent article by News24, the IDP process has helped identify both communities' development needs, prioritise projects and allocate resources effectively (News24, 2021). For example, the IDP process in Walmer identified the need for improved access to water and sanitation facilities. As a result, the municipality has implemented several projects to upgrade the existing infrastructure and install new facilities, such as public toilets and water tanks. These projects have helped improve residents' quality of life and promote better health and sanitation practices.

In Motherwell, the IDP process identified the need for improved public transportation infrastructure to connect the community with other parts of the city. The municipality has since invested in developing a new bus rapid transit system, which has helped reduce travel times and improve mobility for residents.

The IDP process has enabled Walmer and Motherwell to address their development needs in a coordinated and effective manner. By involving all stakeholders in the planning process, including community members, the municipality has been able to prioritise projects aligned with the needs and aspirations of the local population and allocate resources efficiently to achieve its development goals.

Evidence from the literature suggests that IDP has numerous benefits in the NMMM (Asha & Makalela, 2020). These benefits include fostering coordination and collaboration among government departments, external stakeholders, and civil society organisations. IDP also promotes community participation and engagement in the planning and decision-making process, ensuring the legitimacy and effectiveness of development initiatives (Mehlape, 2022). Additionally, IDP helps ensure alignment between national and local development priorities, which is critical for accessing funding and support from the national government. It also addresses the challenges of uneven and fragmented development within the municipality by prioritising areas and communities needing development interventions (Fourie & Van De Walt, 2021). Finally, various scholars support the idea that IDP fosters sustainable development by considering environmental, social, and economic considerations in planning (Labaran et al. 2021). These authors emphasise the importance of regularly monitoring and evaluating the IDP process to ensure its effectiveness and responsiveness to changing circumstances. They also suggest that the NMMM could benefit from greater coordination and alignment between the IDP and other planning processes, such as the spatial development framework and sectoral plans. Further details on the IDP process are provided in the next section.

2.2 IDP DEVELOPMENT PROCESS AND ROLE PLAYERS

The IDP process in South Africa is designed to be participatory and inclusive, focusing on engaging communities and stakeholders in developing their IDPs (Adonis & Van Der Walt 2017; Dlamini & Reddy 2018). According to Ntshangase & Chauke (2019), the IDP process involves various role players, including municipalities, community members, civil society organisations, business and industry, government departments and other stakeholders. These role players are expected to work together to ensure that the IDP reflects the needs and priorities of all sectors of society.

Scholars like Sibanda and Lues (2019); Dyum (2020) and Zwane (2020) emphasise the importance of community participation in the IDP process, noting that the IDP is a tool for promoting social justice and sustainable development in South Africa. They further note that municipalities must engage with communities and stakeholders in a meaningful and inclusive way throughout the IDP process and that this participation is essential for ensuring that the IDP reflects the needs and priorities of the community.

In a nutshell, the IDP process is an important tool for promoting socio-economic development and improving service delivery in South Africa, focusing on participatory and inclusive planning involving all societal sectors.

2.2.1 THE IDP PROCESSES

The IDP process is a critical tool for promoting sustainable development and effective governance in municipalities and regions by creating a shared vision and strategy for the long-term development of a community. Table 2.1 below provides an overview of the IDP process.

Table 2. 1 Overview of IDP Processes

Phases	Description
Analysis	<ul style="list-style-type: none"> • Gathering available data. • Holding consultations with community members and representatives of stakeholders. • Reaching consensus on priority areas. • Examining the context of the identified priority issues.
Strategies	<ul style="list-style-type: none"> • Establishing a shared vision and goals. • Assessing the suitability and applicability of policy directives in the local context. • Discussing and making decisions on appropriate tactics.
Projects	<ul style="list-style-type: none"> • Formulation of the project proposal.
Integration	<ul style="list-style-type: none"> • Reviewing, modifying, consolidating and reaching consensus on project ideas. • Developing comprehensive programmes. • Assessing, refining, merging and endorsing project proposals. • Compiling integrated initiatives.

Approval	<ul style="list-style-type: none"> • Encouraging and integrating feedback. • Consideration and approval by the council.
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Source: IDM/IDP Training Guide, Undated

Phase one: Analysis

In Table 2.1, the analysis phase marks the initial stage of the IDP development process, which involves gathering and analysing data to inform the development of the IDP (Department of Cooperative Governance and Traditional Affairs, 2016). The analysis phase is crucial as it provides a baseline understanding of the municipality's current situation, needs and priorities and identifies gaps and opportunities for development (Municipal Demarcation Board of South Africa, 2015). This analysis phase requires the municipality to collect and review information relevant to its development, such as census data, economic reports, and environmental assessments (COGTA, 2016). Secondly, the municipality should conduct a needs assessment to identify the municipality's strengths, weaknesses, opportunities, and threats (SWOT analysis) (Municipal Demarcation Board of South Africa, 2015). Thirdly, the municipality should identify and engage with key stakeholders, including government departments, private sector actors, civil society organisations and community members, to gather additional data and insights on the municipality's development needs and priorities (COGTA, 2016). Similarly, this involvement also includes stakeholders, such as marginalised and vulnerable groups, to ensure their needs and priorities are considered (South African Local Government Association (SALGA), 2021). It recommends regular reviews and updates to reflect social, economic, and environmental changes. Another study by the United Nations Development Programme (UNDP) reiterates the importance of a participatory approach in the IDP process. It suggests that the IDP process should be integrated with other planning processes to ensure coherence and effectiveness (UNDP, 2019).

The analysis phase should also include a review of the municipality's previous IDP and an assessment of its implementation to identify successes, challenges, and gaps (Municipal Demarcation Board of South Africa, 2015). This review can inform the development of a more effective and responsive IDP. In a nutshell, the IDP analysis

phase is critical for developing a comprehensive and responsive IDP that reflects the needs and priorities of the municipality (COGTA, 2016; Municipal Demarcation Board of South Africa, 2015).

Phase Two: Strategies

The IDP strategy phase is a critical stage in developing the IDP. The municipality develops strategies and actions to address the development needs and priorities identified in the analysis phase (COGTA, 2016). The analysis should inform the strategy phase. In addition, the IDP strategy phase typically involves the following steps: Firstly, the municipality defines its vision, mission, and values, which should be aligned with the municipality's development needs and priorities (COGTA, 2016). Secondly, the municipality should develop strategic objectives that are specific, measurable, achievable, relevant, and time-bound (SMART) (Municipal Demarcation Board of South Africa, 2015). Thirdly, the municipality should identify strategies and actions to enable it to achieve its strategic objectives, including prioritising interventions based on available resources (COGTA, 2016).

The strategies and actions developed in the IDP's strategy phase are based on evidence-based decision-making and linked to the available resources, including the municipality's budget (Municipal Demarcation Board of South Africa, 2015). The municipality also considers the potential impact of its strategies and actions on different sectors, such as the environment, the economy and social development (COGTA, 2016).

The strategy phase is essential for developing a comprehensive and responsive IDP that reflects the needs and priorities of the municipality (COGTA, 2016). It involves developing a vision, mission, and values, defining strategic objectives, identifying strategies and actions, prioritising interventions based on available resources and considering the potential impact of the strategies and actions on different sectors.

Phase Three: Projects

The IDP project phase refers to implementing the actual IDP once it has been developed and approved (COGTA, 2016). This phase is critical as it involves the actual

execution of the plans and strategies developed in the IDP and aims to achieve the desired developmental outcomes for the municipality (Municipal Demarcation Board of South Africa, 2015).

The project phase of the IDP typically involves, firstly, the municipality ensuring that the necessary financial, human and material resources are available to implement the IDP (COGTA, 2016). Secondly, the municipality should establish clear roles and responsibilities for stakeholders involved in the IDP implementation to ensure accountability and effective coordination (Municipal Demarcation Board of South Africa, 2015). Thirdly, the municipality prioritises, and sequences projects identified in the IDP based on available resources, urgency, and impact on the community (COGTA, 2016; Municipal Demarcation Board of South Africa, 2015).

The project phase should also include monitoring and evaluation mechanisms to track progress and assess the impact of the IDP implementation (COGTA, 2016). Monitoring and evaluation can help identify challenges, gaps and successes and inform adjustments to the IDP implementation where necessary.

The Municipal IDP project phase involves implementing the plans and strategies developed in the IDP. It aims to achieve the desired developmental outcomes for the municipality. It requires the availability of resources, clear roles and responsibilities, prioritisation and sequencing of projects and monitoring and evaluation mechanisms (COGTA, 2016).

Phase Four: Integration

The integration phase of the IDP typically involves several steps. Firstly, the municipality's IDP must be aligned with the national and provincial development plans to ensure that it contributes to the broader national and provincial development agenda (COGTA, 2016). Secondly, the municipality's IDP should be integrated with sectoral plans, such as transport, housing, health, and education, to ensure a coordinated approach to development across different sectors (COGTA, 2016). Thirdly, community participation is essential in the IDP integration phase to ensure that the local community's needs and aspirations are reflected in the IDP (COGTA, 2016). Finally, the integration phase should include monitoring and evaluation mechanisms to ensure

that the IDP is effectively implemented, and that progress is being made towards achieving the development goals (UNDP, 2019). This phase is crucial to ensuring coordinated and effective development. It involves aligning the municipality's IDP with other relevant plans and strategies, integrating sectoral plans, encouraging community participation, and conducting monitoring and evaluation (UNDP, 2019).

Phase Five: Approval

The IDP approval phase is the final stage in the development of the IDP, where the municipality submits the IDP to the municipal council for approval (COGTA, 2016). The approval phase is critical as it ensures that the IDP reflects the needs and priorities of the municipality and is aligned with national and provincial development priorities. Before submitting the IDP for approval, the municipality ensures it has gone through all the necessary phases, including the analysis, strategies and project phases and has been developed in consultation with key stakeholders.

After submitting the IDP to the municipal council, it is reviewed, considering the municipality's available resources and the potential impact of the IDP on different sectors, such as the environment, the economy and social development (Municipal Demarcation Board of South Africa, 2015). The council may also request changes to the IDP, which the municipality should consider and address before resubmitting the IDP for approval. The IDP approval phase is critical in ensuring that the IDP reflects the needs and priorities of the municipality and is aligned with national and provincial development priorities.

2.2.2 IDP ROLE PLAYERS

The integrated development planning process is a collaborative effort that involves various stakeholders and role players. Each of these role players has a special responsibility to ensure that the IDP is successfully implemented and addresses the developmental needs of their respective communities. This section discusses the key role players in the IDP process and their specific roles and responsibilities. Understanding the roles of these stakeholders is essential for achieving effective coordination and integration between different levels of government and communities in the planning and implementation of development initiatives. Through their

collaborative efforts, these role players play a critical role in achieving sustainable development outcomes and promoting social justice in their respective communities. IDP role players are explained in Table 2.2.

Table 2. 2 IDP Role Players

Role Players	Roles and Responsibilities
Municipal Council	<ul style="list-style-type: none"> • Final decision-making/approval of IDPs • Monitoring
Councillors	<ul style="list-style-type: none"> • Integrating the development planning process with the needs of their communities/ local areas. • Arranging for public engagement and participation in the planning process.
Executive Committee/Executive Mayor/Municipal Manager/CEO	<ul style="list-style-type: none"> • Determine the planning process: appoint responsible individuals; supervise the planning process.
IDP Manager	<ul style="list-style-type: none"> • Handling the daily management of the drafting process on behalf of the Municipal Manager.
IDP Steering Committee/Task Team	<ul style="list-style-type: none"> • Elaboration/ discussion of contents of the IDP
IDP Technical Committee	<ul style="list-style-type: none"> • Monitor the execution and gauge performance using key indicators. • Provide progress reports to the council in the capacity of a Section 79 committee.
IDP Alignment Committee	<ul style="list-style-type: none"> • Conducting research and analysis to inform the IDP • Identifying key areas of focus for the plan, developing strategies and action plans to achieve the plan's objectives and monitoring and evaluating the plan's progress over time.

Source: IDM/IDP Training Guide, Undated

The Integrated Development Plan is a strategic planning tool municipal councils use to guide development and service delivery. As presented in Table 2.2, the key role players involved in the IDP process include the Municipal Council which is responsible for adopting and ensuring the implementation of the IDP. Other key players involve councillors who represent constituents' interests and participate in developing and reviewing the plan. The Executive Committee is also key to implementing the plan and the Municipal Manager is responsible for coordinating the IDP process. The IDP Manager ensures the plan is implemented as per municipal goals. The IDP Steering Committee oversees the IDP process and ensures it is aligned with the municipality's vision and goals. The IDP Technical Committee is responsible for providing technical input and support. Recent studies have highlighted the importance of political will and leadership, effective participation of councillors, involvement of the executive committee, alignment with the municipality's budget and resource allocation processes, capacity building for IDP managers and the involvement of technical experts in ensuring a successful IDP process (Mahlepe, 2022; Asha & Makalela, 2021).

2.3 THEORETICAL FRAMEWORK

Theoretical frameworks play an important role in understanding the complex dynamics that underlie social phenomena such as protests against service delivery challenges in municipalities. In the case of the Nelson Mandela Metropolitan Municipality, several theoretical frameworks can shed light on the factors contributing to these protests. This study uses the frustration-aggression theory, which posits that frustration caused by the inability to achieve a goal or obtain a desired outcome can lead to aggression (Dollard et al., 1939). The relative deprivation theory, also used in this study, suggests that individuals or groups who perceive themselves as having less than others may experience deprivation and be more likely to engage in protest actions (Stouffer et al., 1949). Finally, the District Development Model, a South African government policy framework, aims to improve service delivery by coordinating resources and efforts across different levels of government and promoting community participation (Presidency of the Republic of South Africa, 2020). By applying these theoretical frameworks, the researcher hopes to better understand the underlying factors

contributing to service delivery challenges and protests in the Nelson Mandela Metropolitan Municipality and inform policies and interventions to address them.

2.3.1 FRUSTRATION AGGRESSION THEORY

The frustration-aggression theory has been used to explain various behaviours, from individual acts of aggression to large-scale violent conflicts between groups. However, it has been criticised for oversimplifying the complex relationships between frustration and aggression and for failing to account for the role of other factors, such as social learning and cultural norms, in shaping aggressive behaviour (Berkowitz, 1989). The frustration-aggression theory suggests that frustration, resulting from the inability to achieve a desired goal or outcome, can lead to aggressive behaviour (Dollard et al., 1939). In service delivery challenges and protests in the NMMM, frustration may arise from various factors, including delays in providing basic services such as water, electricity and sanitation, inadequate infrastructure, and poor living conditions.

Individual frustration resulting from the slow pace of service delivery and a lack of government responsiveness have been key drivers of protests in South Africa, including in the Nelson Mandela Metropolitan Municipality (Ndinga-Kanga et al. 2020). Other scholars have also emphasised the link between frustration and protest behaviour due to the inadequacy of government services to address poverty, inequality, and unemployment, which are seen as the root causes of service delivery challenges. (Rogolane, 2012).

The frustration-aggression theory provides a valuable lens for understanding the relationship between service delivery challenges and violent protests in the Nelson Mandela Metropolitan Municipality. Frustration can arise from various factors, including delays in providing basic services, inadequate infrastructure, and poor living conditions. It can lead to aggressive behaviour as a way to express discontent and attempt to force change.

In both townships, years of festering frustrations and deprivations related to inadequate housing, sanitation issues, incomplete infrastructure projects and unmet promises around improved access to basic needs like water and electricity eventually boiled over into eruptions of violent protests (Ganson & Wennmann, 2018). The

Walmer protests of 2017 saw residents block roads with burning tires for weeks in anger over overflowing toilets and slow-moving housing lists, while infrastructure targets and commitments to enhance water provision also stoked aggression among the thousands who took to the streets in Motherwell in 2020 (Nomarwayi et al., 2020). Both episodes resulted in severe damage to property as violence manifested in intentional fires, representing an attack outlet for accumulated frustrations (Nomarwayi et al., 2020). The disruption crippled socio-economic activity in the affected townships for extended periods and further deteriorated trust in municipal officials.

2.3.2 RELATIVE DEPRIVATION THEORY

Relative deprivation theory is a social theory that suggests that individuals become frustrated and agitated when they perceive that they have less than they deserve or less than they have been led to expect (Crosby, 1976). According to this theory, individuals compare their situation to that of others and feel a sense of relative deprivation when they perceive that others have more than they do. This behaviour can lead to anger, resentment, and frustration, resulting in aggressive behaviour. Additionally, relative deprivation theory suggests that people's perception of their condition is influenced by their absolute level of well-being and their comparison with others. When individuals perceive that they are deprived of something others have, they experience frustration, dissatisfaction, and resentment (Gurr, 1970; Walker & Pettigrew, 1984).

In the context of service delivery dissatisfaction in NMMM, residents of Walmer and Motherwell townships feel they are not receiving the services they deserve or that their situation is worse than others in different areas (Kotze, 2018; Ndletyana & Nomarwayi, 2016). This feeling of relative deprivation can fuel anger and frustration, leading to protests, demonstrations, and even violent behaviour. Furthermore, they experience relative deprivation if they perceive that they are not receiving the same level of services as residents of other areas in the municipality or that their needs and expectations are not being met. Similarly, relative deprivation theory can be linked to service delivery protests in Walmer and Motherwell when individuals perceive themselves as not having access to available resources or opportunities and denied what they rightly deserve (Breakfast et al., 2019; Roelofse, 2017). This sense of deprivation can lead to frustration, anger, and eventually collective action such as

protests. Additionally, excluding civic voices means the lived experience of feeling let down after exhausting other options is missing (Siegrist, 2000). This further discounts how relative deprivation can foster aggravation over the gap between expectations and reality, fuelling disruptive forms of dissent as routes for addressing such imbalances are closed off.

Overall, relative deprivation theory helps explain the underlying social and psychological factors contributing to service delivery protests in Walmer and Motherwell, highlighting the importance of addressing inequality and ensuring equitable access to basic services and resources to reduce social unrest and promote community well-being.

2.3.3 DISTRICT DEVELOPMENT MODEL

The district development model (DDM) is a new, whole-of-government approach to planning, budgeting, and implementing development interventions that are spatially targeted and integrated to address district-level socioeconomic and spatial challenges (Presidency of the Republic of South Africa, 2020). The implementation of the DDM has been motivated, in part, by the prevalence of service delivery protests in South Africa. One example of such protests occurred in Walmer and Motherwell in 2019 (Sausi et al. 2020). These authors revealed that several issues, including the lack of access to water and sanitation, poor road infrastructure and inadequate housing, sparked protests.

While the DDM brings together different stakeholders at the district level, including government departments, municipalities, traditional leaders, and civil society organisations, it aims to foster collaboration and consensus-building around development priorities and implementation strategies. Also, it is a potential solution to the prevalence of service delivery protests in South Africa, including those in Walmer and Motherwell townships in NMMM.

2.4 CONCLUSION

The literature review provided a comprehensive understanding of the service delivery challenges that led to violent protests in the Nelson Mandela Metropolitan Municipality, with a close focus on Walmer and Motherwell townships. The service delivery

challenges in the selected townships are complex and multifaceted. However, by using a collaborative and integrated approach and involving all stakeholders, including residents, in the planning and implementation of service delivery initiatives, it may be possible to address these challenges and reduce the incidence of violent protests in the future. The literature review also identified the IDP as a critical tool for promoting effective service delivery by being a roadmap for development in the municipality with input from all stakeholders.

Regarding the theoretical framework, the frustration-aggression and relative deprivation theories are essential for understanding the underlying causes of protest behaviour. These theories suggest that frustration, perceived injustice, and a sense of relative deprivation can motivate residents to engage in aggressive behaviour to express their discontent with the municipality's service delivery. Moreover, the DDM was identified as a potential solution to address service delivery challenges. The model seeks to promote integrated planning and service delivery by bringing together all spheres of government and key stakeholders in a district. Using a collaborative approach, the model aims to address the underlying causes of service delivery challenges and reduce the incidence of violent protests in the Nelson Mandela Metropolitan Municipality.

The next chapter will discuss the methodology used in this study to examine the service delivery challenges in Walmer and Motherwell townships. Research design, data collection methods and analytical approaches employed to understand the factors contributing to service delivery issues will be explained. This study aims to provide valuable insights and recommendations for enhancing service delivery in the Nelson Mandela Metropolitan Municipality.

CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

The methodology chapter serves as a roadmap for the research process, outlining the methods and procedures used to address the research questions and objectives. This chapter provides a comprehensive overview of the methodology and research design utilised in this study to understand the challenge of service delivery in selected townships of NMMM. It will further describe the research design, qualitative approach, target population and sampling methods. Additionally, the chapter provides a thorough account of the data collection and analysis method, the validity and credibility of the data, as well as ethical considerations.

3.2 RESEARCH DESIGN

Research design is critical to any research study. It serves as a blueprint for addressing research objectives (Osanloo & Grant, 2016). The same authors regard the research design as a framework for conducting research, collecting data, analysing, interpreting, and reporting the findings. Hence, the research design serves as a roadmap for highlighting the strategy and process employed to reach the study's objectives.

Depending on the nature of the research question one intends to answer, the research design can be exploratory, descriptive, explanatory, evaluative, or mixed (Saunders et al. 2019). While exploratory studies aim to gain a deep understanding of a phenomenon, a descriptive research design aims to gain an accurate profile of the research phenomenon. Similarly, an explanatory research design seeks to establish causal relationships between variables, whereas an evaluative design looks at finding out how well something works (Saunders et al. 2019). From a design viewpoint, this research was exploratory. It focused on understanding the basic service delivery challenges in NMMM, particularly in Walmer and Motherwell.

3.3 RESEARCH APPROACH

Using the appropriate research approach is vital for the success of a study. Scholars believe that depending on objectives, expectations, expertise, duration, budget allocation and the researcher's choice, a research approach can be qualitative, quantitative, or mixed (Saunders et al. 2019). However, each approach has its purposes, methods of conducting an inquiry, strategies for collecting and analysing the data, and criteria for judging quality (de Vos et al. 2011:63).

According to Leedy and Ormrod (2005:96), qualitative research aims to describe, explain, investigate, interpret, and initiate a theory. Babbie & Mouton (2001:53) added that adopting a qualitative approach is concerned with describing and understanding rather than explaining or predicting human behaviour. It is concerned with naturalistic observation rather than controlled measurement and the subjective exploration of reality from an insider's perspective, as opposed to the outsider perspective predominant in quantitative research.

On the other hand, quantitative research involves collecting and analysing numerical data using statistical techniques (Leedy & Ormrod, 2005). It establishes relationships between variables, tests hypotheses and generalises findings to a larger population. The mixed research approach, as the name suggests, combines both qualitative and quantitative methods to provide a more comprehensive understanding of the research problem (Creswell, 2014). By combining both approaches, researchers can leverage the strengths of each method while minimising their limitations, thereby enhancing the validity and reliability of the research findings. In this study, a qualitative research approach was adopted to gain a deep understanding of the challenges of service delivery in NMMM and assess the effectiveness of the IDP in addressing these challenges.

3.4. RESEARCH AREA

The research area for this study is the Nelson Mandela Metropolitan Municipality (NMMM), located in Port Elizabeth on the southern coast of the Eastern Cape Province, South Africa. The NMMM, a Category A municipality, is one of the country's largest metropolitan areas. Category A municipalities are urban areas with a population of over 500 000 and the highest capacity to provide services and administer

their affairs. They are responsible for providing various services to their residents, such as water and sanitation, electricity, roads, and public transport. Category A municipalities typically have a strong economic base, a diverse population and significant infrastructure, which requires them to have a high level of financial and administrative capacity to plan and deliver services effectively (Overton & Bland, 2017). However, inequality, service delivery backlogs and limited resources continue to be challenges that impact these municipalities and require ongoing attention and support from national and provincial governments.

Based on the mid-year population estimates for 2021 provided by Statistics South Africa (Stats SA), the population of NMMM is approximately 1.3 million people. Within NMMM, Walmer is estimated to have a population of 25 811 individuals, while Motherwell is estimated to have 25 141 individuals.

In terms of gender distribution, Walmer has a slightly higher proportion of females, accounting for 51% of the population, while males make up 49%. Most of the population, 97%, belongs to the Black African ethnic group. Additionally, the predominant language spoken in Walmer households is isiXhosa, with 87% of the population using this language (Nelson Mandela Bay Municipality IDP, 2022).

In terms of Motherwell, the population has almost an equal proportion of males and females, each making up about 50%. Among the residents, 78% are of Black African descent. The primary language spoken in households within Motherwell is isiXhosa, which is used by 69% of the population (Nelson Mandela Bay Municipality IDP, 2022).

The selection of these townships was informed by the aim of the study, which was to examine the challenges of service delivery in Walmer and Motherwell and focusing on the effectiveness of the IDP in addressing service delivery challenges. Using these townships as case studies, the study can provide insights into the service delivery challenges in different socio-economic contexts and how IDP strategies can be adapted to address them.

3.5 TARGET POPULATION

A target population focuses on a specific group of individuals (Heuer & Zimmerman, 2020). In this study, the target population was the residents, councillors, and municipal

officials of NMMM, specifically Walmer (Ward 4) and Motherwell (Ward 60) townships. The selection of Walmer and Motherwell as the focus areas for this study was based on their significant population sizes within NMMM. According to Stats SA (2021), Walmer has a population of 25 811, while Motherwell has a population of 25 141. The NMMM has 120 councillors, including 60 ward councillors and 60 proportional representative (PR) councillors elected in the August 2016 local government elections (Nelson Mandela Bay Municipality IDP, 2022). In addition, the municipality has an estimated 561 corporate service employees.

3.5.1 SAMPLING TECHNIQUE

It is not always possible to gather data from the whole research population. Scholars recognise the need to critically identify a representative sample from the target population to achieve the research objectives (Creswell, Vicki & Clark, 2011:262; Saunders et al. 2019). These researchers further describe sampling as ensuring that appropriate data is acquired from a selected group for the research rather than the entire target population. Sim et al. (2018) added that adopting a sampling strategy is essential to narrowing the population researched due to time and financial constraints. Etikan and Bala (2017) classified sampling strategies into probability and non-probability sampling. While the latter uses non-random techniques to select individuals, the former gives them an equal chance of selection to reduce selection bias (Sim et al., 2018).

This study employed non-probability sampling using a purposive or judgemental sampling design because non-probability sampling relies on available subjects. Similarly, Palinkas et al. (2013:2) state that purposive sampling is widely used in qualitative research to identify and select information-rich cases for the most effective use of limited resources. The purposive sampling technique was used to determine participants based on available information and knowledge of who represents the total population (Mweshi & Sakyi, 2020). It involved identifying and selecting individuals or groups that are especially knowledgeable about or experienced with a phenomenon of interest. Municipal officials and councillors were selected based on their work and experience in service delivery, and community members were selected based on their role as the ultimate beneficiaries of municipal services. This made it possible to get

answers to the research questions on service delivery challenges in the selected townships in NMMM.

3.5.2 SAMPLE SIZE

Determining an appropriate sample size is an essential consideration in qualitative research, as it can influence the credibility and validity of the findings. The concept of saturation is often used to determine sample size, which refers to the point where new data no longer provides additional insights or themes to the study (Guest et al. 2006). However, the appropriate sample size also depends on various factors, such as the research question, the nature of the phenomenon being studied, and the data collection and analysis methods used (Creswell, 2014; Hennink et al. 2020). While there is no fixed rule for determining sample size in qualitative research, a typical sample size ranges from 20 to 30 participants. Nevertheless, smaller sample sizes of 12 to 15 participants may be sufficient to achieve data saturation in most qualitative studies (Guest et al. 2006). Researchers should prioritise the richness and diversity of the data collected and not solely rely on numerical sample size calculations.

The sample size in purposeful sampling depends on the type of sampling strategy, research goals and characteristics of the population under investigation. In cases where the population is small and homogenous, a smaller sample size may be sufficient. A larger sample size may be necessary if the population is large and diverse. The research question and goals of the study should determine the appropriate sample size for purposeful sampling. Some researchers recommend a sample size of five to twenty participants for exploratory or pilot studies, while others suggest a sample size of at least 30 participants, particularly in cases where the population is diverse, and the research question is complex. Alternatively, some propose setting a target number of participants and continuing data collection until the data becomes redundant or no new information is generated (Guest et al. 2006).

In cognisance of the above, the sample size of this study consisted of thirty (30) participants until data saturation was reached, of whom ten (10) community members were from Walmer Ward 4 and ten (10) from Motherwell Ward 60, five (5) ward councillors and five (5) municipal officials. The researcher selected the five (5) ward councillors because they link the municipality and the community. Proportional

representative (PR) councillors were excluded from the study because they account for the political parties that deployed them. The five (5) municipal officials were selected from the Integrated Development Plan and Constituency Services units because they function at the planning, administrative and governance levels. Their knowledge and understanding of IDP were highly needed and helpful in this study. Other departments, such as monitoring and evaluation (M&E), budget and treasury departments, to mention a few, were excluded. The study participants were carefully chosen to gather relevant and critical information on service delivery challenges in the Nelson Mandela Metropolitan Municipality. Hence, understanding service delivery challenges from their viewpoints was essential to achieving this study's objectives.

3.6 DATA COLLECTION METHOD AND RESEARCH INSTRUMENT

Data collection allows the researcher to get direct or indirect information on how participants relate their experiences and knowledge to a particular phenomenon. Both primary and secondary data were collected in this study. Primary data is information obtained directly by the researcher on the variables of interest for the study's specific objective (Sim et al., 2018). The concept of secondary data refers to pre-existing data collected for a purpose different from the current research question, which can be quantitative or qualitative, such as statistics, reports, transcripts, or recordings. Researchers often use secondary data as a cost-effective way to obtain data. However, it may have quality, accuracy and availability limitations and may be influenced by biases and assumptions. Therefore, researchers should critically evaluate the suitability of secondary data for their research purposes and use it with primary data to enhance validity and reliability (Bryman, 2016; Saunders et al. 2019). The data was collected from existing literature, such as books, journal articles and research reports.

An interview schedule was used to collect the primary data. According to Kelly et al. (2010), an interview is a purposeful conversation designed to elicit participants' views, experiences, and perspectives on a topic. The interviewer may use open-ended or closed-ended questions, and the interview may be structured or unstructured, depending on the research question and prior knowledge about the topic. Interviews can be conducted face-to-face, by phone, or online, depending on the research context and the participants' preferences (Bryman, 2016). In addition, interviews may

be conducted individually or in a group setting, allowing for participant interaction and discussion (Kelly et al. 2010). Interviews are a flexible and versatile data collection method that allows researchers to collect rich, in-depth data on participants' experiences, attitudes, beliefs, and behaviours (Bryman, 2016). Interviews can also help researchers clarify and probe participants' responses, follow up on interesting points, and obtain additional information that may not have been anticipated (Kelly et al. 2010). However, interviews also have potential limitations, including social desirability bias, interviewer bias, and time and resource constraints associated with conducting interviews (Bryman, 2016). Therefore, researchers must carefully plan and design their interviews, train interviewers appropriately, and rigorously analyse and interpret the data to minimise these limitations.

The study involved participants who willingly shared their insights and experiences regarding service delivery problems in their communities. It was observed that some residents from nearby rural communities had limited literacy skills. Thus, the questions had to be explained and interpreted to facilitate better understanding. A diverse range of perspectives on the municipality's service delivery issues was represented among the study participants. The data obtained from the participants was sufficient and relevant in highlighting the fundamental challenges faced by the NMMM concerning service delivery.

Interviews were used as a research instrument and were organised into three sections to address the research objectives. The first section focused on identifying service delivery challenges in Walmer and Motherwell. The second section looked at a question related to strategies used in the municipal IDP. The last section looked at the effectiveness of IDP strategies. Furthermore, a digital voice recorder was employed to capture the thoughts or views of each participant on each question. This idea is in line with Welman et al. (2005:11), who regard file notes as detailed notes compiled by hand, tape recordings and observations adding value to the interview. Further, Miles et al. (2014: 326) claimed that text transcribed from audiotapes or field notes made in the field or during interviews, from which the original remarks, observations and feelings are derived, is the most common data source for qualitative research. While the participants were being interviewed for this study, notes were taken. Similarly, non-verbal communication in research is crucial for understanding participants' emotions,

attitudes and behaviours and building rapport between the researcher and participants. Body language, such as crossed arms or eye contact, can convey information about a person's emotions and intentions. Paralinguistic cues, such as tone of voice, pitch, and pace, can also provide insights into a person's emotional state and cultural background. Establishing a positive relationship through nonverbal cues, such as eye contact and nodding, can encourage participants to share more information. (McGrath et al. 2017). Through observation, non-verbal communication was captured in the researcher's file notes to complement the participants' inputs or contributions to the research objectives.

Prior to conducting interviews, an official letter requesting authorisation to conduct the research was submitted to the NMMM's city manager. This was prepared to introduce the researcher, request permission to conduct the study, and inform the city manager of the process for collecting primary data from the selected NMMM council members and municipal officials.

Face-to-face and telephone interviews were conducted with municipal officials, councillors and chosen community members. These interviews lasted between 20 and 30 minutes for each participant. The interview guide was sent to the participants prior to interviews taking place for them to prepare and familiarise themselves with the interview questions.

3.7 DATA ANALYSIS AND QUALITY CONTROL

Data analysis reduces and organises the information gathered to address the study objectives, questions, or hypotheses. In qualitative data, the analysis process helps to scrutinise and arrange interview transcripts and other accumulated materials to optimise the researcher's understanding of the collected information. Similarly, Yilmaz (2013) claims that qualitative analysis lies in describing phenomena, categorising them and seeing how ideas interact. Such a description of the phenomenon lies in the words of the participants and the analysis by researchers. Other scholars, however, argue that qualitative data analysis breaks down data and thematises it in ways that draw out the meaning hidden within the text. This argument is also the view of the Alhojailan, (2012), which supports the view that qualitative data must first be categorised into significant patterns and/or identified themes. Therefore, the data gathered during the

interviews in this study was carefully typed and coded to capture all participants' viewpoints and meanings accurately. Furthermore, the information collected was thematically analysed by organising the data into relevant patterns and themes to understand service delivery challenges in the selected townships in NMMM. Details related to the thematic analysis process used in the study are provided below.

3.7.1 THEMATIC DATA ANALYSIS PROCESS

Thematic analysis (TA) is a systematic research tool that helps researchers identify, organise, and offer insight into patterns of meaning (themes) across a data set (Braun & Clarke, 2012: 57). Other scholars regard TA as a process of encoding qualitative information (Saunders et al. 2019). The TA comprises three essential elements: dataset, theme, and code. While the data refers to gathering raw data, a theme connotes a meaning derived from the data to inform the research question. A code relates to an element of that raw data. It is made of words or phrases that act as labels for different data and come in a variety of forms and sizes depending on the approach and research objective (Kiger & Varpio, 2020: 5). Additionally, TA follows a process consisting of six main stages: data familiarity, organising datasets into codes, identifying data patterns, reviewing data patterns into themes, defining and labelling themes, as well as interpreting and reporting on themes (Saunders et al. 2019:652). This study used the TA for two reasons: first, to thematically organise and analyse data. Second, to interpret data patterns answering the research objective (Terry et al. 2017:17). Hence, the relevance of TA for this study is to assist the researcher in reading through the data, such as transcripts from in-depth interviews using Nvivo software. A few steps to conducting TA in this study are summarised below:

1. Familiarisation with the data: This step involves immersing oneself in the data to understand its content and context. This step includes reading and re-reading the data, taking notes, and making initial observations. It aims to develop a sense of the data's overall structure and content before diving into the details. Braun & Clarke (2006) state that familiarisation with the data involves "engaging with it, reading and re-reading it and noting initial ideas and impressions." Similarly, Creswell & Poth (2018) suggest that this step involves "reading the data multiple times to gain a sense of its overall content and structure."

2. **Generating initial codes:** This step involves identifying key concepts and patterns in the data and labelling them with descriptive codes. These initial codes can be developed through open coding, which consists of breaking down the data into smaller units and analysing each individually. Braun & Clarke (2006) describe generating initial codes as “breaking down the data into meaningful parts and labelling those parts with codes that summarise the content”. Similarly, Creswell & Poth (2018) suggest that this step involves “identifying concepts, categories, or themes in the data and labelling them with descriptive codes”.
3. **Searching for themes:** This step involves reviewing the codes and identifying patterns and themes that emerge from the data. This process includes grouping similar codes and looking for overarching concepts or themes that can be used to organise the data. Braun & Clarke (2006) state that searching for themes involves “sorting codes into potential themes, reviewing those themes and comparing and contrasting them”. Creswell & Poth (2018) suggest that this step involves “grouping codes into categories or themes that reflect the overall meaning or significance of the data”.
4. **Reviewing themes:** This step involves checking that the identified themes make sense of the data and accurately reflect the data’s content and context. This step involves refining or revising the themes based on further data analysis. Braun & Clarke (2006) describe reviewing themes as “looking at the data as a whole and ensuring that the themes make sense of the data and refining or revising the themes if necessary”. Similarly, Creswell & Poth (2018) suggest that this step involves “checking that the data support the themes and that they accurately reflect the content and context of the data.”
5. **Defining and naming themes:** This step involves defining and naming the themes to capture their content and meaning accurately. This step involves developing a conceptual framework or theory explaining the themes’ relationships. Braun & Clarke (2006) state that defining and naming themes involves “creating a clear and concise definition for each theme and using a name that accurately captures its content and meaning”. Similarly, Creswell & Poth (2018) suggest that this step involves “developing a clear definition and name for each theme and considering how the themes relate to each other within a conceptual framework”.

6. The last step in the thematic analysis is to interpret and report the findings. This step involves concluding the emerging themes and presenting them clearly and coherently. This step involves returning to the research question and considering how the themes relate to the original research question and objectives. According to Braun & Clarke (2006), interpreting themes involves developing a detailed narrative account of each theme, including its sub-themes and their relationships. The interpretation should aim to explain the meaning and significance of the themes of the research question, drawing on examples from the data to illustrate the points being made. This step also involves considering the analysis's limitations and the findings' implications for theory, practice, and future research.

Similarly, Guest et al. (2012) emphasises the importance of providing a clear and concise summary of the findings in the final report. They suggest using quotes and examples from the data to illustrate the themes and explain how the themes relate to the research question and objectives. Overall, the final step in the thematic analysis is crucial for making sense of the emerging themes and presenting the findings in a meaningful and relevant way to the research question. It requires careful reflection and consideration of the implications of the findings and a clear and concise presentation of the results.

3.7.2 CONCEPTUALISATION AND CATEGORISING QUALITATIVE DATA

The process of conceptualising and categorising data is a crucial step in qualitative research, as it allows the researcher to identify key ideas and patterns within the data. As Miles et al. (2014) explain, conceptualising involves comparing new observations to analytical insights, clarifying the original issue and idea statements, and collecting and analysing more data. This iterative process helps to refine and improve the researcher's understanding of the data, ultimately leading to more accurate and insightful conclusions.

Once the data has been conceptualised, it can be categorised into meaningful groups based on similarities and differences. This categorisation allows the researcher to identify patterns and themes within the data, which can be used to answer research questions or generate new hypotheses. As Braun & Clarke (2006) note, categorisation involves identifying important features of the data and grouping similar aspects into

overarching themes or categories. By organising the data this way, the researcher can more easily analyse and interpret the findings and make informed conclusions about the research question.

For this study, the researcher gathered data during the data-gathering phase, which was conceptualised and categorised. This process allowed the researcher to analyse the data, draw conclusions and continue the iterative process of qualitative research by refining their understanding of the data through further conceptualisation and categorisation.

3.8 QUALITY CONTROL OF DATA

The following section focuses on the validity and credibility of the instrument used to gather data. Merriam & Tisdell (2015) explain that “trustworthiness establishes validity in qualitative research”. This concept consists of four criteria: credibility, transferability, dependability, and confirmability. Credibility refers to how accurately the research findings represent the participants’ experiences and perspectives. Researchers can use techniques such as member checking and triangulation to establish credibility. Transferability refers to the extent to which the findings can be applied to other contexts or populations. To establish transferability, researchers should provide a detailed description of the research context and participants.

Regarding dependability, it refers to the consistency and stability of the research findings over time. It also establishes dependability and researchers may use audit trails and peer debriefing techniques. Similarly, confirmability refers to the extent to which the findings are shaped by the participants’ perspectives rather than the researcher’s biases. To establish confirmability, researchers may use techniques such as reflexivity.

Data credibility is one of the most critical aspects of research, as it ensures that the results are consistent and can be replicated. Thus, to ensure credibility in qualitative research, there are several steps that researchers can take. Creswell & Poth (2018) provide similar steps using standardised procedures, training research assistants, conducting a pilot study and using appropriate measurement tools. On the other hand, Creswell & Poth (2018) recommend using a clear and detailed research design,

multiple data sources, member checking and maintaining detailed documentation. Both sources emphasise the importance of using appropriate methods and procedures and triangulation to maintain consistency throughout the research process and ensure reliability.

In addition, Shuttleworth (2014) explains that credibility in qualitative research refers to the reproducibility of noteworthy findings. This argument means that other researchers should be able to conduct the same experiment under the same conditions and obtain the same results to ensure that the scientific community's findings are accurate and accepted. Data collection techniques, such as interviews, are conducted according to scientific study procedures to ensure the accuracy of findings.

On the other hand, validity is the extent to which the experimental idea meets the standards of scientific research. It is determined by the internal structure of the experimental design, including all elements of the research technique. In addition, external validity is the process of reviewing the data to determine if there are other possible causal relationships. The study evaluated its internal and external validity to ensure that all stages of the research adhered to established scientific research standards. This process was crucial to determining the study's findings' accuracy, reliability and applicability to other contexts or populations. In qualitative research, establishing validity is critical to ensuring that the results accurately reflect the reality of the participants and the phenomenon being studied (Merriam & Tisdell, 2015). Evaluating internal and external validity involves examining the research design, data collection methods and data analysis techniques to ensure they are appropriate and rigorous (Creswell & Poth, 2018). By conducting this evaluation, researchers can address potential threats to validity and increase confidence in the study's findings.

Validity in qualitative research is commonly discussed in terms of three threats to validity, or types of bias. Respondent bias, researcher bias and reactivity are common types of bias that can occur in research studies and are explained below:

- Respondent bias occurs when participants in a study provide inaccurate or biased responses. This bias can be caused by various factors, such as social desirability bias, where participants may answer questions in a way that makes them look good

or avoid answering truthfully. According to Bryman & Bell (2019), respondent bias can also occur when participants have difficulty recalling past events or experiences accurately or when they misunderstand the question.

- Researcher bias, also known as experimenter bias or confirmation bias, occurs when researchers unconsciously or consciously influence the study results. This viewpoint can occur through the study's design, the interpretation of the results, or selective data reporting. According to Maxwell & Chmiel (2014), researcher bias can be minimised by using rigorous research design, avoiding leading questions and conducting blind studies where neither the researcher nor the participant knows which group, they are in.
- Reactivity occurs when participants' behaviour in a study is influenced by the fact that they are being observed or studied. This bias can be caused by participants modifying their behaviour to conform to social norms or expectations or by the researcher's presence affecting how participants respond. According to Hesse-Biber & Leavy (2010), reactivity can be reduced using unobtrusive research methods, such as naturalistic observation, where participants are studied before and after the intervention.

To minimise the influence of these three types of bias, a few strategies will be used to deal with the threat to validity, as recommended by Creswell & Creswell (2018) and Merriam & Tisdell (2015).

- Triangulation involves using multiple methods and data sources to confirm findings and increase validity. For instance, a study might use interviews and observations to gather data independently (Creswell & Creswell, 2018). Similarly, triangulation involves multiple researchers with different backgrounds, perspectives, or areas of expertise working together to ensure that the study is conducted rigorously and unbiasedly. This strategy can help increase validity by reducing the potential for researcher bias (Merriam & Tisdell, 2015).
- Member checking involves allowing study participants to review and provide feedback on the findings to ensure that they are accurate and reflect the participants' perspectives. This strategy can help increase validity by ensuring that the researchers' interpretations are consistent with the participants' experiences. (Merriam & Tisdell, 2015)

- Peer debriefing involves having another researcher review the research process and findings to ensure the study has been conducted rigorously and systematically. This can help identify potential biases or areas where the study could be improved to increase validity. (Creswell & Creswell, 2018)
- The use of a control group in experimental research to compare the experimental group's results ensures that any effects observed are not simply due to chance or extraneous factors. This strategy can help increase internal validity (Polit & Beck, 2008).
- Randomisation involves randomly assigning participants to different groups or conditions to minimise the effects of selection bias and increase the likelihood that the groups are comparable. This can help increase internal validity (Creswell & Creswell, 2018).

3.9 ETHICAL CONSIDERATION

Ethical considerations are one of the most critical aspects of research. According to Polit & Beck (2021), ethical considerations are crucial in qualitative research to ensure that research is conducted respectfully and dignifiedly towards participants. Creswell & Poth (2018) also emphasise the importance of ethical considerations in qualitative research to protect participants' rights and dignity, which involve confidentiality, informed consent, and power dynamics. Merriam and Tisdell (2015) argue that ethical considerations are essential in qualitative research due to the personal and intimate nature of the research involving human subjects, which may include the protection of participants' rights and welfare and the researcher's responsibility to the scientific community. The study took ethical research into account. Additionally, prior to starting the research project, approval was acquired from NMMM to carry out the investigation. Before the study began, a request for an ethical clearance certificate was made to the Durban University of Technology (DUT) and full approval was granted on 1 June 2022 with Ethical Clearance Number IREC 301/21.

3.9.1. INFORMED CONSENT

Informed consent is a crucial ethical consideration in qualitative research, as it ensures that participants are fully aware of the nature and purpose of the research and have voluntarily agreed to participate. According to Polit & Beck (2021), informed consent

in qualitative research provides participants with a clear explanation of the study's purpose, methods and potential risks and benefits. The researcher also informed participants of their rights to refuse to participate or withdraw from the study at any time without negative consequences.

Creswell & Poth (2018) also emphasise the importance of informed consent in qualitative research. They note that all participants must obtain informed consent, regardless of their age, gender, or other demographic characteristics. The researcher ensured that participants fully understood the nature and purpose of the research and their rights and responsibilities as research participants. Merriam and Tisdell (2016) further argue that informed consent is a key component of ethical research practice in qualitative research. These scholars also note that informed consent should be obtained before any data collection activities and participants should be given ample opportunity to ask questions and clarify any concerns about the research process.

Finally, the National Institutes of Health (NIH) Office of Human Subjects Research Protections (OHRP) (2018) guides informed consent in qualitative research. According to the NIH, informed consent should be obtained in a manner that is culturally sensitive and appropriate for the participants' language and literacy levels. A researcher should also provide a clear explanation of the risks and benefits of participating in the research and any compensation or incentives that may be offered.

3.10 LIMITATION AND DELIMITATION

According to McMillan & Schumacher (2006), constraints refer to effects that researchers have no control over, such as flaws, conditions, or influences that can limit the methods and results of a study. In this research, a key limitation is the exclusive use of a qualitative approach, which focused on in-depth exploration rather than quantitative analysis. While this approach allowed for a comprehensive understanding of the selection process and decision-making among municipal officials and community members, it did come with its own set of limitations.

One important consideration is that the findings of this study may not easily apply to other municipalities or regions. The selection process and the factors influencing it can significantly vary depending on local dynamics and institutional structures. Therefore,

caution should be exercised when attempting to generalise the findings beyond the specific context of this study.

Another limitation arises from the qualitative nature of the research, which heavily relies on subjective experiences and interpretations. Although efforts were made to incorporate diverse perspectives, the possibility of bias or limited representation of certain viewpoints cannot be disregarded. The interpretations of the researcher, as well as the participants' willingness to share information, can also influence the reliability and validity of the findings.

It is essential to acknowledge the limitations imposed by financial and time constraints on the research design. Due to limited resources, the study focused on only two townships, which may restrict the generalisability of the findings to a broader context. The selection of these particular townships was driven by practical considerations and resource availability rather than a comprehensive representation of all municipalities.

Financial constraints further constrained the scope of the study, as conducting research in multiple townships would have necessitated additional funding for data collection, participant recruitment and analysis. Similarly, time limitations posed challenges in terms of the research project's duration. Gathering data, conducting interviews, and analysing findings within the allocated timeframe inevitably limited the depth and breadth of the study.

While the insights gained from the two selected townships are valuable for understanding the selection process and decision-making dynamics, it is important to recognise that these findings may not fully represent all municipalities. Each municipality possesses unique characteristics, demographics and governance structures that can influence the selection process in distinct ways. Therefore, caution must be exercised when attempting to generalise the findings beyond the specific context of the chosen townships.

3.11 CONCLUSION

In conclusion, the research methodology chapter has provided an in-depth understanding of the techniques and design implemented in this study, which followed a qualitative research approach. The careful selection of the target population through

purposeful sampling resulted in a sample size of 30 participants, ensuring a diverse range of perspectives. The collected data was subjected to a rigorous thematic analysis, allowing for the identification of key themes and patterns that shed light on the service delivery challenges and their connection to violent protests in Walmer and Motherwell townships.

The next chapter will focus on the discussion and results derived from the analysis of the collected data. This chapter will provide a comprehensive exploration and interpretation of the findings, examining the various dimensions of service delivery challenges. Through a detailed discussion of the results, the underlying factors contributing to these challenges will be uncovered, and insights into potential strategies and interventions that can be employed to address them effectively will be presented. The findings presented in this chapter will contribute to the existing knowledge on service delivery in the Nelson Mandela Metropolitan Municipality, providing valuable insights for policymakers, community leaders and other stakeholders seeking to improve service delivery.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter aims to present and discuss the findings of the study on service delivery challenges in selected townships of the Nelson Mandela Metropolitan Municipality (NMMM). The chapter begins by describing the socio-demographic characteristics of the study participants. This is followed by a discussion section that provides a deeper analysis and interpretation of the themes and sub-themes from the results in a matrix format, focusing on the implications of the findings for service delivery policy and practice in the NMMM while addressing the research objectives. The chapter concludes by highlighting the key contributions of the study to the existing literature on service delivery challenges in South Africa and suggesting directions for future research in this area.

The study aimed to investigate the service delivery challenges in Walmer and Motherwell in the Nelson Mandela Metropolitan Municipality. This chapter presents an overview of the study's findings and the main themes from the data analysis. The study used a qualitative research design and semi-structured interviews with municipal officials, residents, and ward councillors in the selected townships. The collected data was analysed using thematic analysis to identify key themes and patterns.

4.2 DEMOGRAPHICS OF PARTICIPANTS

The participants in the thematic analysis study were of varying ages and genders, ranging from young adults in their early 20s to seniors in their late 50s. This diverse group allowed for a comprehensive exploration of viewpoints and experiences across different life stages. Even though participants enabled a thorough understanding of the research topic from multiple perspectives, twenty (20) out of thirty (30) participants were male and the remaining ten (10) were female. The participants' diverse backgrounds added to the richness of the thematic analysis, resulting in a comprehensive and nuanced interpretation of the data presented in Table 4.1.

Table 4. 1 Demographics of participants

Participants	Some Demographics characteristics			Total		Frequency		Total Frequency
Municipal officials (MO)	Position	Age	Gender	Male	Female	Male	Female	
MO1	Director: IDP	48	Male	1		5%		
MO2	Director: Constituency Services	45	Male	1		5%		
MO3	Manager: Public Participation	42	Male	1		5%		
MO4	Manager: IDP	40	Male	1		5%		
MO5	Practitioner: IDP	37	Female		1		5%	
				4	1	20%	5%	25%
Ward Councillors (WC)	Ward	Age	Gender					
WC1	4	55	Female		1		5%	
WC2	60	57	Male	1		5%		
WC3	21	45	Male	1		5%		
WC4	44	35	Female		1		5%	
WC5	58	37	Male	1		5%		
				3	2	15%	10%	25%
Community Members (CM)	Townships	Age	Gender					
CMW1	Walmer	25	Male	1		5%		
CMW2		32	Female		1		5%	
CMW3		40	Female		1		5%	
CMW4		40	Male	1		5%		
CMW5		28	Male	1		5%		

Participants	Some Demographics characteristics			Total		Frequency		Total Frequency
CMW6		38	Female		1		5%	
CMW7		45	Male	1		5%		
CMW8		43	Male	1		5%		
CMW9		28	Female		1		5%	
CMW10		50	Male	1		5%		
				6	4	30%	20%	50%
CMM1	Motherwell	33	Female		1		5%	
CMM2		35	Male	1		5%		
CMM3		29	Male	1		5%		
CMM4		25	Female		1		5%	
CMM5		30	Female		1		5%	
CMM6		45	Male	1		5%		
CMM7		40	Male	1		5%		
CMM8		38	Male	1		5%		
CMM9		35	Male	1		5%		
CMM10		40	Male	1		5%		
				7	3	35%	15%	50%
Total Participants				20	10			100%

Source: Author's compilation from Data collected

Table 4.1 presents the demographic information of the five municipal officials (MO), with MO1 to MO5 representing municipal officials 1 to 5 interviewed for this study. The officials included one female and four males, ranging in age from 37 to 48. The positions of the officials included director of IDP, director of constituency services, manager of public participation, manager of IDP and practitioner of IDP. This finding reveals that gender diversity in leadership is important for inclusivity. Even having just one female official is a step in the right direction. A diverse team can better address community needs.

Table 4.1 data further suggests that the council had a mix of ages and genders among its members. Three men and two women serve as ward councillors, ranging in age from 25 to 57. This diverse representation allows for various viewpoints, experiences, and priorities to be considered in decision-making. The older councillors bring in-depth knowledge and expertise, while the younger councillors provide fresh ideas and perspectives. Although not perfectly balanced, gender representation intentionally includes different gender voices in decision-making. Having diverse perspectives and priorities can improve the thoroughness and inclusivity of the decision-making process. The council seems committed to promoting diversity and inclusivity by having a mix of people of different ages and genders to serve the community's interests and needs more effectively.

Similarly, the demographic information of the community members who participated in the study in both townships shows that there were six males and four females in Walmer, ranging in age from 25 to 50 years old. These community members in Walmer were coded as CMW1 to CMW10, with CMW1 representing the first community member interviewed in Walmer and CMW10 representing the tenth community member interviewed. In Motherwell, there were seven males and three females, ranging in age from 25 to 45. These community members in Motherwell were coded as CMM1 to CMM10, with CMM1 representing the first community member interviewed in Motherwell and CMM10 representing the tenth community member interviewed. This information is important for understanding the perspectives and experiences of community members with regards to service delivery in their respective areas.

4.3 PRESENTATION OF FINDINGS FROM THE THEMATIC ANALYSIS

The study's key findings are summarised in a matrix table that provides a comprehensive analysis overview in Table 4.2.

Table 4. 2 Thematic Analysis Data

Qualitative data excerpts/ transcript section R= respondent	Code/Question	Theme	Sub-themes
<p><i>R- CW5: They are falling out of their yearly budgeting approach because when these dwellings happen, ...they are not budgeted for within the municipality. There's no revenue collection, so the number of what it is planned for by the municipality is doubled over the years [compared] to what the municipality expects to get in return.</i></p> <p><i>R- CMM4: People feel that the municipality in their planning and decision making they do not consider those areas when taking decisions.</i></p> <p><i>R- CMW3: Issue of housing, that's why we have a lot of informal settlements that do not get services such as water, electricity, proper sanitation. People are unemployed and they live in poverty.</i></p> <p><i>R- MO5: The first challenge that we are facing is political interference. Secondly, SMMEs are also a problem. Each and every company that gets a tender—they demand 30% of whatever they are going to do in the ward.</i></p>	<p>List and elaborate on some of the main challenges faced by the municipality in delivering services to Walmer and Motherwell.</p>	<p>1. Complex Infrastructure and Resource Management in Walmer and Motherwell.</p>	<p>-Inadequate revenue collection and limited budget allocation.</p> <p>- Residents are reluctant to participate during IDP/budget meetings.</p> <p>-Inadequate and unmaintained basic infrastructure, i.e., housing, electricity, water, and sanitation.</p> <p>-Corruption in the awarding of tenders.</p>

Qualitative data excerpts/ transcript section R= respondent	Code/Question	Theme	Sub-themes
<p><i>R- CMM6: This can be attributed to mismanagement of funds and corruption by politicians and officials.</i></p> <p><i>R- WC5: “Informal settlements in these wards are forced in the sense of land grab, whereby, you have a huge growing number of informal settlements that does not have electricity, don’t have water, do not have a refuse removal and sanitation...”</i></p> <p><i>R- MO1 ...during municipal planning, we only plan for a specific number of people in terms of the registered population in those areas. But with inward migration from various areas to these areas which actually put our planning in a skewed and we end up under-planning and ... due to the fact that we do not know how many people resides in those areas because some of them actually reside in informal settlements.</i></p> <p><i>R- CMW2: As a community, we are not doing enough to communicate with the municipality and participate in important meetings like IDP meetings.</i></p>	<p>What are the root causes of service delivery problems or challenges?</p>	<p>2. Main causes of service delivery problems and challenges.</p>	<p>- Corruption by politicians and officials.</p> <p>- Growing informal settlements and unplanned population growth in the area.</p> <p>-Poor communication between municipalities and their communities.</p>

Qualitative data excerpts/ transcript section R= respondent	Code/Question	Theme	Sub-themes
<p><i>R- CW1: The issue is the factions within the ANC that has deployed the councillor. The feuds and tensions make it difficult for the councillor to work because you will have people ganging up against the councillor and influence community members to go and close the office and embark on a service delivery protest.</i></p>			<p>-Political conflicts within the ANC leadership in municipalities.</p>
<p><i>R-CMW2: As community members, we need to be informed about what is happening in our area and what steps the municipality is taking to address issues such as the lack of basic services like water, sanitation, and housing.</i></p> <p><i>R- CMM3: If the municipal administrators could find a way of limiting the supply chain processes to shorten time that they take for the speedy delivery of services...</i></p> <p><i>R- CMM4: We need to have 24 hours call centre that have people on standby when issues of for example, water, electricity are reported they are fixed instantly.</i></p>	<p>What should be done to improve the service developed for the communities of Motherwell and Walmer in NMMM?</p>	<p>3. Proposed solutions and recommendations for improving service delivery.</p>	<p>- Regular engagements with residents in IDP/budget meetings.</p> <p>-Limit the bureaucracy in the supply chain process.</p>

Qualitative data excerpts/ transcript section R= respondent	Code/Question	Theme	Sub-themes
<p><i>R- CMM5: If the municipality can stop politicising awarding of tenders and award them to suitably qualified companies instead of comrades and friends.</i></p> <p><i>R-CMM8: Strengthening of community safety would play a role in curbing this foreign tendency of vandalism, also the municipality must revise the strategies they use for tender awarding and try to accommodate everyone and not end there but also monitor the process of project implementation.</i></p>			<p>-Depoliticise the awarding of tenders.</p> <p>- Improved community safety.</p>
<p><i>R- WC2: Particularly during election periods, these IDP/Budget review processes are politicised and some of the meetings [are] disrupted.</i></p> <p><i>R- WC3: One of them is politics in the council. The coalition also has a huge impact on the IDP. Conflicts between the councillors and officials and budget.... The toll of these impact IDP in a negative manner because first of all in the council we first have to fight about things that are even</i></p>	<p>Are there potential challenges impacting their municipalities? IDP</p>	<p>4. Potential challenges impacting the municipalities' IDP.</p>	<p>- Politicisation of the IDP/Budget review process.</p> <p>-Politics of coalitions</p>

Qualitative data excerpts/ transcript section R= respondent	Code/Question	Theme	Sub-themes
<p><i>outside the IDP, those are coalitions and politics.</i></p> <p><i>R- MO1: We are in a very delicate political situation as the municipality and that has impacted our IDP more especially this year, the instability because of the fact that we have coalition government.... By its very nature, coalition is something new in the municipalities of the country and as a result, there's still no strategy in place to deal with it.</i></p> <p><i>R- WC1: Public participation is the major factor that affects IDP because the people whom we are supposed to bring these services to they do not take public meetings serious in the sense that they do not come or when discussing issues... The budget is the secondary factor, by that I mean, IDPs cannot be implemented fully when there is not enough budget.</i></p> <p><i>R- MO4: Budget allocation [and] public participation are the challenges impacting our IDP. They affect it in the manner that if funds are inadequate, service delivery will be lacking. As well as participation by the public, if they don't engage in the IDP sessions the municipality gets in trouble.</i></p>			<p>-Collaboration of municipality and sector departments.</p> <p>- Budget constraints and a lack of public participation by the communities.</p>

Qualitative data excerpts/ transcript section R= respondent	Code/Question	Theme	Sub-themes
<p><i>R- CMM10: Yes, challenges are always there; for example, the issue of political instability within the municipality, the longer time that is taken to appoint the municipal managers and those are key positions that hinder decision making when it comes to approving and adopting IDP and budgeting for service delivery purpose.</i></p> <p><i>R- CMM1: Some officials are not qualified and therefore do not have necessary experience on municipal planning and service delivery, also participation of community in the matters of local Government. All of these do have an impact on the municipal IDP.</i></p>			<p>-Unqualified and inexperienced officials in municipal planning.</p>
<p><i>R- WC3: Their issues are considered during planning and budget allocation.</i></p> <p><i>R- WC3: Budget limitations play a role in terms of how much is allocated for each area in the NMB.</i></p> <p><i>R- MO5: Budget and supply chain process do affect the budget because most of the time money will be allocated late and then when we go to the end of financial year</i></p>	<p>To what extent do municipalities' IDPs affect service delivery in Walmer and Motherwell?</p>	<p>5. The IDP impact on service delivery.</p>	

Qualitative data excerpts/ transcript section R= respondent	Code/Question	Theme	Sub-themes
<p><i>maybe national treasury will allocate funds and by then it will be late.</i></p> <p><i>R- MO1: As the municipality, we use IDP to guide us towards the direction of community desires, so IDP affects service delivery in a positive way.</i></p> <p><i>R- CMM1: ... IDP informs service delivery. If it's not done properly in engagement with relevant stakeholders, it will have a negative impact on service delivery.</i></p>			
<p><i>R- WC5: Ward base plan are the first Strategic document that is developed at ward level that speaks directly to the issues of the ward.</i></p> <p><i>R- MO1: One of them is the issue of communication because what we have done after COVID, we have made use of a number of platforms for example remote sessions we have now become more virtual I the way we do things.</i></p>	<p>What are the strategies used in the IDP to alleviate service delivery challenges in NMMM?</p>	<p>6. Views on IDP strategies for alleviating service delivery challenges in NMMM.</p>	<p>-Intergovernmental relations, public participation.</p> <p>- Using different platforms for communication.</p>
<p><i>R- WC3: ...Government does not know how to plan and [to maintain infrastructure].</i></p>	<p>How effective IDP strategies in addressing service</p>	<p>7. Effective or ineffective IDP strategies in addressing service delivery</p>	

4.4 DISCUSSION OF THEMES

As displayed in Table 4.2, the themes identified after a detailed examination of the qualitative data are visually represented in the table, with the first column showing the corresponding data excerpts to the questions asked in the second column. This is followed by both themes and sub-themes that support the findings. The matrix aims to present readers with a well-organised and lucid summary of the emerging patterns and trends addressing the research objectives.

The findings of the study identified seven themes addressing the objectives of the study. The main themes that emerged include:

1. Complex infrastructure and resource management in Walmer and Motherwell.
2. Main causes of service delivery problems and challenges.
3. Proposed solutions and recommendations for improving service delivery.
4. Potential challenges impacting the municipalities' IDP.
5. The IDP impact on service delivery.
6. Views on IDP strategies for alleviating service delivery challenges in the Nelson Mandela Metropolitan Municipality; and
7. Effective or ineffective IDP strategies for addressing service delivery problems in Walmer and Motherwell

4.4.1 DISCUSSION OF THEME 1: COMPLEX INFRASTRUCTURE AND RESOURCE MANAGEMENT IN WALMER AND MOTHERWELL

Municipalities face significant challenges in providing services due to the complexity of infrastructure and resource management (Ndevu, 2019; Nomarwayi, 2019). Limited funding and competing priorities often make maintaining and improving vital infrastructure such as roads, water systems and waste management facilities difficult. With a growing population, resources are stretched thin, making it challenging to deliver effective services. Balancing the need for ongoing maintenance and new projects requires careful planning, coordination, and resource allocation to ensure residents receive uninterrupted service.

The findings reveal four sub-themes explaining the main challenges to service delivery in the selected townships, which address objective one, which seeks to identify

obstacles the Nelson Mandela Metropolitan Municipality faces when delivering service in Motherwell and Walmer townships. These sub-themes include inadequate revenue collection and limited budget allocation, residents' reluctance to participate in IDP/budget meetings, inadequate and unmaintained basic infrastructure, including housing, electricity, water and sanitation, and the issue of corruption in the awarding of tenders.

- ***Inadequate revenue collection and limited budget allocation***

Municipalities often struggle to provide essential services due to a lack of revenue collection and limited budget allocation. This finding aligns with those of Bokwana (2019) and Ngumbela (2021), who highlight that NMMM is facing notable financial challenges, including a high level of debt, low revenue collection and inadequate budget allocation for service delivery. Additionally, they struggle with unexpected events not accounted for in their budget, like emergencies or natural disasters (Miggels & Rulashe, 2020; Sibanda, 2016). This requires quick adjustments, like reallocating funds or seeking additional funding, which can impact their communities' overall financial stability and service levels. Participant: WC5 shared a similar view in the following excerpt:

“They are falling out of their yearly budgeting approach because when these dwellings happen, they are not budgeted for within the municipality”.

Inadequate revenue collection is typically caused by factors such as tax evasion, non-compliance, and economic downturns. This finding aligns with Maseko et al., (2023) and Zerihun & Mashigo (2022), who also suggest that municipalities face financial constraints that hinder their ability to fund service delivery, especially in underserved townships. They struggle to generate sufficient revenue and rely on government grants, leaving their budgets vulnerable. Improper financial management and inefficient spending exacerbate budget shortfalls, undermining service performance. As a result, townships experience poorer access to basic amenities due to municipalities' limited finances and capacities, with maintenance backlogs persisting. The resulting financial burden makes it challenging for the NMMM to meet the varied needs of the communities in Walmer and Motherwell townships, mainly when higher levels of government provide limited budgetary support. As a result, basic services

such as healthcare, education, sanitation, infrastructure development and maintenance may be compromised. Effective revenue-generation strategies improved financial management procedures, and advocacy for increased budgetary support from higher levels of government are necessary to ensure long-term service delivery for residents in the selected townships.

- ***Residents' reluctance to participate during IDP/budget meetings***

Active participation from residents in the Integrated Development Plan and budget meetings is crucial for effective service delivery. When citizens have a say in municipal planning and budgeting, communities can access services that better meet their needs (Acharya & Zafarullah, 2022; Zwane, 2020; Mathebula & Sebola, 2019). Public participation helps municipalities identify service priorities, resource constraints and trade-offs from residents' viewpoints. This allows municipalities to develop policies and allocate funds directly targeting community challenges. However, many municipalities struggle with low participation, especially from marginalised groups, in designing effective and inclusive services (Acharya & Zafarullah, 2022).

When people are less engaged and active in these processes, municipalities may face difficulties correctly identifying and prioritising the distinct needs and concerns of their residents. Participant CMM4 puts it clearly when he states:

“People feel that the municipality, in their planning and decision-making, they do not consider those areas [Motherwell and Walmer] when taking decisions”.

This lack of involvement or participation during IDP and budget meetings could result in decision-makers missing out on valuable input and insights that could inform resource allocation and the development of effective service delivery strategies. As a result, the NMMM may face challenges in meeting its citizens' diverse and evolving needs in the Walmer and Motherwell townships, leading to service gaps and a disconnect between community expectations and outcomes.

On the other hand, the study found that municipal officials were extensively consulted during the drafting of the IDP. There is an IDP Representative Forum comprised of employee unions that facilitates consultations with officials. Each department identifies

an IDP champion who consolidates input from the department to contribute to the IDP. Officials from various departments are consulted, as they are responsible for service delivery issues raised by communities. Unions also represent officials and participate as IDP stakeholders. Officials attend public meetings where they are briefed on the IDP process, their role and the municipality's vision. Bilateral meetings are also held between executive directors and department representatives. Employees, including union representatives, are consulted in internal and external stakeholder engagements. The study concludes that the municipality adequately consults all stakeholders to ensure the IDP reflects the contributions of different departments and aligns with the municipality's vision. However, the findings revealed that encouraging and promoting community participation in IDP and budget meetings is essential to creating a sense of ownership, collaboration, and shared responsibility. This would lead to more personalised and responsive service delivery that meets the community's needs and aspirations.

- ***Inadequate and unmaintained basic infrastructure, i.e., housing, electricity, water, and sanitation***

Many townships face service delivery challenges due to a lack of basic infrastructure such as housing, electricity, water, and sanitation facilities (Khithiia & Majobo, 2020; Khambule et al. 2019; Masiya et al. 2019). Insufficient infrastructure plagues many historically disadvantaged black communities in South Africa that were formed during apartheid (Khan, 2019). A wide infrastructure gap persists between the townships and the more affluent areas with well-developed services (Thorn et al. 2021). As a result, township residents frequently experience inadequate access to piped water, electricity, and housing (Rodina & Harris, 2016). In Walmer and Motherwell, for instance, the shortage of affordable and secure housing is severe, leaving residents without proper living conditions. Many residents reported living in overcrowded and inadequate housing conditions. For instance, Participant CMW3 stated the following:

..., that's why we have a lot of informal settlements that do not get services such as water, electricity, proper sanitation".

The inconsistent access to electricity also hinders economic growth. In addition, many residents reported that they did not have access to clean water or adequate sanitation

facilities, which put people's health at risk and worsened living conditions. It is essential to prioritise infrastructure development in townships to tackle these challenges. This requires strategic planning, increased budget allocations and cooperation between local government, federal agencies, and community stakeholders.

The poor condition of roads and other infrastructure was also identified as a significant challenge, with many residents reporting difficulties with transportation and mobility.

The study also found that crime and safety were major concerns for residents of the selected townships. Many reported feeling unsafe in their neighbourhoods and lacking trust in the police and other law enforcement agencies. High levels of violent crime, gangsterism and drug abuse plague many township communities (Makhawula, 2018; Singh & Bhoola, 2017). This points to underlying issues of poverty, unemployment and lack of opportunities that contribute to the crime problem in South African townships (Misago, 2017; Mongale, 2022; Brown-Luthango et al. 2017).

In a nutshell, the findings of this study provide important insights into the challenges residents face in the selected townships of the Nelson Mandela Metropolitan Municipality. Investing in affordable housing projects, expanding electricity networks, upgrading water supply infrastructure, and improving sanitation facilities are crucial steps towards enhancing Walmer and Motherwell's living standards. It is imperative to incorporate the community's suggestions and needs in developing infrastructure plans to ensure effective and sustainable solutions. Prioritising basic infrastructure in the selected townships in NMMM can foster inclusivity and vibrancy, guaranteeing access to essential services for all residents.

- ***Corruption in the awarding of tenders***

The detrimental effects of corruption in the tendering process cannot be ignored. It undermines justice, accountability, and transparency, leading to poor-quality services, increased costs, substandard work, and delayed project completion. For instance, participant MO3 mentioned:

“Each and every company that gets a tender, they demand 30% of whatever they are going to do in the ward”.

A comprehensive solution to this problem necessitates a multifaceted approach, including strengthening governance frameworks, implementing effective anti-corruption measures and promoting transparency in the tendering process. To effectively combat corrupt behaviour, it is imperative to establish improved oversight and monitoring practices, such as independent audits and investigations. Additionally, it is vital to provide sufficient training and awareness programmes for officials participating in procurement processes. Moreover, it is crucial to cultivate a culture of integrity and ethics within public institutions to combat corruption in tender awards and ensure service delivery to communities. To achieve this goal, it is recommended to implement whistleblowing mechanisms, encourage citizen engagement, and establish effective anti-corruption bodies.

4.4.2 DISCUSSION OF THEME 2: MAIN CAUSES OF SERVICE DELIVERY PROBLEMS AND CHALLENGES.

The results of the study identified four sub-themes explaining the main causes of service delivery problems and challenges in the selected townships. These sub-themes include corruption by politicians and officials, growing informal settlements and unplanned population growth in the area, poor communication between municipalities and their communities and political conflicts within the ANC leadership in municipalities, which addresses objective one of the study.

- ***Corruption by politicians and officials***

Corruption by individuals in positions of trust hinders the delivery of critical services to the community. Participant CMM6 highlighted the following excerpt:

“This can be attributed to mismanagement of funds and corruption by politicians and officials”.

This suggests that corruption by politicians and officials leads to a lack of resources, poor infrastructure, slow project execution and inadequate service quality. Stronger anti-corruption measures, stricter legal requirements and an ethical culture within public institutions are necessary to address this issue. Corrupt practices contribute to substandard infrastructure and poor public services due to inflated costs, poor planning, and defective work, impacting residents' access to essential amenities.

Corruption also contributes to delays in implementing development projects and service delivery and exacerbates backlogs, meaning communities do not realise planned benefits on time.

- ***Growing informal settlements and unplanned population growth in the area***

During interviews, participants acknowledged the municipality's challenges in serving the Walmer and Motherwell areas. These two wards have a high population density and a majority of residents who were previously disadvantaged. For instance, the officials stated that the primary root of these problems is unemployment, resulting in a lack of resources to meet the community's demands. Municipal planning was also mentioned as a significant factor in these difficulties, as it does not account for inbound migration from other places, resulting in under-planning and a lack of resources in informal communities.

Furthermore, there is a need for services in these areas, with Ward 60 serving as a receiving area for relocating people. Walmer Ward 4 was also mentioned as a complex location with a high population density and unemployment rate. The community's demand for top leadership to attend IDP and budget meetings in Walmer is another problem, as the community frequently cancels meetings, making it difficult for the municipality to address their concerns. The officials also highlighted the communication challenges between council members and their respective communities, resulting in a lack of awareness of initiatives and services funded by the budget, leading to service delivery demonstrations.

The officials also mentioned that these issues affect the municipality as a whole and it is challenging to focus on just two wards, Walmer and Motherwell, when all 60 wards require services. The low revenue collection rate results from individuals losing their jobs, a significant income source. Additionally, the provincial and local governments now share responsibility for housing, causing confusion and frustration among citizens.

The main issues in this area include housing, backyard dwellers, electricity and infrastructure that cannot keep up with the growing community. Participants also

discussed the challenges of waste removal, illegal dumping, and fixing potholes in these areas. While the municipality invests significant resources in waste removal, illegal dumping remains problematic. In informal settlements, a lack of access to electricity and sanitation is a major issue facing residents. These findings highlight the need for the municipality to address the root causes of these service delivery challenges and find ways to allocate resources effectively to serve these communities.

Meeting the needs of an ever-growing population and expanding informal settlements is a significant challenge for service providers. As the demand for essential services such as housing, sanitation, power, and water increases, particularly in urban areas, communities struggle to keep up with the rapid growth. This often results in informal settlements with inadequate housing and limited access to essential facilities. The lack of proper planning and infrastructure makes it challenging to provide services, leading to overcrowding, inadequate sanitary facilities, unreliable energy, and limited access to clean water. This is the view of Participant WC5, who stated the following:

“[We] have a huge [and] growing number of informal settlements that do not have electricity, don’t have water, do not have a refuse removal and sanitation...”

Walmer and Motherwell's problems require a holistic approach, including affordable housing, basic services, and infrastructure. NMMM should invest in upgrading informal settlements to improve resident welfare and quality of life.

- ***Poor communication between municipalities and their communities***

Due to ineffective communication channels and processes, the municipality struggles to understand its community's needs, concerns, and desires. This lack of communication leads to misunderstandings, false information and disconnection between the municipality and its residents. This can result in frustration and dissatisfaction as residents may not receive critical information about service upgrades, modifications, or disruptions on time. This is also the view of Participant MO1, who stated the following:

“As a community, we are not doing enough to communicate with the municipality and participate in important meetings like IDP meetings”.

Without proper communication, residents may miss out on essential opportunities, services, or programmes the municipality offers. To overcome these challenges, it is crucial to establish clear and transparent communication channels such as community meetings, online platforms, newsletters, and social media participation. This finding suggests that open and honest communication is key to addressing issues. Using community gatherings, online platforms, newsletters, and social media can build trust and collaboration. Effective communication is crucial to breaking down barriers, enhancing services and empowering individuals with knowledge.

- ***Political conflicts within the ANC leadership in municipalities***

The root cause of municipal service delivery issues lies in the political disputes among ANC officials. Unfortunately, the community's welfare takes a back seat when internal power struggles and confrontations arise. This results in a diversion of attention and resources towards political interests instead of the needs of the people, leading to poor decision-making, governance, and accountability.

Participant CMW2 succinctly stated:

“The issue is the factions within the ANC that have deployed the councillor. The feuds and tensions make it difficult for the councillor to work...”

As a result, managing municipal affairs becomes fragmented, project delays occur, and budget allocations become unpredictable. The ANC leadership must prioritise the community's needs over internal politics to address this issue. Therefore, promoting harmony, cooperation and dedication to the municipality's welfare is essential. This can be achieved by building trust among leaders, promoting moral conduct, and fostering a collaborative culture. By strengthening governance frameworks, we can ultimately work towards providing better services for the public.

4.4.3 DISCUSSION OF THEME 3: PROPOSED SOLUTIONS AND RECOMMENDATIONS FOR IMPROVING SERVICE DELIVERY

Many practical solutions and concepts can be implemented to improve the quality of the service provided. This study identified some key strategies, including allocating a

sufficient budget, maintaining regular engagements with residents in IDP and budget meetings, limiting the bureaucracy in the supply chain process, depoliticising the awarding of tenders, and improving community safety. This is the view of the following participants, who stated:

CW1: “As community members, we need to be informed about what is happening in our area and what steps the municipality is taking to address issues such as the lack of basic services like water, sanitation and housing.”

CMM3: “... the municipal administrators could find a way of limiting the supply chain processes ... for the speedy delivery of services.”

CMM5: “... stop politicising awarding of tenders and award them to suitably qualified companies instead of comrades and friends.”

CMM8: “... strengthening of community safety.”

The finding supports the idea that adequate budget allocation is crucial for effective public participation. This is also the view of various scholars, such as Khawula, (2016); Molaba (2016); and Secinaro et al. (2020) that municipalities must allocate enough resources to enable effective communication, engagement, and community participation. Community participation requires financial resources for activities like community outreach programmes, advertising meetings, facilitating citizen workshops, and compensating participants (Lawenski et al. 2017). However, municipalities still allocate limited resources for public engagement, constraining their ability to achieve inclusive and meaningful participation from marginalised communities (De Weger et al. 2018).

4.4.4 DISCUSSION OF THEME 4: POTENTIAL CHALLENGES IMPACTING THE MUNICIPALITIES' IDP

Municipalities face various difficulties that can affect the successful implementation of their IDPs. This statement is in alignment with findings by scholars, such as Ngqebe (2017); Mamokhere (2022) and Mamokhere and Meyer (2022), who suggest that various factors like political, human resource and institutional capacity constraints pose ongoing barriers that can hinder the successful implementation of municipalities' IDPs and the achievement of their integrated development visions. Political instability

and frequent leadership changes can disrupt the IDP process, affecting project continuity and sustainability. At the same time, municipal personnel often lack the skills, training, and experience to properly execute the complex development planning and implementation required by the IDP. Political will, stable leadership and adequate staff competence are crucial for municipalities to properly manage the full IDP process (Ngobese, 2017; Jacobs, 2020; Nekhavhambe, 2018).

Another significant challenge is the lack of funds, which can hinder funding the development projects outlined in the IDP. Municipalities face funding constraints that limit their ability to finance IDP projects (Vhumbunu et al. 2020; Asha & Makalela, 2020). Financial mismanagement and inefficient use of funds further exacerbate budget shortfalls, restricting municipalities' abilities to implement IDP projects (Vilane, 2019). As a result, townships tend to experience poorer access to services due to municipalities' limited finances and capacities, with infrastructure backlogs persisting due to a lack of funding (Pilusa & Kanyane, 2020). Additionally, socioeconomic inequalities within the municipality can pose a problem, as catering to different populations' diverse needs and aspirations requires specialised approaches.

In this study, challenges impacting the municipalities' IDP addressing objective three include the politicisation of the IDP/Budget review process, the politics of coalitions, the collaboration of municipality and sector departments, budget constraints, a lack of public participation by the communities, and unqualified and inexperienced officials on municipal planning.

- ***IDP includes the politicisation of the IDP/Budget review process***

When politics interfere with IDP and budget reviews, municipalities face challenges. Political agendas may overshadow community needs, risking the effectiveness and integrity of the IDP (Hlomuka, 2020). Political interference in the form of party directives, coalition positions and personal interests of councillors and officials can disrupt an objective assessment of community priorities and the allocation of resources based on actual needs (Issac, 2016; Botlhoko, 2017). The IDP and budgeting processes become politicised rather than technically driven, undermining the potential of the IDP to transform municipalities and reduce service delivery backlogs (Nembudani, 2017).

Resource allocation may favour political connections over objective criteria, creating a disparity between development initiatives and the IDP. This politicisation may create instability and short-term decision-making at the expense of sustainable development. This is the view of participant WC2, who stated the following:

WC2 "... these IDP/Budget review processes are politicised and some of the meetings [are] disrupted".

It is vital to prioritise transparency, accountability, and stakeholder involvement during the IDP and budget review processes. This ensures that decisions are made with the community's best interest in mind and are based on thorough research and impartial evaluation. In order to maintain the integrity of the IDP and ensure that resources are distributed effectively for inclusive development, independent scrutiny is encouraged while minimising political influence. Clear rules and norms should be established to uphold these principles.

- ***Politics of coalitions***

Coalition politics in municipalities can hinder the execution of the IDP due to conflicting priorities and agendas among parties. Coalition governments tend to have divergent party manifestos that do not always align with IDP objectives, while parties often pursue their agendas rather than following the integrated development vision articulated in the IDP. Frequent political disputes and instability within municipal coalitions hamper officials' abilities to implement IDP projects and service delivery initiatives. Political infighting, lack of cohesion and competing interests among coalition parties pose challenges for municipalities seeking to execute their IDPs in an integrated and coordinated manner (Makgale, 2020; Dlamini, 2017; Zantsi, 2020).

The dynamics of the coalition can delay negotiations and compromises. For instance, participant WC3 stated that:

"The coalition also has a huge impact on the IDP. Conflicts between the councillors and officials and budget. ... All of these impact [the] IDP in a negative manner because, first of all, in the council we first have to fight about things that are even outside the IDP, those are coalitions and politics".

To ensure effective and efficient development initiatives, it is crucial to have clear direction and shared goals within the IDP. Without these, communication between coalition partners may be unproductive. To overcome this challenge, it is necessary to find common ground. Strong coordination structures and a collaborative attitude are also important to ensure that the IDP reflects the coalition government's overall aims and vision and to enable a coherent implementation process.

- ***Collaboration between the municipality and sector department***

Effective communication between municipalities and sector departments is crucial to implementing the IDP. This is as important as public participation, as outlined in this chapter, in ensuring that people's views regarding the implementation and budgeting of IDP are considered. However, challenges may arise due to conflicting priorities and limited resources. Balancing different viewpoints and ensuring all demands are considered can be complex, and insufficient funding may hinder the implementation of IDP projects. Collaboration, communication, and planning are vital to overcoming obstacles and achieving holistic development in the Walmer and Motherwell communities. The NMMM and various sector departments should collaborate and share resources to make it happen.

- ***Budget constraints and lack of public participation by the communities***

The IDP may face challenges due to financial constraints and limited community involvement. Funding may not be enough for essential projects, while a lack of public participation could lead to an inaccurate representation of community needs and a loss of community ownership. This can undermine project success and sustainability. It is the view of respondent WC3, who stated:

“Budget limitations play a role in terms of how much is allocated for each area in the NMB. ... Public participation is the major factor that affects IDP because the people [to] whom we are supposed to bring these services ... do not take public meetings serious[ly] in the sense that they do not come or when discussing issues. ... participation of community in the matters of local government. All of these do have an impact on the municipal IDP”.

To address these issues, the NMMM must explore other funding options, like working closely with corporate partners or provincial and national governments. Additionally,

creating ways for community involvement through citizen forums, public consultations and participatory budgeting can ensure that the IDP reflects the community's shared goals.

- ***Unqualified and inexperienced officials in municipal planning***

Unqualified and inexperienced personnel in municipal planning may hinder the proper implementation of the Integrated Development Plan. Officials often lack the skills, training and experience to execute complex IDP activities, while staff shortages, high turnover and insufficient technical expertise restrict their ability to implement IDP strategies effectively (Subban & Theron, 2016; Nembudani, 2017). Politically appointed managers sometimes lack the necessary skill sets for development planning and service delivery (Reddy, 2016). Experienced staff in roles like IDP managers and technical experts are crucial to properly managing the entire IDP cycle (Nkosimbini, 2019).

A comprehensive understanding of multiple factors is essential for successful municipal planning. This is the view of participant CMM1, who mentioned:

“Some officials are not qualified and therefore do not have [the] necessary experience in municipal planning and service delivery”.

Municipal officials in charge of planning must invest in professional development and training programmes. By providing them with the necessary education, training, and experience, they can enhance their ability to conduct comprehensive and informed planning procedures. This will guarantee the successful implementation of the IDP and support sustainable growth in the Walmer and Motherwell townships.

4.4.5 DISCUSSION OF THEME 5: THE IDP IMPACT ON SERVICE DELIVERY

The Integrated Development Plan (IDP) plays a vital role in determining the delivery of services within a municipality (Dlamini & Reddy, 2018; Mamokhere & Meyer, 2022). Through participatory planning processes and a situational analysis of community needs, the IDP provides strategic guidance on priorities, goals, objectives, and projects for various sector departments (Dlamini & Reddy, 2018; Asha & Makalela, 2020). When appropriately implemented, the IDP coordinates different policies and plans under a single integrated framework, helping municipalities deliver services and

infrastructure that meet local developmental objectives (Mashiachidi & Moeti, 2016; Manzini, 2016). Studies have found that the IDP process, if inclusive and well-designed, can enhance municipal performance across crucial result areas like basic service delivery, local economic development, and good governance (Touchton et al. 2017).

The findings of this study corroborate evidence from the literature suggesting that the IDP acts as a guide for resource allocation and service delivery initiatives by providing a comprehensive and strategic framework for development (Mathebula & Sebola, 2019; Enaifoghe, 2022). The IDP articulates municipalities' development agendas and informs the allocation of resources to priority areas based on community needs analyses and strategic objectives, while also aiming to integrate different sectoral plans and policies across departments to ensure coordinated and sustainable municipal development (Mugari & Nethengwe, 2022; Zwane, 2020). Service delivery initiatives undertaken by municipalities should align with the IDP's strategic objectives, projects, and spatial development frameworks to ensure integrated and focused implementation, as the IDP provides an overarching long-term vision and concrete five-year plans intended to guide all municipal planning, budgeting and service delivery efforts (Dlamini & Reddy, 2018).

The IDP ensures that services align with the community's long-term goals and needs (Adonis & Van De Walt, 2017; Mashamaite & Moloto, 2016; Dlamini & Zogli, 2021). Through public participation processes and situation analyses, the IDP aims to deliver services and projects that meet the developmental objectives of the municipality and improve residents' quality of life (Mamokhere & Meyer, 2022; Mamokhere, 2022). It allows municipalities to identify critical service areas that require improvement, such as infrastructure development, healthcare, education, and social services (Ndevu & Muller, 2018; Abraham, 2018; Zondi & Qwabe, 2022). Municipalities pinpoint gaps in existing service delivery across sectors by analysing community needs and priorities through participatory planning processes (Ndevu, 2019; Mathebula & Sebola, 2019). This situational examination of key result areas like basic amenities, economic growth and institutional transformation helps municipalities determine priorities and targets for the IDP strategies and projects (Dlamini & Zogli, 2021; Masilo & Gershwin, 2020). The result is an integrated framework that aims to advance service delivery through a

holistic, cross-cutting approach that addresses multiple dimensions of community development (Dlamini & Zogli, 2021).

By enabling efficient planning and coordination among various departments and stakeholders, the IDP encourages collaboration and synergy in service provision. This is also the view of participants MO1 and CMM1, respectively, who stated the following:

“As the municipality, we use IDP to guide us towards the direction of community desires, so IDP affects service delivery in a positive way”.

“IDP informs service delivery”.

The IDP enhances accountability and transparency by setting measurable targets and indicators for service delivery. It also enables tracking and evaluation of progress. By aligning the service delivery of Walmer and Motherwell with the IDP, the NMMM can enhance the quality and accessibility of services, promote equitable development, and ultimately enhance the well-being and satisfaction of their residents.

4.4.6 DISCUSSION OF THEME 6: VIEWS ON IDP STRATEGIES FOR ALLEVIATING SERVICE DELIVERY CHALLENGES IN THE NELSON MANDELA BAY METROPOLITAN MUNICIPALITY

The findings suggest that the IDP is critical to guiding service delivery in the municipality. By identifying the most pressing issues and outlining a roadmap for addressing them, the plan helps officials prioritise their efforts and allocate resources effectively. Two sub-themes regarding views on IDP strategies for alleviating service delivery in Walmer and Motherwell in NMMM were identified. These strategies include strengthening intergovernmental relations, encouraging public participation in IDP meetings, and using different communications platforms to alleviate service delivery challenges.

- ***Intergovernmental relations and public participation in IDP strategies for alleviating service delivery challenges in NMMM***

Regarding intergovernmental relations, the participants highlighted the importance of collaboration and cooperation with other levels of government, such as the provincial and national governments. The municipality needs to work with these higher levels of

government to obtain resources and funding for implementing the IDP. Additionally, intergovernmental relations can help address cross-cutting issues requiring a coordinated effort between different spheres of government. For instance, participant WC5 stated:

“Ward base plans are the first strategic documents that are developed at ward level that speak directly to the issues of the ward”.

Creating ward-based plans is crucial to establishing strong intergovernmental relationships. These plans serve as a vital link between the regional municipality and higher levels of government, fostering cooperation in providing services. By aligning the ward-based plans with the IDP, various levels of government work together towards common development goals. The localised perspective provided by the ward-based plans can influence higher-level decision-making, ensuring that each ward's unique needs and goals are considered.

To improve local service delivery, there is a need to communicate with the provincial and federal governments and other relevant stakeholders to acquire the necessary assistance, resources, and expertise to execute the ward-based plans effectively.

There is also a need for constant meetings with communities. Regular meetings between municipal officials and community members are crucial for effective public participation. Public participation is not solely the municipality's responsibility but also requires the involvement of other stakeholders, such as other government institutions and NGOs. It creates a platform for constructive dialogue, which can help to build relationships and trust between the municipality and the community. These meetings should be held regularly to ensure the community is informed and involved in decision-making.

On public consultation and communication, the participants stressed the importance of engaging with the community and stakeholders during the IDP drafting process. They noted that public participation helps to ensure that the IDP reflects the needs and priorities of the community. The municipality employs various mechanisms to facilitate public participation, such as community meetings, social media, and media

involvement. Effective communication is also essential to ensure the community is informed of the progress and challenges of implementing the IDP.

Furthermore, the participants mentioned that the municipality had established planning and delivery mechanisms to support the implementation of the IDP. Intergovernmental relations and public participation were cited as some of these mechanisms. Intergovernmental relations help to ensure collaboration and cooperation between different spheres of government, while public participation helps to ensure that the community is involved in the planning and implementation process. The municipality also employs project management tools and performance management systems to monitor and evaluate the progress of the IDP's implementation. These mechanisms are essential to implementing the IDP effectively and efficiently.

Intergovernmental relations are essential for planning. Plans may be well-defined and straightforward, but sector departments may not follow through during implementation, which can undermine the effectiveness of intergovernmental relations as a strategy for achieving service delivery goals. This highlights the need for continued collaboration and coordination between different departments and levels of government to ensure the effective implementation of plans and execute service delivery objectives.

Participant WC4 acknowledged the effectiveness of community meetings, media involvement and sector department involvement in improving service delivery and reducing service delivery protests. However, they also recognised that the effectiveness of these strategies might differ across different wards, and in Walmer specifically, residents have refused to participate in these activities.

Participant WC1 attributed Walmer's ineffective implementation of strategies to the historical failures of previous municipal councils to provide adequate services, which created a lack of trust between the community and local government. Despite these challenges, participants stressed the importance of utilising these strategies, as they are critical for improving service delivery and meeting community needs. Building trust and strengthening the relationship between the municipality and residents will be vital in enhancing the efficacy of these strategies in all wards, particularly those currently

resistant to engagement. Municipalities must work to mend broken bonds of trust to see actual gains from participatory planning initiatives.

- ***Use of different platforms as strategies for alleviating service delivery challenges***

Using different platforms to improve service delivery has become more critical. Technology is a powerful tool that can simplify processes and increase accessibility. Digital platforms, such as web portals and mobile apps, make it easy for citizens to access services, report issues and give feedback (Ara et al. 2020; Falco & Kleinhans, 2018). Technology can streamline workflows, boost accessibility, and enhance transparency (Alves et al. 2020).

This helps to improve efficiency, speed up responses and promote transparency. Social media platforms can also be used to engage communities, share information, and gather feedback from the public. NMMM can use them as a platform to communicate with citizens directly, address their complaints and provide updates on service delivery efforts. For instance, participant MO1 stated the following:

“We have made use of a number of platforms, for example, remote sessions. We have now become more virtual in the way we do things”.

Using collaboration platforms and knowledge-sharing networks can improve communication and cooperation among different service delivery parties in NMMM, leading to better citizen engagement and more efficient resource allocation.

4.4.7 DISCUSSION OF THEME 7: EFFECTIVE OR INEFFECTIVE IDP STRATEGIES IN ADDRESSING SERVICE DELIVERY PROBLEMS IN WALMER AND MOTHERWELL IN THE NELSON MANDELA METROPOLITAN MUNICIPALITY

Taking cognisance of the findings presented in this chapter, involve stakeholders like the community and government agencies to make IDP initiatives effective. Identify and prioritise service delivery issues, set goals and establish monitoring procedures. Community involvement is crucial for success and reliable monitoring. Ineffective initiatives without community involvement may lead to misaligned goals and insufficient attention to service delivery issues. With regards to Walmer and Motherwell, participants had a mixed view regarding the effectiveness of IDP in

addressing service delivery problems. For instance, participants WC3 and WC5 stated that IDP strategies are ineffective in the following line:

“They are not effective because residents refuse to take part, so it makes it difficult for the municipality to plan for Walmer.

“Government does not know how to plan and” [to maintain infrastructure].

“They are not effective ... due to the massive number of undocumented people in these areas.”

Whereas participant WC4 concluded that IDP is effective in addressing service delivery challenges in the selected townships, by stating the following:

“They are effective; they assist us as councillors in terms of allowing communities to participate, it helps improve the quality of life of our communities and also reduces service delivery protests”.

This finding implies that IDP strategies need to be inclusive, evidence-based, responsive to community needs and committed to ongoing improvement to address issues with service delivery effectively.

4.3 CONCLUSION

The findings of this study provide valuable insights into the challenges facing service delivery in Walmer and Motherwell townships within the Nelson Mandela Metropolitan Municipality. While many issues differ between the two areas, their problems also have significant similarities. Both townships suffer from inadequate basic infrastructure, limited economic opportunities, rapid population growth, high crime rates, spatial marginalisation, and similar service delivery challenges. Issues of insufficient housing, unemployment, informal settlements, unplanned development, and deficient municipal responsiveness affect the residents of Walmer and Motherwell in comparable ways.

While the Integrated Development Plan is a crucial framework to guide municipal planning, resource allocation and development initiatives, its implementation faces numerous obstacles that hamper service provision. Inadequate funding limited public participation, poor infrastructure, corruption, and political conflicts were major issues

that negatively impacted NMMM's ability to deliver basic services and improve residents' welfare. Addressing these problems requires a holistic approach involving participatory planning processes, sufficient budget allocations, good governance practices, community engagement and intergovernmental collaboration. Strategies like strengthening ward-based planning, utilising digital platforms for public involvement and transparent tender procedures need to be effectively implemented to realise meaningful progress.

For the IDP to achieve its aims, it needs to be evidence-based, responsive to community needs, commit to continuous improvement and inclusively involve all stakeholders. Only through a coordinated and multiparty effort can NMMM overcome the identified challenges, implement integrated development visions, and boost service delivery in Walmer and Motherwell townships. Holistic transformation that enhances living standards and fosters inclusive growth can be achieved by combining political will, adequate resources, accountability measures and community involvement. However, the onus is on NMMM to incorporate its citizens' needs and suggestions into their policies, plans and projects to achieve sustainable solutions. Meeting the diverse aspirations of these historically disadvantaged communities will require personalised, community-centred approaches that address social, economic, and spatial imbalances through inclusive development.

CHAPTER FIVE

CONCLUSION

5.1 SUMMARY

This study aimed to investigate service delivery challenges in the Nelson Mandela Metropolitan Municipality, specifically in the Walmer and Motherwell townships. Additionally, the study sought to assess the effectiveness of the Integrated Development Plan (IDP) as a local government tool in addressing service delivery challenges in the NMMM. The study used a qualitative approach, collecting data through interviews with municipal officials, ward councillors and community members. In order to meet the aim of the study, three specific objectives were achieved qualitatively using thematic analysis.

The study's first objective was to identify the challenges to service delivery in the Motherwell and Walmer townships of the NMMM. The key challenges identified relate to funding constraints, lack of public participation, poor infrastructure, corruption, political conflicts, and unqualified personnel. These issues negatively impact NMMM's ability to provide and improve basic services in Motherwell and Walmer townships.

The study's second objective was to review the strategies implemented in the IDPs to alleviate service delivery challenges in the Nelson Mandela Metropolitan Municipality. The study found that such strategies focus on improving funding, reducing bureaucracy, depoliticising processes, enhancing community safety, implementing ward-based plans, utilising technology, and regularly engaging with communities. These initiatives aim to alleviate the main challenges affecting NMMM's service delivery performance in the Motherwell and Walmer townships.

The third objective of the study was to assess how effective the IDP strategies are in addressing service delivery problems in Motherwell and Walmer townships in the NMMM. The findings demonstrate mixed perceptions regarding the effectiveness of current IDP strategies in addressing service delivery issues in the two townships. This highlights the need for the NMMM to adopt more participatory, transparent, and collaborative approaches to utilising IDP processes to tackle service delivery gaps.

This study explored service delivery challenges in the Nelson Mandela Metropolitan Municipality, specifically in the Walmer and Motherwell townships. It also assessed the effectiveness of the Integrated Development Plan (IDP) in addressing these challenges.

5.2 RECOMMENDATIONS

The previous chapter presented the findings and discussion of the study on the challenges of service delivery in NMMM, focusing on the case of Walmer and Motherwell Townships as well as the effectiveness of the Integrated Development Plan (IDP) as a tool to address these challenges. Based on the data analysis and discussion of the findings, several recommendations have been identified to improve service delivery in NMMM. This section presents these recommendations in detail, providing a description of each recommendation and the rationale behind it. The recommendations aim to provide solutions to the challenges identified in the study and enhance the effectiveness of the IDP in addressing service delivery issues. By implementing these recommendations, the NMMM can improve its service delivery to the community and strengthen its reputation as a responsible and effective local government institution.

1. Increase community participation in IDP development and implementation: Given issues of poverty, lack of services and infrastructure gaps, face-to-face community engagements would be most effective. Municipal representatives should conduct regular door-to-door and street consultations to hear priorities directly. Town hall meetings and imbizo styles of participation could also help explain plans and budgets to residents. Establishing formal community liaison committees including representatives from Community Development Forums (CDFs), faith groups and sports clubs would institutionalize participation. These local groups understand the realities and can facilitate workshops during formulation and implementation phases of IDP. Ensuring meetings are locally accessible and accommodating various needs would improve inclusivity. Public notices in high traffic areas like clinics and schools can create awareness. Documentation and feedback processes are critical to demonstrate how input is integrated into final IDPs. This primary approach within the townships can

help restore political trust by giving communities ownership over plans that address their basic service priorities.

2. Strengthen collaboration and coordination among government departments:
The municipality should improve coordination and collaboration among government departments and agencies involved in service delivery in Walmer and Motherwell townships. This can be achieved by establishing regular meetings and communication channels between departments, identifying clear roles and responsibilities, and ensuring effective information-sharing and feedback mechanisms are in place.

3. Improve budget allocation and financial management:
The municipality should conduct detailed audits of past spending in both townships to identify specific infrastructure, water/sanitation and housing projects requiring multi-year completion. Formal plans with costings and timelines should then be developed in consultation with community leaders. Funding requests should be made to COGTA and National Treasury to provide ringfenced allocations for the identified priority projects over 3-5 years. Regular progress reporting to these departments can ensure funds are properly utilised and projects completed. Partnerships with utilities like water boards and the Housing Development Agency (HDA) could leverage additional capital for bulk infrastructure upgrading. Strategic use of Municipal Infrastructural Grants (MIG) could help expand basic services. Citizen oversight committees in each township should monitor spending and ensure transparency. Annual community meetings provide a platform to publicly account for budget implementation.

4. Community-led monitoring and evaluation of IDP implementation in Walmer and Motherwell:
Formal community oversight committees for each township should be established, with members directly elected by residents. Their role would be to scrutinize budget spending, progress on key projects, and service delivery

outcomes against planned targets. The municipality must commit to regular reporting of finances and performance data to the committees in accessible formats. Meetings must be held openly with notice to residents. An independent oversight body with investigation powers, like the Public Protector, could train committee members and conduct supplementary audits to ensure financial disclosures are comprehensive. Where concerns of deviations, corruption or poor workmanship are raised, corrective actions and consequences must be agreed upon openly with committees. This approach shifts accountability away from internal political structures to active community representatives. If properly supported, it could help address skepticism on transparency while keeping implementation on track to deliver urgently needed upgrades.

5. Prioritise basic service delivery needs and allocate resources accordingly:

The municipality should prioritise delivering basic services like water, sanitation, and electricity, which are vital for residents' health and well-being in the Walmer and Motherwell townships. Clear implementation plans and timelines should be developed for providing these services, with adequate budgetary resources allocated. Robust monitoring and evaluation are essential to tracking progress. The audit findings and ward growth plans can guide equitable resource distribution across wards based on population size and growth. Wards with larger or rapidly expanding populations may require a proportional allocation of tools, vehicles, and other resources. To avoid imbalances, resources should be distributed fairly according to evolving needs. Through regular audits and adjustable plans, customised resource allocation enables efficient service delivery tailored to each ward's requirements. As needs change over time, resource allocation must be periodically reassessed and realigned. This adaptable approach can help ensure that all wards have the specific resources necessary for quality service provision.

6. Conduct regular infrastructure and resource audits in each ward:

The infrastructure (roads, water pipelines and electrical lines, to mention a few) and resources (equipment, cars, tools, etc.) accessible in each ward should be audited annually by the municipality. These audits should reveal any infrastructure or resources that are lacking, out-of-date, damaged, or

inadequate to meet the needs of the population in each ward. Additionally, community surveys and focus groups may offer additional perspectives on any gaps in the infrastructure or resource requirements for each ward. The audit can produce valuable data for the municipality to plan ward-specific enhancements and upkeep.

7. Prioritise maintenance and upgrading of Infrastructure:

The municipality should prioritise maintaining and upgrading the infrastructure that delivers the most critical services, such as water, sanitation, and power, using the audit information. The public's health and safety may be at risk if these essential services are unavailable. As a result, significant attention needs to be given to upgrading projects to increase access to water, sanitation and electricity in neglected wards. To prevent the deterioration of this crucial infrastructure, routine maintenance should be carried out.

8. Set clear timeframes for each IDP strategy:

It is essential to establish precise deadlines and roles for each IDP strategy. The municipality should designate particular teams, departments, or individuals to carry out each step of the plan. Each strategy and action item's implementation requires the establishment of specific timelines and milestones. This improves accountability for completing the IDP and makes it easier to track progress.

9. Focus strategies on the root causes of service delivery challenges:

The IDP initiatives should be centred on correcting the fundamental causes of service delivery failures discovered through audits. The solutions must systematically target the fundamental causes, not simply the symptoms. Creating solutions that address basic concerns will result in more long-term and meaningful improvements in service delivery.

10. Implement feedback channels:

The municipality might establish online platforms and channels to update the IDP implementation status regularly. Providing regular updates and soliciting public feedback improves transparency, accountability, and community

monitoring. Incorporating citizen input increases the plan's responsiveness and efficacy.

By implementing these recommendations, the municipality will be able to improve the IDP's effectiveness as a tool for addressing service delivery challenges in the Walmer and Motherwell townships and ensure that residents in these areas have access to the basic services they require to live healthy and fulfilling lives.

5.3 FUTURE RESEARCH

Based on the findings of this study, several recommendations for future research can be made. Firstly, future studies can explore the implementation of community-based participatory approaches in developing IDPs, particularly in under-resourced areas such as the townships of NMMM. This approach can help empower community members and ensure their needs and priorities are reflected in the IDP.

Secondly, future studies could assess how enhanced coordination between municipal departments affects IDP implementation and monitoring. Studies on coordination and monitoring are needed because lack of coordination and oversight were identified as issues affecting IDP implementation. Research can help determine best practices.

Thirdly, future studies could examine the causes of insufficient funding for IDPs and propose policy solutions at higher levels of government. Exploring innovative funding models is key to tackling insufficient budgets. Studies can uncover sustainable solutions.

Lastly, future studies can identify sustainable, innovative funding models for IDP programmes by assessing various public-private partnerships and government funding formulas. Exploring innovative funding models is key to tackling insufficient budgets. Future studies can uncover sustainable solutions.

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APPENDICES

APPENDIX 1: LETTER OF INFORMATION



LETTER OF INFORMATION

Title of the Research Study: Challenges of service delivery in selected townships in Nelson Mandela Metropolitan Municipality

Principal Investigator/s/researcher: Mpolweni Nandiswa, Master of Management Science in Public Management

Co-Investigator/s/supervisor/s: Dr Martin M Kabange

Brief Introduction and Purpose of the Study: Municipalities, in terms of the new development mandates, are required to provide a democratic and accountable government for local communities; provide services to local communities in a sustainable manner; promote social and economic development; and ensure a safe, healthy environment. While municipalities attempt to fulfil their mandates, they experience challenges that vary from one municipality to another. This research aims at addressing challenges of service delivery in selected townships in the Nelson Mandela Metropolitan Municipality (NMMM) in Port Elizabeth, in the Eastern Cape Province.

Good day

I am currently doing a master's degree in public management at Durban University of Technology (DUT) and I would like to invite you to participate in the research.

This research examines service delivery challenges in Walmer and Motherwell as selected townships in the Nelson Mandela Metropolitan Municipality (NMMM) in Port Elizabeth, in the Eastern Cape Province. It seeks to assess how effectively the integrated development plan (IDP), as a local government tool, may play a vital role in addressing service delivery challenges in the NMMM.

Outline of the Procedures: To gain insights about your views on the service delivery challenges in selected townships in the Nelson Mandela Metropolitan Municipality, the researcher will require about 20-30 minutes for an interview session to be held online or in-person at your appropriate time and space. I hope you will take the time to participate.

Risks or Discomforts to the Participant: There are no risks in participating. You will not be asked to perform any acts or make statements that might be expected to cause discomfort, compromise, diminish

self-esteem or cause you to experience embarrassment or regret. There are no foreseeable adverse reactions.

Explain to the participant the reasons he/she may be withdrawn from the Study: Participation is voluntary, and you may withdraw from the study for personal reasons, like a lack of time to be interviewed. There will be no adverse consequences for you should you choose to withdraw.

Benefits: Your participation in this study will improve service delivery in the Nelson Mandela Metropolitan Municipality. It will further enhance the body of knowledge on service delivery and IDP strategies in local government.

Remuneration: No monetary or other types of remuneration will be given.

Costs of the Study: No costs will be required to participate in this study.

Confidentiality: You reserve the right to remain anonymous. Any personal information, including names, surnames, addresses or contact numbers, will not be used in the study and will be kept confidential. Only information related to this study will be exploited to achieve the research objectives. Hardcopies data will be scanned and saved into pdf format alongside the recorded and transcribed interviews data stored on google drive. The stored data will be accessible to the supervisor and the researcher using a secure password. The electronic data will be deleted after five years.

Results: the final research outcome will be shared with you via email before publication at the DUT institutional repository.

Research-related Injury: There is no anticipated injury in participating in this study as you will not perform any physical acts.

Storage of all electronic and hard copies, including tape recordings: The data collected from participants will be stored for five years and handled professionally not to expose the identity of participants. Hard copies will then be shredded, and soft copies will be permanently deleted.

Persons to contact in the Event of Any Problems or Queries:(Supervisor and details) Please contact the researcher on 073 890 2124, my supervisor on 071 737 9455 or the Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Director: Research and Postgraduate Support Dr L Langaniso on 031 373 2577 or researchdirector@dut.ac.za.

APPENDIX 2: INTERVIEW QUESTIONS

INTERVIEW QUESTIONS

1. In your opinion, what are the root causes of service delivery problems or challenges in Walmer and Motherwell in NMMM?

2. Can you list and elaborate on some of the main challenges to service delivery in providing basic needs to the community of Walmer and Motherwell?

3. In your view, what should be done to improve service delivery in the municipality of Walmer and Motherwell?

4. Are officials adequately consulted in the drafting of the municipality's IDP? If yes, what is their contribution? If not, why?

5. Are there potential challenges impacting the municipality's IDP? Please elaborate on your opinion.

6. To what extent municipality's IDP affect service delivery in Walmer and Motherwell in NMMM?

7. What are strategies used in IDPs to alleviate service delivery challenges in Walmer and Motherwell in NMMM?

8. In your view, how effective are IDPs' strategies in addressing service delivery problems in Walmer and Motherwell in NMMM?

APPENDIX 4: CONSENT LETTER



CONSENT

Full Title of the Study: Challenges of service delivery in selected townships in Nelson Mandela Metropolitan Municipality

Names of Researcher/s: Nandiswa Mpolweni

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, Nandiswa Mpolweni _____, about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____.
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant Date Time Signature / Right
Thumbprint

I, Nandiswa Mpolweni (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Full Name of Researcher Date Signature

Full Name of Witness (If applicable) Date Signature

Full Name of Legal Guardian (If applicable) Date Signature

APPENDIX 5: ETHICAL CLEARANCE



Institutional Research Ethics Committee
Research and Postgraduate Support Directorate
2nd Floor, Beneyn Court
Gate 1, Steve Biko Campus
Durban University of Technology
P O Box 1324, Durban, South Africa, 4001
Tel: 031 373 3375
Email: irehad@dur.ac.za
http://www.dut.ac.za/research/institutional_research_ethics
www.dut.ac.za

1 June 2022

Ms N Mpolweni
170 Chris Hani Drive
Poddie
5640

Dear Ms Mpolweni

Challenges of service delivery in selected townships in Nelson Mandela Metropolitan Municipality

Ethical Clearance number IREC 301/21

The Institutional Research Ethics Committee acknowledges receipt of your gatekeeper permission letter.

Please note that FULL APPROVAL is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the IREC according to the IREC Standard Operating Procedures (SOP's).

Please note that any deviations from the approved proposal require the approval of the IREC as outlined in the IREC SOP's.

Yours Sincerely

Deputy Chairperson: IREC

APPENDIX 6: INTRODUCTION TO RESEARCH ETHICS CERTIFICATE



TRREE

Zertifikat Certificat

Certificado Certificate

Promouvoir les plus hauts standards éthiques dans la protection des participants à la recherche biomédicale
Promoting the highest ethical standards in the protection of biomedical research participants



Clinical Trials Centre
The University of Hong Kong

Certificat de formation - Training Certificate

Ce document atteste que - this document certifies that

Nandiswa Mpolweni

a complété avec succès - has successfully completed

Introduction to Research Ethics

du programme de formation TRREE en évaluation éthique de la recherche
of the TRREE training programme in research ethics evaluation

Release Date: 2021/07/21
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Professeur Dominique Sprumont
Coordinateur TRREE Coordinator



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