The effectiveness of the Neighbourhood Development Partnership Grant: A City of Johannesburg Case Study

Bulelwa Kondile

2264674

Students Email Address: 2264674.student@wits.ac.za

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Structure of the Dissertation

Chapter 1: Introduction and Background

Explains the context of the study and the thesis statement while stressing the significance of studying the effectiveness of the Neighbourhood Development Partnership Grant.

Chapter 2: Literature Review

The chapter gives a theoretical and empirical literature review. The empirical literature review identifies research gaps, which formed the basis for this investigation of the effectiveness of the NDPG at Johannesburg municipality. The theoretical literature concentrated on the development of NDPG concepts that served as the theoretical lens for this research.

Chapter 3: Research Methodology and Plan

Describes the research approach used to examine the effectiveness of the NDPG at Johannesburg municipality. The chapter describes the study model, data collection, and analysis.

Chapter 4: Results and Discussion

Further discussion and interpretation of the results are offered considering the conclusions drawn from the data gathered from the participants in the selected population.

Chapter 5: Conclusion and Recommendations

The conclusions and recommendations will then be built upon the findings of the imperial inquiry and the literature review.

1. CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Background of the Study

Investments in infrastructure projects have a direct impact on economic growth and employment, as well as on institutional advancement and quality of life. Infrastructure investments, such as roads, trains, and electricity, have a substantial positive impact on the production capacities of growing economies, depending on the region (Damijan, 2014). Furthermore, infrastructure investments promote the integration of previously regionally and functionally distinct markets, hence stimulating economic growth. Infrastructure continues to be a wise investment as well as a moral and financial need. It can support the achievement of development goals like job creation, market access, health, and education as well as equity, growth, and poverty alleviation (Delmon, 2021). Infrastructure development, both economic and social, is a fundamental predictor of economic growth, particularly in emerging countries. Direct investment in infrastructure develops (i) manufacturing facilities and encourages economic activity; (ii) lowers transaction and trade costs, boosting competitiveness; and (iii) gives employment possibilities for the disadvantaged.

In addition to impeding a country's ability to grow economically and compete internationally, poor infrastructure is a key contributor to sickness, mortality, and a decline in life quality. To promote economic growth and mitigate poverty, it is imperative to enhance the availability, calibre, and cost-effectiveness of infrastructure services (Delmon, 2021).

1.2 Context of The Study

In contrast to the global market, post-apartheid South Africa needed to invest in their infrastructure in addition to creating employment and boosting the economy, to ensure that it addresses historical inequalities by providing infrastructure to the areas where previously disadvantaged people had settled. The post-1994 government reiterated the necessity of infrastructure investment, albeit primarily to address historical disparities in service delivery and to refocus the economy on regional and global trade (National Treasury,2013). Investment in urban infrastructure has been emphasised by the South African government as a major strategic goal of the nation's economic growth and social development agenda ever since 2003 or 2004 (Todes and Turok, 2015). This infrastructure investment was enhanced through various streams and programmes, one of which was infrastructure grants.

The national government came up with several infrastructure grants, to curb the infrastructure backlog, in local government and boost the economy. The grants are primarily focused on various infrastructure sectors 1) Municipal Infrastructure Grant (MIG) to facilitate the investment in municipal infrastructure 2) Integrated public transport network Grant (IPTN) for funding for accelerated construction and improvement of public and non-motorised transport infrastructure 3) Urban Settlement Development Grant (USDG) which assists with an investment of human settlement 4) Neighbourhood Development Partnership Grant (NDPG) to attract private and community investment to unlock the social and economic potential in targeted underserved neighbourhoods, generally townships (Mseleni,2017). According to the National Treasury Budget Review, over the next three years, the government plans to invest 943.4 billion in infrastructure. The government is giving priority to several changes and providing incentives for conditional grant pledges. (National Treasury,2024). For this study, the research will be based on the NDPG. Due to historical disparities, the post-apartheid South African government has sought to improve townships, which were constructed as dormitories towns. The South African government has used spatial targeting programs like the Urban Renewal Programme (URP) and Neighbourhood Development Partnership Grant (NDPG) to transform townships (National Treasury, 2024). Since its establishment in 2006, the Neighbourhood Development Programme (NDP) Unit has been in charge of overseeing the Neighbourhood Development Partnership Grant (NDPG) to deliver services and infrastructure in the local government sphere. The NDPG is motivated by the idea that public funding and investment may be used to entice private and community involvement and unleash the social and economic potential of specific neglected neighbourhoods, typically townships (Ntombela, 2016). Thus, the grant's goal is to offer funding, assistance, and facilitation for the planning and execution of neighborhood development projects and programmes that serve as a catalyst for leveraging outside public and private sector investment for future and more sustainable development.

The NDP started a strategic planning approach to increase value for money and long-term impact after evaluating the NDP grant's performance in 2011–2012 (National Treasury, 2013). As a result, the Urban Networks Strategy (UNS), an investment method that supports both growth and the poor, was developed, the plan aims to make it easier to eliminate spatial disparity so that liveable, resilient, effective, and integrated human settlements can be made. The goal of this urban network strategy, as the name suggests, is to redirect infrastructure spending toward the development of effective urban centres that will boost economic growth, generate employment, and improve access to urban amenities, particularly for the underprivileged living in outlying settlements like townships (Maesela, 2018).

This would then ensure that there is collaboration from national and local spheres of government to deal with the infrastructure developments. The revised strategy, which targeted 18 municipalities (eight metropolitan municipalities and ten secondary cities), is based on an urban network strategy (National Treasury, 2013). One of these targeted urban areas would be the City of Johannesburg in the Gauteng Province. The NPDG has supported and funded several precincts within the Johannesburg area, one of which is the Jabulani urban centre/node in Soweto. The purpose of this study is to explore the effectiveness of NPDG CoJ in the Jabulani urban node, in Soweto.

1.3 Research Problem

The last decade, the world over, has experienced a surge in modernising local governments geared towards improving local service delivery (Bovaird, Löffler, & Parrado-Dez, 2002). This perceived and actual modernization of service delivery has increased investment in urban infrastructure and is viewed as the primary strategic goal for economic growth and social development by municipalities in previously disadvantaged areas. Since the end of apartheid, Soweto has experienced significant socio-spatial to infrastructure development (Harrison & Kirsten, 2014). To enhance economic growth in these previously disadvantaged areas, the South African government aims to reduce the spatial transformation by delivering key infrastructure in townships, which could ensure economic activities through an urban renewal strategy.

Fundamentally, there have been several delays and challenges in achieving the Urban Renewal Strategy, specifically with the delivery of the projects. The crucial challenges have been due to the delays experienced with the delivery of the infrastructure during the implementation phase. According to Diugwu, Mohammed, and Dorothy (2015) good project conception and definition, proper cost and budget management, adequate stakeholder management, and the appointment of a competent project manager would go a long way toward addressing the issues associated with the delivery of public-sector-funded infrastructure projects. One of the city's flagship projects, the Jabulani Node revitalises a neighbourhood for locals, commuters, businesses, and tourists while utilising transit-oriented development (TOD) as a catalyst to promote socio-economic growth (Hlophe, 2022). The 2006 opening of the Jabulani Mall, a sizable private investment, served as a catalyst for the growth of the Jabulani node. Though Jabulani has long been referred to as Soweto's central business district, not much investment has been made there. But with the mall's debut, the city boldly predicted that Jabulani Centre will develop into a fully functional residential, commercial, and recreational hub. (Harrison & Kirsten, 2014). As part of the Urban Renewal Strategy, the NDPP planned to assist in funding for the construction from Phase 5 to Phase 8 of the Jabulani Soweto node, consisting of 7 phases. This would be one of the biggest private-public partnerships enhancing economic enhancement. According to Hlophe (2022), there have been multiple project delays because of various reasons such social instability and construction hold-ups, which has delayed the Jabulani node's completion. This has indicated that these delays have been affected extensively due to proper project management on site. Reducing certain project management difficulties would help in allocating the Neighbourhood Development Partnership Grant (NDPG) and supporting the initiative's objectives. The PMBoK guide is a representation of many best practices in project management that have evolved over the years to manage projects successfully (Saladis & Kerzner, 2011). Through this case study, it will be possible to investigate how the effectiveness of PMBoK principles in supporting the Jabulani Node project, which will ultimately help the NDPG award fulfil its intended goal.

Aims

The main aim of this case study is to explore how effective infrastructure grant funding, particularly the NDPG in the City of Johannesburg (CoJ), Jabulani Soweto node.

Research Objective

The objective of this case study is to explore the challenges experienced by the City of Johannesburg in utilizing the NDPG during implementation and tacking if the NDPG is realising its intended purpose.

1.4 Rationale of the Study

Through the case study, the public sector and any donor agencies will be better able to comprehend the disparities in grant investment, and the City of Johannesburg and other grant funded municipalities will be able to guarantee that greater planning is done to ensure delivery.

1.5 Delimitation of the study

For Neighbourhood Development programme the study will be delimited to the Jabulani Economic hub, a precinct in Soweto, Johannesburg municipality. As part of the study, the researcher will be reviewing the effectiveness of the NDPG in the City of Johannesburg, since its inception, therefore reviewing a narrower approach. The study that Maesela (2018) undertook concentrated on the 18 municipal nodes that have attracted private investments and some of the challenges faced in managing the grant in the initial stages of its development and to ensure its main purposes, but this study will on the infrastructure development and as opposed to human development.

1.6 Operational Definitions

About Neighborhood Development Partnership Grant, the operational definitions are given below:

Budget: The amount of money that the National Treasury gives to each municipality for the NDPG (www.tresury.gov.za)

Hub: An area inside a boundary where planning for the Neighbourhood Development Programme is centered. (www.treasury.gov.za)

Node: This refers to the urban hubs in the township areas that have been picked out and are supposed to be turned into town centres.

Precinct: A part of the hub that can be planned separately from the rest.

Primary node: The node for the whole urban area, including the main primary transport links.

PMBoK: The Project Management Body of Knowledge is a collection of standard project management terminology and recommendations (PMBOK guideline)

Project Scope Management: Identifies and describes every task that is part of a project, including its goals, tasks, deliverables, and due dates (PMBOK guidelines).

Project Cost Management: The procedure for project life cycle cost estimation, budgeting, and management to maintain expenses within the authorised budget (PMBOK guidelines).

Project Time Management: How project management organizes their plan to determine the appropriate duration for each work, as well as the dates and deadlines for project stages and deliveries (PMBOK guidelines),

Project Risk Management: The process of assessing and putting policies in place to lessen the influence of risks in building projects (PMBOK guidelines).

Secondary node: The node at the scale of a township or a group of townships, which includes links to the primary urban nodes and several lower-order nodes.

Spatial transformation: Aims to reduce these disparities by encouraging more equitable access to infrastructure and services as well as more inclusive and sustainable development that benefits all urban dwellers.

Urban Hubs: These are urban nodes that want to build town centres in township areas.

Urban Network: A set of corridors and hubs in a certain area that are connected by public transportation.

2. CHAPTER 2: LITERATURE REVIEW

Introduction

The literature review had two primary objectives: the first, the empirical review is to establish the empirical evidence published in the literature that is relevant to the study's theme. The purpose of the empirical review is to identify research gaps, which formed the basis for this investigation of the effectiveness of the Neighborhood Development Grant at Johannesburg municipality. The second component of the literature review concentrated on the development of a conceptual framework that served as the theoretical lens for this research. The structure of the chapter is as follows: The first section presents an overview of Neighborhood Development Grant or programme. Next, the study presents the Urban Network Approach which put emphasis on connectivity of the urban network, followed by a description the NDPG targeted approach and its structure, funding mechanism, and grant allocation. Next a systematic literature evaluation from the standpoint of infrastructure development is offered. Based on the reasons presented in the introduction, it is assumed that Infrastructure is essential for efficient service delivery. The objective of the systematic literature review is to identify research gaps (assignment 2) and offer a rationale for the conceptual framework that will serve as a guide for the project (assignment 3).

2.1 Neighbourhood Development Partnership Grant as a catalyst for infrastructure development

The South African Ministry of Finance launched the Neighbourhood Development Partnership Grant (NDPG) in 2006 to encourage investment in the townships (National Treasury, 2007). The program comes after several initiatives taken by the government to address the under-investment in townships, including Special Integrated Presidential Projects (SIPP) and the Urban Renewal Program (URP) (Karuri-Sebina, 2014). The National Treasury (2007:3) reported that the NDPG's initial goal was to "stimulate and expedite investment in neglected, impoverished residential neighborhoods for municipal initiatives that either include a clear private sector component or an intention to achieve that goal."

The program is intended to help communities with a high population density that are struggling with social and economic infrastructure (National Treasury, 2007). In essence, the grant aims to solve the socioeconomic problems, planning issues, and investment issues that plague high-population density locations. The high rate of unemployment, the under-performing residential real estate market, the limited ability to retain income, the undiversified and marginal local economies, as well as the low level of private sector investment, are additional major socioeconomic problems that the grant is attempting to address. Also, the NDPG grant is seeking to address the low level of private sector involvement, as well as the restricted ability of local governments to collect and align various funding sources (National Treasury, 2007).

In essence, the initiative uses the NDP grant as a 'sweetener' to encourage private sector investments in the targeted nodes through various public sector financing sources (National Treasury, 2007). The government has implemented the NDPG, also known as the Neighbourhood Development Plan Grant, to improve the economic and social circumstances of South African cities. It was launched after the Urban Renewal Plan (URP), which likewise seeks to coordinate infrastructure investments in the targeted nodes' social and economic sectors (Everatt et al., 2006). Originally, the NDPG solely sponsored economic development projects in the townships that are catalytic in nature throughout the nation, with each municipality making a case for the program's funding of their project. The initiative was implemented in 65 towns during the course of its first five years (2006–2010). Over the years, this program changed, and the targeted implementation areas were reduced from 65 to 18 municipalities. Recognizing that having a large number of municipalities involved put a strain on the Neighbourhood Development Partnership Unit informed the decision to reduce the number of municipalities (Todes and Turok, 2015). The 18 municipalities are essentially a component of the Urban Networking Strategy (UNS). This is a straightforward strategy that focuses on the program's areas that the National Treasury has designated as having a greater possibility of affecting the population.

The revised Urban Networking Strategy with 18 municipalities emphasized the importance of socioeconomic and geographical aspects for the programme's effective execution. The hub (township and node) that will be targeted for investment will be chosen using this strategy's three dimensions, which include the national, regional, and local scales (National Treasury, 2013). As a result, the first level is to focus on the sectors that will have a much greater influence on the national economy, could affect a bigger percentage of people, and also where the possibility for maximizing economies of scale exists (National Treasury, 2013). The second level consists of the potential geographical effect zones for the program (*Ibid*). This method defines them as a catchment and primarily considers the Current Township or group of townships. As a result, it is feasible to reach a larger population as a group of townships and eventually have a greater influence. The emphasis of the third and final level is on the current localisation of social and economic activities, which involves strengthening the connections between the main and secondary urban network (National Treasury,2013). The National Treasury has further categorised and ordered the prioritization of these investment sectors in its process of identifying the hub to make this strategy successful utilizing the levels outlined above. The three categories that resulted are summarized below for the designated townships:

Table 2.1: Phases, classifications, and traits for the NDPG's implementation in priority areas

Phase	**Classification**	**Key traits and dominion**
Round 1	Major city regions	Ekurhuleni, City of Cape Town, City of Johannesburg, City of Tshwane, and eThekwini are the main cities.
Round 2	High intensity urban areas	Other metropolitan areas not mentioned above, as well as the densely populated areas around the cities
Round 3	Secondary cities	Important provincial cities like Polokwane, Mbombela, and Sol Plaatje that are not already listed

Source: National Treasury, 2013

Rural and small municipalities are automatically excluded from the program based on the aforementioned criteria. This omission is justified by the fact that a sizable section of the rural population still moves to the metropolis in search of better economic opportunities (Kok and Collinson, 2006). Hence, investing in urban areas is essential for ensuring that the government makes investments where it will have the most influence on the majority of people both now and in the future.

In essence, the NDPG aims to perpetuate the growth of cities which is critical to the development of economic possibilities that might address the national problem of reducing unemployment, inequality, and poverty. The emphasis on the townships also helps to repurpose the dormitory towns built under apartheid rule into more prosperous economic hubs. The significance of this

NDPG new strategy lies in its focus on more general objectives to alleviate economic hardship rather than on its effects, such as poverty and social ostracism (Todes and Turok, 2017).

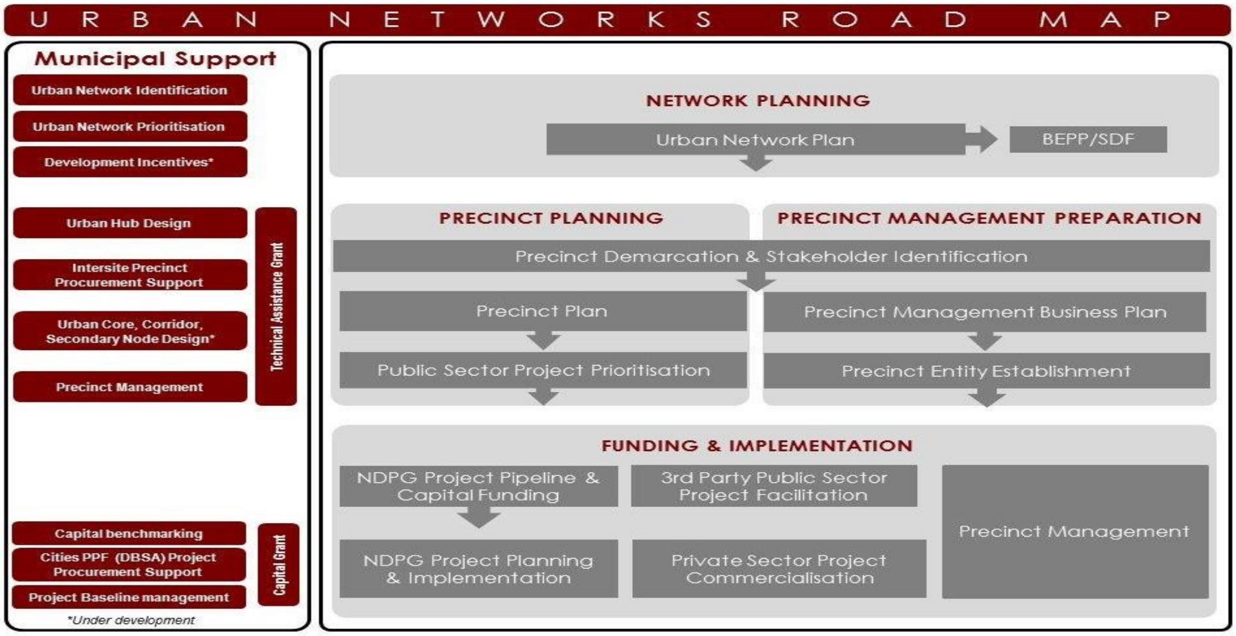
2.1.1 Urban Network Strategy for Updated Neighbourhood Development Partnership

The approach used in the updated NDPG is commonly known as the Urban Network Strategy (UNS). It is used to carry out the program's implementation. The strategy placed a focus on the connectedness of urban networks by linking the central business district (CBD), major nodes, and secondary nodes.

The major objective of the program, as stated by the National Treasury (2013), is to assist municipalities across the different planning stages. The first step that has to be done is to determine the urban networks and the hierarchy of those networks. After this, the specific design of the hub as well as the prioritization of the identified hubs (nodes) inside the urban network come next. Detailed project planning is used to assist the design of particular nodes as well as the identification of catalytic initiatives that are meant to support the urban centre, corridors, and subsidiary nodes.

Precinct planning, implementation, and management are the three key elements that make up this process, as shown in Figure 2.1. Precinct planning is concerned with locating and going through all the appropriate planning procedures to locate the hub inside the municipality. Precinct management places a strong focus on making sure that the planning that has been done is realized by offering an organized strategy for the program's execution. Stakeholder management, which will guarantee a coordinated approach is adopted while executing the program, is essential to this process.

Figure 2.1: Neighbourhood Development Partnership Urban Networks Road Map



Source: National Treasury,2017

Providing projects with finance channels that enable private and public sector interventions is a part of the implementation stage. The capital grant offered by the program is the first stage in the financing process. Some enabling infrastructure projects that were identified in the planning stage are being given funding priorities. In this way, a pipeline of projects is developed that act as a lure for private sector investment.

2.1.2 Structure, Funding mechanism, grant allocation and Structure of the Neighbourhood Development Partnership programme

NDPG can be explained in terms of structure, funding mechanism, and grant allocation. The Division of Revenue Act (DoRA) specifies how the municipal grant allocation, which includes the NDPG, is distributed. It offers technical assistance (TA) and conditional grants (CG), which are a pair of distinct types of grants (National Treasury, 2007). Although the latter is utilized for infrastructure expenditures, the former is used to help municipalities plan in the targeted nodes. The establishment of a financial resources facility in the form of a municipal project preparation fund is crucial for technical assistance, according to the Government Technical Advisory Centre (GTAC). This fund aims to make it possible for the municipalities to carry out in-depth planning (soft projects) and to provide the implementation assistance required for ongoing maintenance during the implementation. The execution of infrastructure projects in the townships and nodes is the exclusive focus of the conditional grant (CG). The primary goal of infrastructure investment is to create an environment that will encourage cross-sector investment (public and private). The two grant investments foster an investment-friendly climate, sparking interest and luring more public and private sector investments.

An essential tool for determining the total budget for municipal projects is the precinct plan. The municipality selects and costs the projects via the precinct plan to establish the total budget for the program. Also, the DORA provides information on the distribution since it bases its grant distribution to municipalities for each fiscal year on historical performance (Garzarelli and Keeton, 2017). Municipalities are awarded extra money in the fiscal year that follows if they do well (manage to spend grant allotment).

Three pillars make up the program under the Neighbourhood Development Partnership Programme (NDPP) unit: planning, implementation, and precinct management. Planning oversees making sure that every municipality's precinct plan is according to the Urban Network Strategy (UNS). The goal of implementation is to make sure that the catalytic initiatives and programs that were selected during the precinct planning phase are carried out in the municipalities to achieve the program's goal. Precinct management oversees stakeholder management to make sure that all investments made during program implementation are safeguarded via significant stakeholder ownership of the program and initiatives that have been carried out.

For the program's implementation in keeping with the pillars, there are many teams involved. The way the teams are organized makes it possible for the official participating in precinct planning in one municipality to also be involved in another municipality's implementation occupying a different role. By mastering the full program, the Neighbourhood Development Partnership (NDP) unit has been able to strengthen the competence of the officials. Most significantly, delegating the tasks in this way will help the unit preserve some institutional memory if one official were to leave the program in the long term. This strategy is crucial to guarantee that any potential failures caused by assigning one person to run the program in a municipality are contained.

2.1.3 Neighbourhood Development Partnership Hubs

The revised NDPG includes 18 municipalities, and there are 29 nodes, often known as urban hubs. Precincts that are selected and recognized under the urban network strategy are the urban hubs. These precincts typically have an 800 m radius, and there is a big focus on walking inside the precincts. Table 2 shows that these urban hubs are a blend of established central business districts (CBDs) and townships. The redesigned program's methodological approach, which places a focus on having an influence on larger regions of population, has largely guided the inclusion of the CBDs. So, such CBDs are included in locations where increasing the CBDs would have a greater effect, while townships become secondary nodes targeted for investment. The CBDs of the secondary cities Mogale City, eMalahleni, and Sol Plaatje—whose respective CBDs are Krugersdorp, Witbank, and Kimberly—have been chosen as components of the urban hubs that are intended for growth. Since they are related to the township and have an effect on the population, the CBDs in these secondary cities have been specifically targeted (National Treasury, 2015). That is, focusing on CBDs will significantly affect economic development measures that will have an impact on a significant percentage of the population. Townships have been chosen as a component of urban hubs in metropolitan municipalities like City of Tshwane (CoT), City of Johannesburg (CoJ), and City of Cape Town (CoCT). Even though some existing CBDs are a part of the initiative, townships still predominate of the 29 urban hubs that are being targeted, 25 (86%) are townships, while 4 (14%) are established CBDs (Maesela, 2018).

The 29 urban hubs are in various phases of precinct planning, implementation, and management. Precinct management will be implemented in the future in 23 (79%) urban hubs, while precinct planning has already been completed in 16 (55%) of the targeted hubs and implementation is in progress in 25 (86%) (Maesela, 2018). It should be noted that while the precinct planning is underway, there are times when quick win initiatives are chosen and carried out. The latter shows that most precincts are still in the early stages of implementation and that detailed precinct management won't begin until several activities related to the planning and implementation stage have been finished. As could be seen, the only metropolitan municipalities with a significant number of urban hubs are Tshwane, eThekweni, and Ekurhuleni. The fact that there is just one hub (Jabulani) in the City of Johannesburg (CoJ), which serves as South Africa's economic hub, raises serious concerns. Diepsloot has only been designated as a potential hub within CoJ (National

Treasury, 2017). Table 2.2 below shows the stages of urban hub planning, implementation, and precinct management.

Table 2.2: Urban Hubs under the NDPG and their state of implementation

Municipality	**Urban Hub**	**PLANNING**	**IMPLEMENTATION**	**PRECINCT MANAGEMENT**
Nelson Mandela Bay	Njoli Hub	In progress	In progress	Future
Buffalo City City of Cape Town	Phillipi Hub	Future	Future	Engaging Muni
Buffalo City City of Cape Town	Mdantsane CBD	Complete	In progress	In progress
City of Johannesburg	Diepsloot	Complete	Future	Future
City of Johannesburg	Jabulani Hub	Complete	In progress	In progress
City of Matlosana	Jouberton/ Alabama Hub	Complete	In progress	Future
City of Polokwane	Seshego Circle Hub	Complete	In progress	Future
City of Tshwane	Solomon Mahlangu	Complete	In progress	Future
City of Tshwane	Ga-Rankuwa Hub	Future	In progress	Future
City of Tshwane	Hammanskraal	Complete	In progress	Future
City of Tshwane	Saulsville/Atteridgeville Hub	Complete	In progress	Future
City of Tshwane	Soshanguve/ Mabopane CBD	Complete	In progress	Future
Ekurhuleni	Kwesini Hub	Complete	Future	Future

Ekurhuleni	Daveyton Hub	In progress	In progress	Future
Ekurhuleni	Tembisa Civic Centre	Complete	In progress	Engaging Muni
Ekurhuleni	Tsakane Hub	Future	In progress	Future
Ekurhuleni	Vosloorus Hub	In progress	In progress	Future
Emalahleni Emfuleni	eMalahleni CBD	Complete	In progress	Future
Emalahleni Emfuleni	Sebokeng Hub	Complete	In progress	Future
eThekwini	Bridge City/ KTC	In progress	In progress	Boundary to be confirmed
eThekwini	Mpumalanga Town Centre	Complete	In progress	Future
eThekwini	Umlazi Reunion	Complete	In progress	Future
Mangaung Mbombela	Waaihoek Hub	Complete	In progress	Future
Mangaung Mbombela	Tekwane Hub	Complete	In progress	Future
Mogale City	Krugersdorp CBD	Complete	In progress	Future
Msunduzi	Edendale Town Centre	Complete	In progress	Engaging Muni
Newcastle	JBC Node	Complete	In progress	Future
Rustenburg	Rustenburg CBD	In progress	Future	Future
Sol Plaatje	Kimberley CBD	Complete	In progress	Future

Source: National Treasury, 2017

2.2 Empirical Literature Review

Few studies examine the NDPG progress with its urban strategies/ hubs. Studies viewed the program's regeneration components in the townships. Others have examined the NDPG's economic advantages and lessons learnt about local economic development. Others explore how the NDPG has been utilised to unleash economic growth in the targeted nodes while examining the impact of place-based policies in economic development. Few studies the program's challenges during the implementation stages of the pipeline of projects in township development. There are currently no studies that examine effectiveness of the updated NDPG at a single urban hub for any metropolitan municipality. As such it is relevant to examine the effectiveness of programme expenditure, as well as the program's capacity to ensure it realises it's intended purpose of infrastructure investment in CoJ. The accomplishment of municipal performance, including service delivery, and local economic development depends on the capacity to effectively carry out project management practices on its Neighbourhood Development projects (Irfan, Hassan, and Hassan, 2019; Tereso, Ribeiro, Fernandes, Loureiro, and Ferreira, 2019). The research will thus examine how the project management practices affect the City of Johannesburg NDPG performance, particularly the Jabulani precinct in Soweto.

Project management practices are tried-and-tested methods used over time to get the consistent results (Antony, Sony, McDermott, Jayaraman, and Flynn, 2021). Project management practices helps an organisation plan, execute, and control its operations and use of people and resources. Development Grants continually increase GDP, employment, and exports (Masocha, 2019). Thus, performance of the Neighbourhood Development Partnership Grant (NDPG) in any economy has been heavily credited in the literature due their relevance to sustainable economic development (Sitharam and Hoque, 2016; Ritz, Wolf, and McQuitty, 2019).

2.3 Linking NDPG to the PMBoK principles.

2.3.1 Project risk management effect on NDP project performance

According to PMI (2020), risk management involves recognising, assessing, and managing project risk. Municipalities must identify, analyse, and control project risks to complete projects on schedule and maximise profits (Zhang et al., 2019). Hilson and Simon (2020) say that handling risks in projects makes sure of everything, like a good project finish and happy customers, and improves organisational financial performance. So, for municipality to handle a project well and make sure it's finished on time, it's important to find, analyze, and control the risks involved (Chen et al., 2020). As such the study make the following proposition.

PO1.1 There is likelihood of having positive effect of Project Risk Management on the NDPG projects performance in the City of Johannesburg.

2.3.2 Project scope management effect on NDPG project performance

Project Scope Management says every project includes a set of deliverables, a projected closing time, and specified actions and activities to finish the project (Sanghera and Sanghera, 2019). In simple terms, project scope refers to the intended outcome of the project. As posited by Sanghera and Sanghera (2020), as part of the planning process, project scope management is a method that helps figure out and write down a list of all the project's goals, jobs, outputs, dates, and budgets. With a defined project scope, NDPG project managers can simply remain on track and make sure all project deadlines are fulfilled throughout the project's life cycle. The research proposes the following proposition.

PO1.2 There is likelihood of having positive effect of Project Scope Management on the NDPG project performance at City of Johannesburg.

2.3.3 Project cost management effect on NDPG project performance

Project cost management is defined by Mangla et al. (2020) as resource planning, estimation of costs, cost budgeting, and cost distributing and controlling to complete the project within budget. Project cost management is increasing an organization's cost efficiency and effectiveness by assessing and managing costs throughout the life cycle of a project (PMI, 2013). Project cost management is an important PM measurement since municipalities need financing to begin and complete projects. The current research will consider project cost management as the steps project managers take to estimate, give, and regulate project costs. The implication is that financially successful municipalities have tight project cost control as it is key indicator of project management success (Zhang et al., 2019). As such the study makes the following proposition.

PO1.3 There is likelihood of having positive effect of Project Cost Management on the NDPG projects' performance at City of Johannesburg

2.3.4 Project communication management effect on NDPG projects performance

Project Communication Management is the body of knowledge that uses methods to develop, collect, distribute, store, retrieve, and dispose of project information (PMI, 2020). Project communications are the core of PM which has a growing recognition because project managers spend 90% of their time talking with participants and stakeholders (Senescu et al., 2013; Arriagada & Alarcon, 2014). According to PMI (2020), poor communication management kills 60% of projects. Poor communication between project participants invariably leads to cost overruns and late delivery, resulting in project failure. Thus, project communication management help in improving organisation performance as it helps in completing projects on schedule and within budget (PMI, 2020). Communication between project participants invariably leads to cost overruns and timely delivery, causing projects to fail. Communication between project stakeholders is the most critical part of NDPG projects' success. Sharing information empowers all project stakeholders, resulting in higher project success. The subsequent proposition is made:

PO1.4 There is likelihood of having positive effect of Project communication Management on the NDPG projects' performance at City of Johannesburg.

2.3.5 Other factors that affect the successful implementation of NDPG projects.

Since the beginning of policy/project implementation research, there has been no widely accepted policy implementation theory. Policy implementation is complicated and requires a multi-theoretical explanation (Khan, 2016:4). The Rational Model emphasizes planning for good project implementation. It is a top-down approach to policy implementation that requires specific project goals, comprehensive and consistent project planning, specific work/project assignments, precise standardisation, and effective project tracking (Khan & Khandaker, 2016). Critics say any rational approach demands massive amounts of information that the human brain cannot deliver (Islam, 2020:5).

Additionally, the Management Model on policy implementation is called a structure and resource-centered model. It assumes that excellent structure, clear and 2-way communication, good usage of staff, financial/budgeted resources, technology, and location facilities lead to successful project or policy implementation (‘Khan & Khandaker 2016). The Organisational Development Model would put policies into practice bottom-up. It assumes that effective leadership, the correctness of decisions, high people engagement and motivation, and team and culture development are the keys to successful project implementation performance (Khan & Khandaker 2016). This behavioural human-centered paradigm would therefore regard NDP project implementation as a harmony: the more project players agree, the better the odds of success. The Political Model recognizes politics and views it an essential to project implementation. This model assumes that individuals avoid the complexity of joint actions, have stronger bargaining ability, operate in harmony, reduce pressure politics, negotiate, and work together (Khan & Khandaker, 2016). The political model does not address policy purpose, goals, or individual roles and responsibilities, which might cause further problems.

The Bureaucratic Process Model, often known as "implementation as compliance," shows the phenomenal reality of policy implementation by assuming adequate discretion, competency, control of conduct, and commitment of front-line project implementers. It highlights the front-line implementer's importance in policy success. This approach believes that the top hierarchy's comprehension and front-line staff's discretion and commitment drive policy outcomes (Khan & Khandaker 2016). The model has a "power" advantage when critically analysed. This strategy gives front-line actors more control over policy execution by letting them make decisions.

The preceding policy implementation theories have flaws to explain the factors that affect the success of NDPG projects at City of Johannesburg, Jabulani precinct (Khan & Khandaker, 2016) The Intergration Model is a universal inductive theoretical framework that can explain NDP project performance at City of Johannesburg, Jabulani precinct Neighborhood development project and incorporate the merits of all five models while neutralizing their flaws. The following variables in the integrated model of policy/project implementation include effective leadership, appropriate organisation structure, Clear goals, resource use efficiency and preciseness in project assignments. The Integrated model integrates key elements of the preceding models of project implementation because the current study sought a universal inductive theoretical framework to explain NDPG project implementation and incorporate the merits of all five models without their drawbacks.

The model incorporates effective leadership from the organisational development model, clarity of goals from the rational model, clarity and detailed task assignment from the management model, right organisational structure, and effective use of resources from the management model, and front-line Biometric Attendance System implementers' commitment from the bureaucratic process model. The following design and section detail this integrated model variables (Saetren and Hupe 2018).

1.6.1 Effective leadership: policy outcomes depend on leadership. It's the integrated model's first variable because it meets the "power" condition. Every policy or project needs good leaders. A successful leader must be able to handle bureaucratic and political games.

As such the study makes the following proposition.

PO2.1 Effective leadership moderates the effect of Project Management practice on NDPG project performance in the City of Johannesburg.

1.6.2 Appropriate organisation structure: the correct organisational structure streamlines implementation, decision-making, and employee performance. It also motivates policymakers by creating a harmonious work atmosphere. As such the study makes the following proposition.

PO2.2 Appropriate organisational structure moderates the effect of Project Management practice on Neighbourhood Development projects performance in the City of Johannesburg.

1.6.3 Clear goals: help define the programme's focus and service requirements. By defining its goals, a policy course may avoid the possibility of goals and pathways dichotomy or unexpected decisions that might delay programme execution. As such the study makes the following proposition.

PO2.3 Clear goals moderates the effect of Project Management practice on NDPG project performance in City of Johannesburg.

1.6.4 Precise and specific work assignments: these keep policy players focused and accountable. Information - clear tasks, missions, or responsibilities - is another crucial implementation part of every proposed model. Once a model meets this condition, effective leadership and knowledge are adequate to motivate actors to perform successfully. As such the study makes the following proposition.

PO2.4 Precise and specific project work assignments moderate the effect of Project Management practice on NDP project performance in the City of Johannesburg.

1.6.5 Adequacy and effectiveness in resource utilization: Resources include any financial, human, and material resources that may be used to accomplish the purpose of an NDPG project. A well-structured company with effective resource management ensures performance and motivates actors. As such the study makes the following proposition.

PO2.5 Adequate and effective use of resources moderates the effect of Project Management practice on NDPG project performance in the City of Johannesburg.

It proposes that strong leadership, proper organisational structure, goal clarity, task precision, and effective resource utilisation have a moderating positive effect on the effect of project management practise on NDP project performance. The study then clarifies the conceptual model that will be used in the current investigation.

2.4 Conclusion

The NDPG has changed from focusing on any section of a township to encouraging investment throughout the nation to a more targeted strategy of fostering development and investment in certain municipalities. The Urban Network Strategy (UNS), which places focus on the areas, is a redesigned strategy that the National Treasury has undertaken to carry out this goal. Almost 50%

of South Africans live in the targeted municipalities. The areas are mostly made up of secondary cities, high-intensity urban areas, and large city regions. The Division of Revenue Act's designated grant is used to finance the program. The towns may use this funding to pay for infrastructure improvements and catalytic planning in the designated areas.

3. CHAPTER 3: RESEARCH METHODOLOGY AND PLAN

3.1 Conceptual Framework for NDPG

After introducing the theoretical background, a conceptual framework is developed. The variables that explain the success of NDPG projects were thought to be project management knowledge domains representing project management practices/factors. This conceptual framework focuses on four knowledge areas: project scope, project cost, project risk, and project communication management. (PMI, 2020). As the explained variable, this framework looks at the quality, time, and cost of project performance.

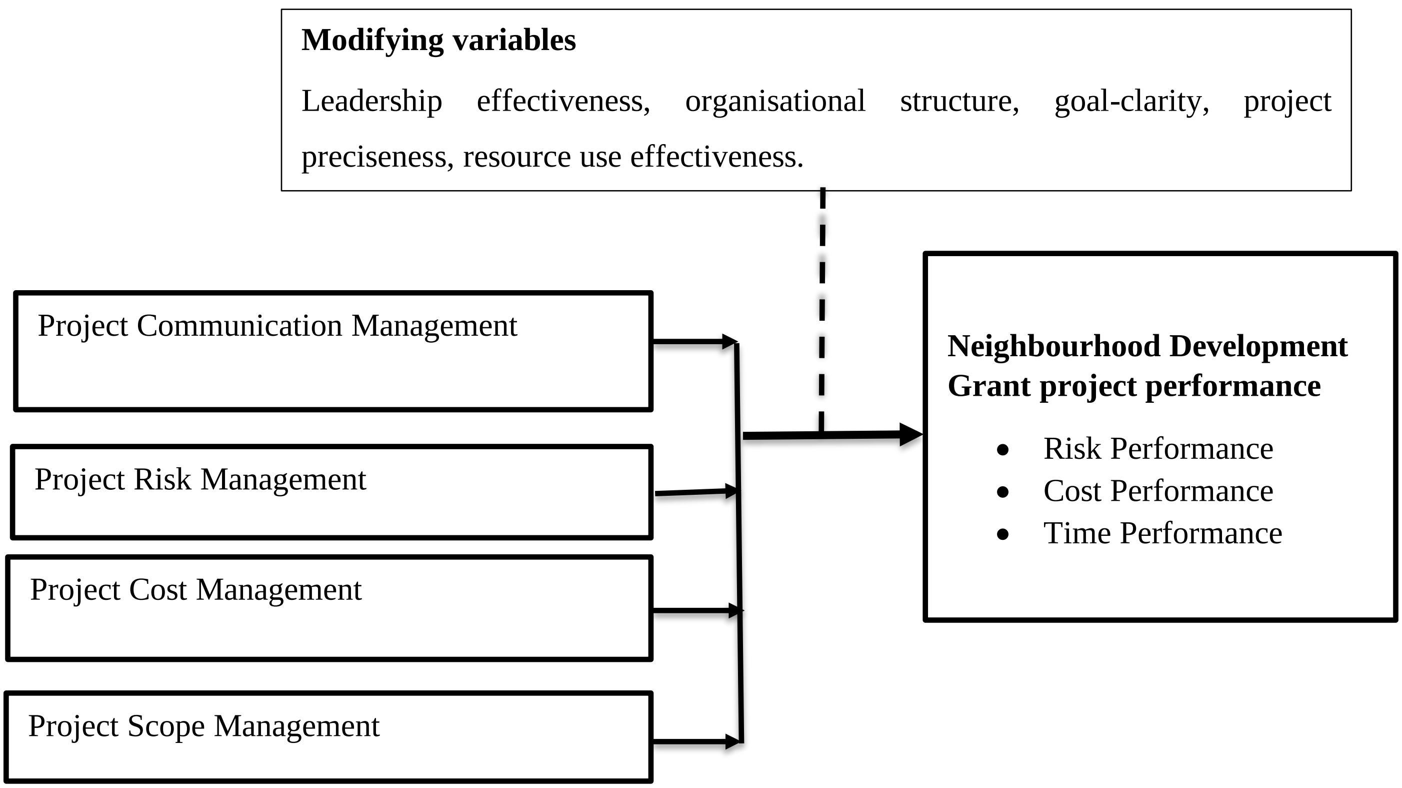


Figure 3.1: Research Conceptual Framework

Figure 3.1 depicts how the proposed framework's project management practises, such as scope management, cost management, communication management, and risk management, aim to achieve satisfactory NDPG project performance by improving time performance, cost performance, and quality performance, which leads to improved City of Johannesburg: Jabulani precinct project performance.

It also demonstrates that additional variables such as leadership effectiveness, organisational structure, goal clarity, project preciseness, and resource usage effectiveness help to moderate the effect of project management practice on project performance.

The concept will analyse a collection of moderating elements found by numerous authors, which could be viewed as obstacles to strategy implementation procedures on NDPG projects. They are challenges because if negatively worded they will present clear challenges that affect the success of a development endeavour of NDP projects. These moderating factors/challenges include leadership ineffectiveness, poor organisational structure, goal-unclarity, project impreciseness, resource use ineffectiveness; ineffective communication, unnecessary organisational Power Games and Politics; resistance to change and lack of learning culture, and poor functional coordination (Khan, 2016). As such the sum of these project management practices, applied throughout a project's lifetime, yields an evolving collection of practices. By following this practice and taking care of challenges/factors, for the City of Johannesburg: Jabulani precinct, the NDPG can make sure everyone working on the project knows precisely what is expected of them and how their progress is being evaluated. This eliminates the anxiety that often surrounds a project before a deadline. This conceptual framework thus consolidates the project's outputs and shows how to reach NDPG project success based on effective project management practices.

3.1.2 Formulations for Propositions

Emanating from Figure 3.1, a dual set of propositions was drawn:

PO1. The effect of project management practice on the NDPG project performance in the City of Johannesburg:

- PO1.1 Project Risk Management has the potential to improve the performance of NDPG projects in the City of Johannesburg.
- PO1.2 Project Scope Management has the potential to improve the performance of NDPG projects in the City of Johannesburg.
- PO1.3 Project Cost Management has the potential to improve the performance of NDPG projects in the City of Johannesburg.

- PO1.4 Project Communication Management has the potential to improve the performance of NDP projects in the City of Johannesburg.

PO2. The moderating of factors on the effect of project management factors on NDP projects' performance in the City of Johannesburg.

PO2.1 At the City of Johannesburg, effective leadership moderates the effect of Project Management practice on the execution of NDPG projects.

The next sections provide justifications for the research methodologies that will be used.

3.2 Research Methodology

Gathering, processing, and analysing data are called research methods. Sekeran and Bougie (2016) say that research methods let people judge the study's reliability and validity. There are qualitative, quantitative, and mixed methods to do the study. The quantitative data method is based on a large group and is usually done through a survey to objectively solve the research problem. A "mixed methods" uses both quantitative and qualitative data (Creswell, 2016). Qualitative research will be used in the current research. Qualitative study is usually more in-depth, and it is often subjective and open to interpretation. A qualitative study needs fewer people to participate because the answers are more detailed and give a better understanding of the problem. So, the results only apply to the sample and can't be used in other situations or with other groups of people (Creswell, 2016). The most common ways to get qualitative data are through participant observations, semi-structured conversations, and document analysis (Saunders et al., 2016).

3.2.1 Research Philosophy

The researcher's mindset determines how the research will be done. Creswell (2016) says that a research mindset termed research philosophy is a way of thinking or practice of doing research. A researcher can take many mindsets when undertaking research. Saunders et al. (2016) say that a scientific investigation could be based on either interpretivism, positivism, or pragmatism. Positivists believe that the only way that reveal truth is to remain objective. But interpretivism says that no thought is right or bad. Also, pragmatists know that studies can show both consistent and inconsistent results in research (Creswell, 2016). This study will adhere to interpretivism. Interpretivism will acknowledge that reality is socially created, and there is no static way or one way of knowing the truth. People who directly work on NDPG will therefore share their subjective insights on project management factors and challenges that affect the success of NDPG projects.

3.3 Research design

According to Sekaran and Bougie (2016), a research design is the plan or framework of any scientific study. So, the study design specifies when, where, and how to collect data. Creswell (2016) clarified the types of research design to include, explanatory, exploratory, descriptive, correlational, and causal. This study will use an exploratory research design (Sekaran and Bougie 2013:96-97; Creswell and Poth, 2018). The researcher wants to discover perceptions on what is likely to cause the success of NDP projects. According to Doabler et al. (2012), an exploratory research design is often used when gathering relevant background information regarding the study problem. Exploratory research is usually qualitative used when there aren't many or any past studies that can predict what will happen. The focus is on learning and getting used to things to prepare for further study or when research problems are in the early stages of being investigated (Sekaran and Bougie, 2016). (Creswell, 2016). As such based on Neumann (2014), with exploratory research design, the researcher will dig into a seemingly brand-new Neighbourhood Development Grant research area to offer answers to questions that may need to be addressed by other designs. The particular focus of the exploratory design will be to determine perceptions on which the Project management practice utilised by the case study of COJ yields desired results on NDP project performance.

3.3.1 Research Approaches

The research approach includes broad assumptions for specific data collecting, analysis, and interpretation methods (Crossman, 2020). Inductive and deductive approaches to study exist. Inductive techniques explore novel phenomena, but inductive approaches concentrate on cause and effect based on existing theory. The approach known as deductive proceeds from theory to observation, but the inductive method proceeds from observation to theory (Crossman, 2020).

Inductive research frequently entails gathering extensive qualitative data using methods including observations, interviews, and textual analysis. This breadth of information will enable the researcher (Patton, 2014) to comprehend the research phenomenon completely, by capturing the complexity and context of actual circumstances. Compared to quantitative approaches that just consider numerical data, it offers a more nuanced viewpoint (Patton, 2014).

Inductive case studies may directly affect real-world situations. Researchers can produce insights that guide decision-making, policy development, and practice by probing real-world examples and their complexities. The conclusions might offer experts and organisations dealing with comparable issues invaluable guidance. (Flyvbjerg, 2006)

This current inquiry will employ an inductive approach based on project management and policy implementation theories (Silverman, 2020). The study used an inductive approach to scrutinize the influence of project management practices on NDPG employees) from middle management to senior management.

3.3.2 Sampling Techniques

Sampling involves choosing community members, events, behaviours, or processes to study. Saunders et al. (2016) define sampling as choosing study subjects. Sampling is done using probability and non-probability methods. Probability sampling selects all items or topics equally. Non-probability sampling is any suitable sampling method that uses a non-random probability for study items or participants (Creswell, 2016). To find participants who can offer comprehensive and in-depth information on the topic under study, qualitative researchers employ purpose sampling (Obilor, 2023). Various non-probability sampling methods are grouped together under the term "purposeful sampling." Purposive sampling, sometimes referred to as judgmental, selective, or subjective sampling, depends on the researcher's judgement in choosing the units (individuals, cases/organizations, events, or data points) that will be examined. In most cases, the sample under investigation is rather tiny, particularly in contrast to probability sampling methods (Rai et al 2015).

For this study, purposeful sampling will be used as this entails locating and picking people, or groups of people, who have expertise or understanding of an interesting phenomenon. The sample includes middle management and senior employees who play any form of managerial role in Neighbourhood Development project to support the economic development of urban precincts.

3.4 Sample size

The number of informants for qualitative research is defined by the demand for information, ensuring that the research questions are met (Ryan, 2018). This is reinforced by Creswell (2016), who outlines the saturation theory, which states that there is an ideal sample size beyond which no new information will be obtained. Participants in case studies are a purposive sample since they must fit the researcher's defined criteria. In case study research, there are frequently fewer than 12 cases—sometimes even only one—in the sample (Campbell, 2012).

Using saturation principles, the researcher will conduct 12 interviews (8 from the COJ and 4 from the National Treasury: NDPP Unit) with open-ended questions about the project management practices for NDPG projects in place to support social and economic development.

3.5 Data Collection

Data can be secondary or primary information. The primary data emanate from a field source and is collected for first use while secondary data is publicly available and has been utilised by various people with different intentions (Creswell 2016). According to Alvi (2016:21), data collection techniques are instruments. This study will employ semi-structured interviews as a data collection method. Municipal and treasury authorities from middle management to senior levels will be interviewed for primary data. The targeted respondents for the interview will be municipal project coordinators. The National Treasury project managers are part of the sample because they oversee NDPG in the municipality. Interviewees will be notified in advance. This will also make the researcher acquainted with financial information and secondary sources.

3.5.1 Data Collection Measuring Instruments

After gaining permission from participants, primary qualitative data will be acquired through an interview guide as a research instrument. Through semi-structured interviews, participants may delve into narrative statements regarding project management practice on the NDPG project performance at the City of Johannesburg. The interview guide will also delve into other factors that moderate the effect of project management practice on the NDPG project performance in the City of Johannesburg. In this study, the set of questions in the interview guide elicits general demographic information.

The second set of questions focuses on the respondents' opinions and perceptions on the effect of project management practices on the NDPG project performance in the City of Johannesburg. Informants will be asked to mainly give their insights on the effect of project risk management, project scope management, project communication management, and project cost management.

The third set of questions is about the NDPG project performance in the City of Johannesburg. The respondents will be asked to specifically narrate the effect of ineffective leadership, inappropriate organisational structure, unclarity of goals, impreciseness of project work tasks, and inadequacy and ineffective use of resources.

The fourth set of questions is a general evaluation of how project management practices affect the success of NDG projects. The last question is about what suggestions should be made to the COJ about the best project management practices that can make NDP projects succeed.

3.6 Data analysis

According to Ndungu (2017), data analysis evaluates the significance of data and excludes irrelevant information, resulting in a manageable scope of information. The analysis is based on thematic analysis (of interview transcripts). This is discussed and justified. According to Creswell (2016), an approach that accounts for time- and context-dependent multiple realities is crucial. Qualitative researchers must characterise data and provide coherent themes (Ryan, 2018). Themes are derived from interview transcripts from municipality project managers and coordinators using thematic analysis. The primary benefit of thematic analysis is that it helps researchers analyse data by combining related thoughts into themes (Creswell, 2016). Thematic analysis lets researchers undertake fieldwork based on literature review ideas (Bell et al. 2022). Thematic analysis merges data analysis and collecting (Morgan and Nica, 2020). The steps in the thematic analysis approach of interview transcripts are explained below (Creswell, 2016).

Step 1: Data collection, organising, and capturing.

Step 2: Acquainting oneself with data through transcription and listening while writing ideas.

Step 3: First coding and grouping of ideas.

Step 4: Theme searching -grouping codes grouping into potential themes.

Step 5: Review of thematic maps from themes.

Step 6: Naming and describing themes to redefine where necessary refine.

Step 7: Themes extraction based on analysis to fulfil research goals.

So, thematic analysis means putting data into groups and writing it down into themes that match the interview questions. To look at qualitative data (Creswell, 2016), interview records were transcribed. Coding will be the most important part of theme analysis in terms of how it was done. Coding is separating sets of words and ideas into themes and subthemes (Morgan and Nica, 2020). The colours will code the different themes and sub-themes. So, the researcher furthered answer research questions and solved research problems thanks to thematic data analysis.

3.7 Ethical Considerations

According to Creswell (2016), there are five professional codes of ethics regarding survey participants: voluntary participation; Informed consent; No injury; Anonymity and confidentiality; and Permission to contact research. Its purpose is to let human volunteers voluntarily participate in research after receiving comprehensive information and providing informed consent. (Saunders et al, 2016).

First, the study will make sure no harm comes to participants. The people being interviewed/surveyed will need not to be harmed. People being interviewed must have any trouble or discomfort while participating in the study. Creswell (2016) suggests the cover letter describes the study's aims. After that, participants must be treated equitably, and data analysis findings given. Respondents must sign a permission form promising no emotional or psychological damage. Psychological and emotional injury impact responders differently (Saunders et al, 2016). To prevent psychological harm, the research will not use negative terminology.

Second, the study will ensure voluntary participation. The people being interviewed will give their permission. The subject will be given the Participation Information Sheet (PIS) to explain what the interview is for. Provided the person being interviewed can read the PIS, he/she will be asked to sign a permission form. Voluntary participation will be guaranteed by signing a consent form on participation.

Fourth, all parties will remain anonymous. The results will be put into groups based on age, schooling, and other factors to protect the identities of the people who participated. So, respondents won't have to say who they are, and the survey will be safe so respondents can stay anonymous (Saunders et al., 2016). This will be made sure by having the person sign an agreement form that ensures privacy.

Fifth, the study will ensure the confidentiality of all parties will be maintained. The confidentiality agreement safeguards the identities of participants. Respondents will not have to disclose their identities, and surveys will be conducted in a secure way to safeguard their confidentiality.

Finally, the study will ensure permission is granted. Getting permission will be acquired from the City of Johannesburg while the ethical clearance will be acquired from the Wits Ethics Committee.

3.8 Chapter Summary

This assignment describes the study methods and design. The research utilised a case study research strategy, and samples were selected using convenience sampling and non-probability sampling. The semi-structured interview guide will be utilised to collect data. The data obtained, in addition to the sample and data-collecting procedures that were used, provided evidence of the systematic strategy taken to respond to the research question. In addition, the data analysis technologies that were used and the ethical repercussions of the investigation were discussed.

CHAPTER 4: RESEARCH FINDINGS

4.1 Introduction

This chapter offers the study's findings, which investigated the effectiveness of the Neighbourhood Development Grant in the City of Johannesburg. The primary aim of this case study is to explore how effective infrastructure grant funding, particularly the NDPG in the City of Johannesburg (CoJ), Jabulani Soweto node. The current chapter presents discusses and utilized qualitative data collected from eight (8) participants who were involved in the Jabulani precinct. Four (4) of the participants were from the Neighbourhood Development Partnership Programme (NDPP), who are the custodians of the grant. The remaining four (4) are from CoJ, candidates who are responsible for the planning and implementation of the project under the NDPG precincts. The City of Johannesburg has designated an implementing agent, the Johannesburg Development Agency (JDA), to oversee the precinct's implementation. JDA officials have been included in the pool of CoJ applicants for interviews. Interviews were held virtually, and the analysis was done using the Atlas TI software.

Gender			
		Percent	Cumulative Percent
Valid	F	50.00	50.00
	M	50.00	100.00
	Total	100.00	

The data shows a gender distribution with F participants involved in the case study at 50% and M at 50%. The female counterparts involved in the study were the same number as the male counterparts.

Age			
		Percent	Cumulative Percent
Valid	24 - 40	25.00	25.00
	41 - 60	75.00	100.00
	Over 60	0.00	100.00
	Total	100.00	

The data comprises of 25% of participants within the 24-40 range and majority of the participants are in the 41-60 age range. There are no participants within who are over 60.

90% of the participants are project managers from NDPP and the JDA. The participants who work for the city's strategic planning department will receive the remaining 10%. To fully comprehend the importance and strategic planning involved in the precinct implementation, it was imperative to obtain input from the City's strategic planning department, who have an in-depth understanding of the strategic alignment of the grant with the CoJ. The PMs are highly involved in implementation, monitoring during implementation, and using the PM principles during construction. They possess a comprehensive awareness of the projects within the precinct.

4.2 Neighbourhood Development Partnership Grant Intended Purpose

This theme looked at the NDPG and whether it realising it is the intended purpose at CoJ? Participants were asked to share their general overview of how the Neighborhood Development Partnership Grant is currently implemented at Jabulani Precinct. The following are some of the responses from the participants category and the main theme thereof:

Table 4.2.1: Purpose of Neighbourhood Development Partnership Grant

Respondent participation	Response	Category	Theme
P1	This project to improve the lives of residents and is also important because it’s lending support to vulnerable individuals	Community Development	NDPG intended purpose of infrastructure investment in CoJ
	Most important in construction of transport facility, upgrading of public transport routes.	Transport Infrastructure	NDPG intended purpose of infrastructure

			investment in CoJ
P8	The programme aims to deliver much needed infrastructure such as community buildings	Infrastructure Development	NDPG intended purpose of infrastructure investment in CoJ
P2	The programme through the Urban Renewal Strategy (URS) is looking at spatial transformation by enhancing economic activity in precincts and creating opportunities for private investment…The programme has assisted in spatial transformation	Economic Development and Investments	NDPG's intended purpose of infrastructure investment in CoJ

Source: Author’s own illustration

The participants stated that the NDPG is focused on categories linked to development. The narrative assertions' sentiments are succinctly described in this part based on these categories.

- Community Development: Along with helping township communities, the grant therefore promotes several initiatives in the precinct that assist in enhancing community development, depending on the various needs of that community/ precinct. In Jabulani, the initiative has established an economic hub where locals may conduct business activities like trading, community facilities, sporting grounds, and store openings. The private sector's involvement in the Jabulani apartments has also enabled and accelerated the local economy.
- Economic Development: The Urban Renewal Strategy has successfully enhanced economic activity and created opportunities for private investment, with the Jabulani precinct being a notable example. The program has specifically targeted areas in townships that were previously overlooked for investment in favor of suburban CBD areas. In addition to Jabualani mall, the plan included a hospital, theatre, multi-story residential apartments, technical college, public plaza, and civic center. Jabulani's public-private

collaboration has made significant progress, with the completion of the theatre and multi-story residential buildings.

- Infrastructure development: The program's objectives were to build sustainable communities and meet the social requirements of both present and future people. Residents in the targeted locations, especially townships, now enjoy a higher quality of life. The construction of infrastructure, such as a new public park in Soweto and trading facilities for street vendors that encourage safe trading, has been done to guarantee community safety.

  The program is one of the catalysts that has raised the standard of living for people living in Soweto. This is evidenced by the current infrastructure with 10,000 square meters of office space, 25,000 square meters of retail space, and 4,000 mixed-income residential units—30% of which are designated for low-income earners. Included are the constructed residential complexes known as Jabulani Views, Jabulani Mall, the highly regarded state-of-the-art Soweto Theatre, and a 300-bed hospital, all of which are ideally situated close to the main BRT line that passes through Soweto and connects to the central business district of Johannesburg.

4.3 Effectiveness of Neighbourhood Development Partnership Grant on Jabulani Node

This case study will measure the NDPG effectiveness through implementation and seeks to look at the most crucial project management principles:

- Project Time Management
- Project Scope Management
- Project Cost Management
- Project Risk Management

4.3.1 Project Time Management

To come up with this theme participants were asked to share their thoughts on whether NDPG projects scheduled by the municipality are completed behind schedule, on schedule, or ahead of schedule at COJ**.** The following are some of the responses from participants:

Table 4.3.1: Projects Time Management on NDPG for the COJ

Respondent (s) participation	Response	Category	Theme
P1, P2, P3, P5	Most are completed on schedule but very few are completed behind due to the reason that disputes might take place with the communities and resolution also sometimes takes time (P1). Unfortunately, most of the CoJ projects always have issues and tend to be completed behind schedule (P2) Most of the projects within the programme were completed on schedule but the majority of them were behind (P5)	General project delays	Effectiveness of Project Time Management NDPG on Jabulani Node
P7	Unfortunately, most City of Johannesburg projects encounter challenges and are completed late. Some of the concerns are due to bad planning by the municipality, as well as community issues	Community disputes/issues	Effectiveness of Project Time Management NDPG on Jabulani Node
P2	Unfortunately, most of the CoJ projects always have issues and tend to be completed behind schedule. Some of the issues include land parcel issues and improper planning by the municipality.	Land parcel issues	Effectiveness of Project Time Management NDPG on Jabulani Node
P8	Most of the projects are completed behind schedule due to demands from the local SMMEs from affected Wards and the contractor's ability to	Stakeholder demands	Effectiveness of Project Time Management

	handle the SMMEs, this created many problems; strikes, and disruptions throughout the project.		NDPG on Jabulani Node
P8	Most of the projects are completed behind schedule due to Wet conditions which cause disruptions.	Weather disruptions	Effectiveness of Project Time Management NDPG on Jabulani Node
P3	The City has had several issues completing projects on time. Issues arise during procurement which causes delays and after procurement. At times we do find policy for taking the lowest service provider or contractor was problematic. Some of these contractors would struggle to finish the work and cause extreme delays, we as the implementers would be put in a position where we have to reappoint a more competent contractor. This has caused some delays."	Procurement and Contract selection	Effectiveness of Project Time Management NDPG on Jabulani Node

Source: Author's illustration

The reasons identified by the participants varied and participants highlighted different issues, but the consensus was these issues promulgated the project schedule and hence delays in the project implementation. It was only Participant 1, who felt that the projects were completed on schedule. The rest of the seven participants felt that delays were experienced and stated reasons for such project delays. To conclude 90% of the participants deliberated further on issues such as:

- Rainfall (P8): Wet weather conditions cause construction delays because it becomes difficult to carry out construction works when there is extreme rainfall. This will ultimately require contractors to request time extensions on the project.
- Community Disruptions(P8): Even though some stakeholder engagements are done, prior to implementation, contractors do face issues with local small, medium, and micro enterprises (SMMEs) regarding demands. When demands are not met, it leads to strikes which cause project delays.

- Procurement delays: Delays in procurement have been cited as an effective delay to project time because, when a project is scheduled to commence on a certain date and procurement is not finalized for the Main Contractor, it can cause a delay for the start of the project. Additionally, when subcontractors are required to do specialist work on the project, they are usually procured whilst implementation has started. When procurement of such service providers is delayed, it ends up affecting the construction program and delaying the project.
- Procurement Policies: The government had in the past instructed a policy where client departments go with the cheapest service provider. This had inevitably affected the awarding of construction work to the lowest bidder. The contractor would ensure that they would bid very low in an effort to get the projects. Whilst in construction, the contractor would have financial issues, struggle to make material available for construction, and competence issues. This would lead to termination and cause delays in efforts to reappoint a new main contractor.
- Improper planning and land issues: The City has different entities within the CoJ that are responsible for specific roles. They must ensure that collaboration before the development is done. The City experienced land availability for the Jabulani precinct as, some of the land parcels had been sold by the entity, affecting the full nodal development of the precinct.

In summary, most City of Johannesburg projects are completed behind schedule due to various factors such as disputes with communities, procurement delays, issues with contractors, and external factors like rainfall and unavailability of materials. These challenges often cause significant delays and disruptions throughout the project.

4.3.2 Project Scope Management

Through the insights shared by participants, it becomes evident that effective scope management is paramount for the successful execution of projects within the municipality. Key themes identified in the transcript offer a nuanced exploration of the challenges, strategies, and importance attributed to project scope management at the COJ. The following are some of the responses from participants:

Table 4.3.2: Projects scope NDPG for the COJ

Respondent (s)	Response	Category	Theme
P2 and P7	90% of the time, the CoJ projects have encountered scope changes during implementation, this is due to several challenges during implementation, which could have been avoided if there had been proper discussions during the concept and viability stage (P2). Most of the time, the CoJ projects have encountered scope adjustments during implementation. This is due to many obstacles during implementation, which could have been avoided if thorough conversations were held during the idea and feasibility phases. (P7)	Properly planned and documented feasibility report	Effectiveness of Project Scope Management NDPG on Jabulani Node
P3	In all our processes, we ensure that scope management is managed from the inception of the project. We have however run into unforeseen issues where the scope had to be changed to accommodate that particular risk. We do, however, do our best to ensure that there are minimal scope creeps during construction and make allowances should there be any, so it is documented for future projects.	Unforeseen circumstances leading to scope creep	Effectiveness of Project Scope Management NDPG on Jabulani Node
P5	No that was not done sufficiently. There were instances where we as the project funders were not informed of the challenges. we had to probe the JDA to get information.	Lack of reporting scope creep to funders	Effectiveness of Project Scope Management NDPG on Jabulani Node

P6	NDPG is implemented by the JDA which has established guidelines on scope management and uses those learnings to improve the delivery of future projects	Scope documentation (lessons learnt)	Effectiveness of Project Scope Management NDPG on Jabulani Node

Source: Author's illustration

The response highlighted cited several issues that could affect scope management and further deliberated on issues such as:

- Proper planning during the project life cycle and adequate feasibility study
  Respondents 2 and 7 emphasised the importance of proper planning to ensure that scope management is managed better. This includes a well-detailed feasibility study, during the feasibility stages. The feasibility report can assist in ensuring proper investigations are done before the technical designs of the projects, thus reducing scope creep.
- Responded 3 brought to light that, even though appropriate planning can occasionally be started early in a project's life cycle, unforeseen events will inevitably arise. At that point, alternative means of ensuring that the project gets started must be found by the contractor and the client. There are situations where the scope will adjust to fit the situation. Contingency allowances are made to ensure that they are accommodated.
- Lack of reporting the scope creep to the funders: A few colleagues in the NDPP believed that the City did a poor job of explaining the scope creep. This created a rift between the two parties since, in the opinion of NDPP, multiple scope creeps were impacting the project's timeline and expense and could have been resolved sooner than anticipated.
- Control scope with appropriate documentation: It's also critical to maintain appropriate records of the lessons each project has taught us. This would guarantee that those risks are taken into consideration when new, comparable projects are started.

In summary, the Purpose of Neighbourhood Development Partnership Grant (NDPG)Most projects will inevitably experience scope creep, but to minimize scope creep and guarantee proper project management, the City must make sure that sufficient planning is completed in the very early phases. The City found it difficult to communicate potential scope creep for the Jabulani precinct to guarantee appropriate scope management. Due to the scope modifications being communicated in later updates, when the NDPP could have provided advice, there was a void between the NDPP and the CoJ.

4.3.3 Projects Cost Management

The transcript excerpts provide valuable insights into the perceptions regarding project cost management within the City of Johannesburg (COJ). These perceptions shed light on various aspects of cost management, highlighting its importance in ensuring successful project outcomes.

The following are some of the themes and subthemes based on responses from participants:

Table 4.3.3: Project cost management

Respondent (s)	Response	Category	Theme
P3	Unfortunately, due to several challenges on site, it becomes difficult to complete most of our projects as per the estimates. Community issues and strikes are one of our major risks which we must deal with, this inevitably affects the cost. (P3)	Unforeseen Risks Impacting Costs	Effectiveness of Project Cost Management NDPG on Jabulani Node
P2	Due to the scope changes, it inevitably has affected the cost. This includes several variation orders. The cost from the first approval to the 2nd and 3rd always has major cost variations. Even though the NDPP allows for 10% cost variations, CoJ usually goes above that variation. (P2)	Scope Changes and Cost Variations	Effectiveness of Project Cost Management NDPG on Jabulani Node
P6	The projects are almost always above the initial estimated cost. some of the reasons behind this are that service companies like Telkom always want the City to improve their infrastructure when relocating it. They use this as a condition of approval for the relocation of their infrastructure (P6)	Challenges on Site Affecting Costs	Effectiveness of Project Cost Management NDPG on Jabulani Node

P5	Most of the projects were completed above the initial estimated cost. the challenge was that the city did not conduct proper due diligence and proper pre-planning (P5)	Projects Completed Above Estimated Costs	Effectiveness of Project Cost Management NDPG on Jabulani Node
P8	CoJ projects are always having cost overruns, this is due to poor planning, poor brief, unrealistic timelines, late changes in the project and service delivery protests, and interference from other stakeholders (P8)	Lack of Due Diligence and Pre-planning	Effectiveness of Project Cost Management NDPG on Jabulani Node

In summary, project cost management is intimately related to project time and scope management. To put it simply, should the project be delayed, the cost will inevitably rise as you would have to make sure that the site's ongoing expenses are covered. In the case of scope management, any scope creep on the project must be mitigated, even at a financial expense/cost, to keep the project moving forward.

4.3.4 Project Risk Management

Project managers within the COJ recognize the significance of risk management in achieving project success. By considering potential risks and their impacts, project managers can make informed decisions and choose the course of action most likely to lead to project success. Effective risk management involves identifying, assessing, and mitigating risks throughout the project lifecycle. This proactive approach not only helps in avoiding potential pitfalls but also ensures that projects stay on track and meet their objectives.

One participant highlighted the importance of understanding stakeholders' needs and delivering according to correct specifications. By addressing stakeholders' concerns and aligning project deliverables with their expectations, project managers can ensure client satisfaction. This underscores the crucial role of risk management in stakeholder management, as it helps in building trust and fostering positive relationships with clients and other stakeholders.

Furthermore, effective risk management contributes to project efficiency and effectiveness. By anticipating potential challenges and developing contingency plans, project managers can minimize disruptions and keep projects on schedule and within budget. This proactive approach not only enhances project outcomes but also demonstrates the COJ's commitment to delivering quality services to its constituents.

The table presents a comprehensive overview of perceptions on project risk management within the City of Johannesburg (COJ), derived from excerpts of the transcript provided by various participants. The themes extracted from the transcript shed light on different aspects of how risk management is perceived and practiced within the COJ, offering valuable insights into its effectiveness and areas for improvement.

Respondent(s)	**Response**	**Category**	**Theme**
P2, P3 and P6	P2: Risk management is usually documented for future projects, to ensure that the issues can be mitigated in future projects, but in instances where the risk was unforeseen, it will have to be managed at that time. P3: Yes, CoJ does a risk matrix from the beginning of the project, this is done based on previous experiences and as the project progresses, we document the levels of the risk and manage it effectively during the duration of the project. P6: Yes. A risk management plan is developed before the project can begin and revised throughout the lifespan of the project. These learnings are used to	Risk Mitigation During Implementation	Effectiveness of Project Risk Management NDPG on Jabulani Node

	inform future projects implemented by the City		
P5 and P8	P5: No, they don't manage it well. P8: No, there is poor response and delays from the CoJ team. Most of the time professional teams and contractors are left to find solutions for all project-related problems.	Responsiveness to the risk	Effectiveness of Project Risk Management NDPG on Jabulani Node

Risk management is standard and applicable to any industry. In construction, the principles remain the same, whereby the needs to be a risk matrix to indicate the type of risks, and the level of the risk, whether it's very high, high, medium, low, or very low. The Jabulani team experienced the following issues with risk.

- Risk mitigation during implementation will be prioritized from the urgency and severity of harm and probability of occurrence. Participants P2, P3, and P6 emphasize the importance of documenting risk management strategies from the project's inception, utilizing risk matrices, and revising risk management plans throughout the project's lifecycle. P2 acknowledges the need for future project documentation, while P3 underscores the significance of risk matrices based on past experiences. Furthermore, P6 emphasizes the iterative nature of risk management plans, suggesting a continuous learning process to inform future projects. Overall, these excerpts reflect a proactive approach to risk management within the COJ, aimed at preemptively addressing potential challenges.

- Risk responsiveness: P8 criticizes the COJ's response to project-related problems, citing poor communication and delays in addressing issues. These excerpts highlight the need for improvements in risk management processes and responsiveness to ensure timely and effective mitigation of project risks.

- Improved risk management: Participant P4 acknowledges the COJ's efforts in managing risks but suggests room for improvement. The excerpt suggests a commitment to learning from past experiences and refining risk management strategies to enhance future project outcomes. Additionally, participant P7 emphasizes the importance of documenting risk management for future projects, indicating a desire to avoid similar challenges in subsequent initiatives. These perspectives reflect a culture of continuous learning and adaptation within the COJ, aimed at refining risk management practices over time.

In summary, collaboration and engagement emerge as key components of effective risk management within the COJ. Participant P6 highlights the importance of collaboration with professional teams and contractors in finding solutions to project-related risks. This excerpt underscores the value of stakeholder engagement and collective problem-solving in mitigating project risks. Similarly, participant P8 emphasizes the need for improved collaboration within the COJ team to address project-related challenges promptly. These perspectives emphasize the importance of fostering collaboration and engagement among stakeholders to enhance risk management effectiveness within the COJ.

While proactive measures are taken to identify and mitigate risks, challenges such as inadequate response and communication gaps exist. However, there is a commitment to continuous improvement, with an emphasis on learning from past experiences and refining risk management strategies. Collaboration and engagement also play a crucial role in effective risk management, highlighting the importance of collective problem-solving and stakeholder involvement. By addressing these themes, the COJ can enhance its risk management practices and improve project outcomes.

4.4 Other Factor affecting the effectiveness of the NDPG in CoJ

4.4.1 Effective leadership

This sub-theme examines effective leadership as a challenge relating to the implementation of the NDPG by the COJ.

Table 1: Effective leadership effect of NDPG implementation

Respondent(s)	Response	Category	Theme

P1 and P2	P1: with the training provided within COJ Project managers are equipped with leadership skills to make sure that implementation is achieved successfully. P2: The PM sets the vision. They inspire the people around them.	Leadership Skills, Vision Setting	Other factors influencing the effectiveness – Effective leadership
P3 and P4	P3: "Leadership is crucial, the current problem is the change in leadership in the municipality poses delays in programmes and projects that are in the pipeline." P4: leadership is quite important in the CoJ, we have seen that even change in political leadership has created problems and deficiencies within the City."	Change in Leadership, Impact on Projects	Other factors influencing the effectiveness – Effective leadership
P5 and P6	P5: Effective leadership has been key to the successful implementation of the different phases for the Jabulani precinct because when the project hit some snags, those running it made sure to remind all the stakeholders about the end goal for this huge development. P6: Leadership plays a big role. if there is no leadership things will either slow down or fall apart.	Stakeholder Engagement, Communication Strategies	Other factors influencing the effectiveness – Effective leadership
P7 and P8	P7: Without effective leadership, you will not be able to successfully deliver any projects. P8: Effective leadership is essential. The present issue is that the municipality's recent leadership change has caused delays in ongoing initiatives and projects.	Monitoring, Evaluation	Other factors influencing the effectiveness – Effective leadership

- Leadership Skills and Vision Setting: Leadership within the City of Johannesburg (COJ) is underscored as instrumental in steering project managers equipped with essential leadership skills toward successful project outcomes. The ability to set a clear vision for projects and inspire team members to align their efforts toward common goals emerges as a defining trait of effective leadership. Vision setting provides a guiding beacon for project teams, instilling motivation, and cohesion necessary for navigating project complexities and challenges. By fostering an environment where team members feel empowered and motivated to contribute, effective leadership lays the foundation for project success.

- Impact of Change in Leadership: The transcript also highlights the challenges posed by changes in leadership within the municipality. When leadership transitions occur, the subsequent shifts in goals, priorities, and organizational structures can disrupt ongoing projects. The uncertainty and inconsistency accompanying changes in leadership styles may introduce inefficiencies and delays in project management. Moreover, structural changes within the municipality may further complicate project execution, potentially derailing timelines, and jeopardizing project outcomes. Thus, while effective leadership is vital for project success, leadership transitions pose significant challenges that must be addressed to ensure continuity and stability in project implementation.

- Stakeholder Engagement and Communication: A critical aspect of effective leadership lies in proactive stakeholder engagement and transparent communication. Project leaders play a pivotal role in aligning stakeholders' interests with project objectives, fostering buy-in, and maintaining momentum throughout the project lifecycle. By effectively communicating project goals, challenges, and progress updates, leaders can cultivate a sense of shared purpose among stakeholders, ensuring alignment and commitment to project success. Moreover, proactive stakeholder engagement enables leaders to anticipate and address potential issues before they escalate, mitigating risks and enhancing project resilience.

In conclusion, effective leadership emerges as a linchpin in the successful implementation of projects within the Jabulani precincts. Despite challenges posed by leadership transitions, strong leadership characterized by vision, communication, and stakeholder engagement remains paramount in driving project success. By fostering a culture of accountability, collaboration, and innovation, effective leadership empowers project teams to overcome obstacles and deliver value to stakeholders, ultimately contributing to the socioeconomic development and prosperity of the community.

4.5 Challenges in Implementing the NDPG in CoJ

Another objective of the study, besides the effectiveness of the grant, is to research the challenges experienced during the implementation of the Jabulani node.
This theme emphasised the challenges relating to the implementation of the NDPG by the COJ. The following are some of the responses from participants on challenges the COJ faces in implementing the NDPG:

Table 4.4.1: Challenges in implementing the NDPG

Category	Example quote(s)	Theme
Coordination Challenges	P2: There were serious co-ordination issues between the implementers of the City…the City has indicated in its Spatial Development Plan that the precinct would be developed but JPC went ahead and sold land parcels required for future development of the precincts at a fraction of the price. P3: We faced coordination challenges with the asset department JPC, where there were land issues P4: Due to the magnitude of the precinct, coordination was quite challenging - this is because the precinct had numerous role players involved.	Challenges utilizing the NDPG in CoJ

	P5: It was during precinct management development consultation processes that a lot of coordination challenges emerged. P6: The challenge lies mostly with state entities. The delays in approvals from these entities affect the amount of time it takes to implement. P8: CoJ and Region D did excellent work in coordination, stakeholder management, and oversight	
Communication challenges	P2: The team on the ground has enabled proper communication but without support from their superiors to ensure that the communication is elevated. P3: At times the PMs on the ground will communicate the issues to senior management. P1: no, it was not, all communication lines between the community and the city were clear. P4: Sometimes these could have been resolved internally but ended up dragging because of a breakdown in communication between the different units with the city. P6: The speed at which some stakeholders respond to critical communication remains a concern. a good example of this is Eskom	Challenges utilizing the NDPG in CoJ
External factors	P6: The projects are normally completed behind schedule; this is a result of external factors beyond the City's control. P8: No, CoJ projects are always having cost overruns, this is due to interference from other stakeholders.	Challenges utilizing the NDPG in CoJ

Effective Leadership	P7: Without effective leadership, you will not be able to successfully deliver any projects. P8: Effective leadership is essential. The present issue is that the municipality's recent leadership change has caused delays in ongoing initiatives and projects.	Challenges utilizing the NDPG in CoJ

Source: Author's illustration

- Coordination Challenges**,** results show that the implementation of the City project faced serious coordination issues, including the sale of land by the City's entity, Johannesburg Property Company (JPC), to a private developer before the precinct was developed, this enabled a full developed precinct, where an intermodal facility had to be developed. The private owner is selling the land back at a much higher price than when it was purchased. The matter is currently under investigation leading to corruption and fraud allegations.
- Participants reveal coordination challenges which were also evident during the construction and management of the precinct, involving multiple stakeholders. Delays in approvals from state entities further affected the project's implementation. This enabled the City to retain its resources as new project managers were allocated to the project. This change of project managers by the City impacted productivity, unlike the NDPP, which maintained a consistent team and ensured proper handover.
- External factors: The results reveal that projects frequently have delays, which are typically caused by causes beyond the City's control. An example of this is the Jabulani bridge project, where the removal of Eskom infrastructure caused a delay. Unfortunately, Eskom does not allow the City to handle infrastructure relocation on their behalf, and the contractor is unable to continue until the issue is resolved. The situation is still ongoing.
- Impact of Change in Leadership: The transcript also highlights the challenges posed by changes in leadership within the municipality. When leadership transitions occur, the subsequent shifts in goals, priorities, and organizational structures can disrupt ongoing projects. The uncertainty and inconsistency accompanying changes in leadership styles may introduce inefficiencies and delays in project management. Moreover, structural

changes within the municipality may further complicate project execution, potentially derailing timelines, and jeopardizing project outcomes. Thus, while effective leadership is vital for project success, leadership transitions pose significant challenges that must be addressed to ensure continuity and stability in project implementation.

4.6 Suggestions for CoJ in the Implementation of the NDPG.

This theme looks at the suggestions for the CoJ's effective implementation of the NDGP as provided by the participants.

Is there any way to improve the NDPG grant's implementation for CoJ?
All participants in the precinct were asked whether they had any advice or ideas concerning this. This was done because each participant experiences different challenges in the precinct based on their positions and roles within the precinct in Jabulani:
The following are some of the responses from participants:

Table 4.6.1: Suggestions for effective implementation of NDGP at COJ

Subtheme	Narrative instances	Quotes
Attract private sector investment	P4	*1) Stay within costs; 2) Ensure beneficiary buy-in from the on-set (this will decrease community revolt during the implementation phases, and 3) Attracting private sector investment can have a positive snowball effect for other linked programmes.* Participant 4
Beef up institutional arrangements	P5	*institutional arrangements need to be beefed up and compliance with the grant conditions improved* Participant 5
Community engagement And Clear lines of communication	P1	*Community engagement is virtual, understanding the needs of social and economic development for the individual community. Clear lines of communication between the City and Stakeholders.* Participant 1
Draft Implementation Plan	P8	*The team must generate an execution plan, that covers the project definition and brief, roles and responsibilities, cost plan and cost management procedures, risk management procedures, programme, communication management, administrative systems, and procedures.* Participant 8

Stakeholder involvement	P3, P7	*The recommendation would be that there is stronger stakeholder engagement from the beginning, planning, and partnerships from all the stakeholders within the City and the NDPP. The frustrations on the ground should be easily translated to senior management during their meetings so that everyone is aware of the issues. The PMs on the ground also need motivation and to feel as if they are on their own in delivering the work.* *Participant 3* *Everyone must participate fully in the planning stages to guarantee that there are few issues during the implementation stage. The City must be candid about its issues during the planning stages; this would also put the NDPP at ease about some of the dangers because they would be known in advance.* *Participant 7*
Strengthen PM principles	P2	*All the PM principles must be strengthened, specifically communication...* *Participant 2*
Transparency	P2, P6	*Projects like Jabulani are a good example of what the programme can deliver. We need to tell the stories as loud as possible to show the outcomes of planning, participation, budget commitments. It also shows that NT has a critical role to play in local government* *Participant 6* *The City must be also transparent about its challenges during the planning stages, these would also put NDPP at ease on some of the risks because they would be known upfront.* *Participant 2*

Source: Author's illustration

From the narrative statements participants hinted that

- Adequate community engagement
- Effective communication is crucial for successful project implementation. – clear communication channels.
- Strong stakeholder engagement from the beginning and
- Staying within costs, ensuring beneficiary buy-in
- Attracting private sector investment are important goal.
- Institutional arrangements and compliance with grant conditions should be improved.
- A comprehensive execution plan should be developed, covering various project aspects such as roles and responsibilities, cost management, risk management, communication, and administrative systems.

4.7 CHAPTER DISCUSSION

4.7.1 NDPG Purpose

The City of Johannesburg was identified by the National Treasury to be part of the Urban Network Strategy. This approach was meant to put emphasis on connecting the urban nodes to primary and secondary nodes. Through the City of Johannesburg, two urban hubs were selected, Diepsloot and Jabulani in Soweto. Through the investment planning phase, there would be projects that would be identified as part of the precinct. Implementation of these pipeline of projects would commence, to attract private sector investment and spatial transformation.

The research examined NDPG implementation in the COJ pipeline of projects and the achievement of the intended purpose of the grant. Through the findings, it does indicate that the main purpose of the grant, which is to improve the lives of residents and support vulnerable individuals, was achieved. The NDPP through its grant the NDPG initiated projects such as the Transit-Oriented Development, community facilities, public parks, and trading facilities, which attracted private investment. This public-private collaboration would attract 4000 mixed-income residential units (Jabulani Views) and retail space (Jabulani Mall). The node is also inclusive of the state-of-the-art Soweto theatre and a 300-bed hospital situated close to the main BRT (Hlophe, 2022). This enabled Jabulani to be one of the busiest economic hubs within CoJ. The NDPG had focused on non-investment areas in townships rather than suburban CBD areas. The NDPG has been managed by CoJ and implemented by JDA and has led to the successful development of a neighbourhood in Soweto. The intended purpose of the grant has been fulfilled, to deliver infrastructure that addresses social needs, promotes sustainability, and creates distinct and beautiful places.

However, the support of the NDPG to CoJ has slowed down in recent years, with only one project currently being worked on. This has led to concerns about the future of the NDPG in CoJ.

4.7.2 Effectiveness of the NDPG in CoJ

NDPP has experienced certain concerns about the grant effectiveness in the Jabulani precinct. To get a clearer view of the issues, the Project Management issues were tested to check the effectiveness. The use of the PMI principles is because it covers the fundamentals of project management, including the project lifecycle, and provides a comprehensive list of processes along with potential inputs, outputs, and tools and techniques needed for each process (PMI, 2013). The case study researches some of the challenges experienced during implementation that have caused major delays and slow expenditure.

(I) Project Time Management at the Jabulani precinct

In terms of project time management, the CoJ projects, within the Jabulani precinct were completed behind schedule due to various factors such as disputes with communities which led to strikes and further delays. This was due to demands made by the SMMEs and the community. The findings do indicate that the PMs who were involved in the projects lacked support from senior officials and leadership when it came to this issue. Adequate stakeholder engagement could have assisted in lessoning the impact, which CoJ had not thoroughly done. The procurement delays were caused by the City, contractor selection delays, and by selecting the cheapest contractor, the City appointed contractor that struggled with cash flows, which led to terminations. Appointments of new contractors therefore caused further delays on the projects. External factors like rainfall were inevitable delays that CoJ had no control over these challenges often caused significant delays and disruptions throughout the project.

(II) Project scope management at the Jabulani precinct

In terms of scope project management, the purpose of keeping records and submitting them to project authorities is to ensure stakeholder satisfaction and enable improvements to better meet their needs. Scope changes often occur during CoJ projects due to implementation challenges, which could have been avoided with proper discussions during the concept and viability stage.

Scope management is prioritized from the beginning of the project, but unexpected issues may require changes in scope. Despite some delays in city responses, processes are followed, and the JDA uses guidelines on scope management to improve future project delivery. However, there have been instances where the project funders were not adequately informed of challenges. CoJ projects lack an approved execution plan, which covers project details, roles and responsibilities, cost management, risk management, communication, and health and safety.

(III) Project cost management at the Jabulani precinct

In terms of project estimate Neighborhood development projects done by the municipality often end up costing more than initially estimated due to unforeseen risks. However, the municipality tries to rectify past mistakes and avoid them in future projects, which can help keep costs in check. Scope changes and variation orders also contribute to cost variations. The City sometimes exceeds the 10% cost variation allowed by the Neighbourhood Development Partnership Programme (NDPP). Challenges such as community issues, strikes, and lack of proper due diligence and pre-planning can make it difficult to complete projects within the estimated cost. Poor planning, non-performing contractors, and community disruptions can lead to cost overruns. The NDPP (Neighbourhood Development Partnership Programme) may be approached for additional funding in such cases. Service companies like Eskom may also request infrastructure improvements as a condition for relocating their infrastructure, further increasing costs. Overall, poor planning, briefs, unrealistic timelines, late changes, and external interference are common causes of cost overruns in municipality projects.

(IV) Project Risk Management at the Jabulani precinct

In terms of project risk management, this is an important aspect of project planning to ensure that issues can be identified and managed effectively. The City of Johannesburg (CoJ) claims to have a risk management plan in place and attempts to manage risks, but some individuals feel that it is not managed well and that the CoJ team is not responsive or proactive in addressing project-related problems. However, the CoJ does document risk management for future projects to learn from past experiences and mitigate issues in future endeavours.

In terms of resource use effectiveness, while allocation helps organize a project, it is utilization that determines its success. It is important to use resources to their full potential and ensure that they are competent to avoid cost increases due to poor resource management. Having enough resources on both sides, the NDPP and the CoJ is crucial for timely and effective completion of the required work. Insufficient resources can lead to mistakes and failure to meet deliverables. In a country undergoing fiscal reforms, effective resource utilization is especially important, as inadequate funding can result in incomplete projects. The quality of the final product is also affected by the proper use of resources. CoJ may not always have the resources to supplement what they receive from the national level, so it is important to consider skills development and exposure to successful projects in addition to financial support. Ultimately, effective utilization of adequate resources is crucial for project delivery and implementation.

4.7.3 Challenges in utilizing the NDPG.

(I) <u>Communication:</u>

In terms of team commitment, effective communication and team commitment are essential for the success of any project. Involving stakeholders and ensuring the project team is dedicated and, on the ground, helps identify challenges and find solutions. Improved communication leads to better support and commitment from the team, ultimately leading to project success.

Throughout the Jabulani precinct implementation, there was clear project communication between the City and the community. On the other hand, there were certain difficulties in communicating with top management and other units. This influenced how several phases and budgetary allocations were implemented. Despite effective stakeholder communication before implementation, certain stakeholders' responsiveness raised questions.

(II) Effective leadership:

Leadership plays a crucial role in the successful implementation of projects. Project managers need strong leadership skills to set the vision, inspire their team, and create agreement and cohesion among team members. Effective leadership is necessary to ensure projects are delivered on time and within budget. However, leadership changes can pose challenges and delays to ongoing projects, as different leaders have different goals and objectives. Without effective leadership, projects can slow down or fall apart. In the case of the COJ Project, the recent change in municipal leadership has caused delays in ongoing initiatives. On the other hand, good leadership, as seen in Region D, can provide support and assistance to project teams.

(III) Stakeholder Engagement

Effective stakeholder engagement is crucial for successful project outcomes. When stakeholders understand how they will benefit from a project, they are more likely to support it without causing complications or protests. Involving stakeholders early in the development process has been proven to lead to project success. This not only ensures community buy-in but also allows stakeholders to guide the project based on their needs. Additionally, involving stakeholders as end-user clients helps to streamline the handover process and address any issues before project completion.

(IV) Co-ordination

The City project had major coordination flaws, including JPC selling property to a private developer before the precinct was completed, leading to corruption claims. Construction and maintenance of the precinct, including various stakeholders, also presented coordination issues. State permission delays hampered project execution. The City changed project managers, which affected productivity, unlike the NDPP, which kept a constant staff and guaranteed effective handover. However, CoJ and Region D were praised for cooperation and stakeholder management.

CHAPTER 5: CONCLUSION

The review and research findings clearly show that the Jabulani node precinct of the City of Johannesburg has achieved the purpose of the NDPG, which was to have a socioeconomic impact. The City has drawn several private investments and established itself as an economic hub. But, to guarantee an even more successful economic hub, a great deal of work needs to be done in the precinct for project management during implementation. To implement the grant more effectively, the City of Johannesburg must examine its procedures and difficulties and come up with new strategies. Enhancing implementation will result in more funding for the hub, making it a more viable centre with contented residents.

This case study could help the City of Johannesburg plan for its future hubs and improve its management.

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