

Community Development through the Bridge City project in the INK Area

by

CLARA NOMATHEMBA NGONGOMA

Supervisor: Professor M. P. Sithole

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AUTHOR'S DECLARATION

I, Clara Nomathemba Ngongoma, submitted this thesis in fulfilment of the requirements for the degree of full research Masters in the School of Built Environment and Development Studies, University of KwaZulu-Natal, Durban, South Africa.

I declare that this dissertation is my own, unaided work. All citations, references and borrowed ideas have been duly acknowledged. I confirm that an external editor was used and that my Supervisor was informed of the identity and details of my editor. It is being submitted for the degree of full research Masters in the College of Humanities, Development and Social Science, University of KwaZulu-Natal, Durban, South Africa. None of the present work has been submitted previously for any degree or examination in any other University.

Student's signature

March 2012
Date

Abstract

Development has been used interchangeably amid transformation, of the underdeveloped Third World countries, denoting a shift to meet the standards of the developed First world countries. According to authors, meaningful development requires meaningful involvement of the people being developed. According to the democratic government policies in South Africa, in order to address the needs of the community, the community being developed should be engaged from the planning stages to the implementation stages of the development in order to fully address their needs and to ensure the sustainability of the project. This is supported by literature as stated by Paul (1987) that Involvement of communities in project planning and implementation could become more efficient because of timely beneficiary inputs. The more local people are involved in development projects, the more sustainable the projects will be as the community owns and understands them better.

The following study was conducted in order to establish the extent of the involvement of the Inanda, Ntuzuma and KwaMashu (INK) townships community in the Bridge City Project and how they benefit from the project. It looked at the role played by the INK inhabitants and how that fed into the sustainability of the project to sustain people's lives. A qualitative research methodology was followed in this research project. To gather the needed data, questionnaires were used in conjunction with interviews. The general community, Bridge City employees, INK officials and a councillor were interviewed.

The study findings indicated that the local INK people were not well informed about the developments in the Bridge City Project. Qualitative data collected indicates that the community felt that they were not given a chance to be involved in a more meaningful way.

Some members were not satisfied about the level of their involvement therefore the issue of ownership of the project by the local community still has to be addressed.

Nonetheless, respondents agreed that the project brought back hope and life to them and their future generations. The integrated design of the project addresses most of their needs including: poverty, crime, unemployment, health, education, transport and other necessities.

There was an indication that the project would, after completion, provide all the necessary services while addressing the issue of poverty and hopefully, inequalities. The sustainability of this project relies more on the level of involvement of the community. Future research should look at whether the community has ultimately been more involved in a meaningful way and whether they have been allowed to be investors in the development projects in order to make them proper participants.

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ACRONYMS

| | |
|-------------|--|
| ABM | - Area Based Management |
| ANC | - African National Congress |
| BEE | - Black Economic Empowerment |
| COSATU | - Congress of South African Trade Unions |
| CSIR | - Council for Scientific and Industrial Research |
| DPLG | - Department of Planning and Local Government |
| EDJV | - EThekweni Development Joint Venture |
| GDP | - Gross Domestic Product |
| GEAR | - Growth, Empowerment and Redistribution |
| GNI | - Gross National Index |
| GNU | - Government of National Unity |
| HDI | - Human Development Index |
| IDP | - Integrated Development Plan |
| INK ABM/URP | - Inanda Ntuzuma KwaMashu Area Based Management/ Urban Renewal Programme |
| INK | - Inanda, Ntuzuma and KwaMashu |
| LED | - Local Economic Development |
| MDGs | - Millennium Development Goals |
| NDP | - National Development Plan |
| NP | - National Party |

| | |
|--------|--|
| RDP | - Reconstruction and Development Programme |
| RSA | - Republic of South Africa |
| SANHDR | - South African National Human Development Report |
| UN | - United Nations |
| URP | - Urban Renewal Programme |
| USAID | - United States Agency for International Development |

CHAPTER ONE

Introduction: Bridge City within the Planning Logic

1.1 Introduction

Third World Countries, also referred to as underdeveloped countries, have despite some sincere attempts been struggling to bring about meaningful change in their countries to meet the standards set by the First World Countries also referred to as developed countries, (McCloskey, 2009:11). This change is termed as development which has become a buzz word globally. The global perspective of development has pushed developing countries to strive to be at the same level as the developed countries economically. Development is defined differently by different writers McCloskey, 2009:4. The common aspect in their definitions is that development refers to economic growth, which includes improved food production and industrialization, and improvement of people's lifestyle, health, education and life expectancy. South Africa is one such country that is focused development and has managed to improve the lives of some poor communities. According to World Bank Group (2008) South Africa is one of the African countries that are successful in terms of Gross National Index (GNI) per capita and Purchasing Power Parity (PPP).

The most significant development strides have been seen post 1994 when the results of the first democratic elections in South Africa produced a coalition government with a black majority. The new democratic government, led by the African National Congress (ANC), had a responsibility to address the inequalities of the past. Amongst other things, the strategic objective of this government was to create a united, non-racial, non-sexist and democratic society (Terreblanche, 2008: 111) whilst also focusing on socio-economic development for all, which is also a major mission.

As will be elaborated upon in this chapter INK (Inanda, Ntuzuma, KwaMashu) which is the location of the Bridge City Project is a seamless site of townships which emerged as a means to

accommodate Africans as surplus labour for towns and cities without having to fully integrate them into the social milieu of the city (Bridge City, 2011). They are characterised by poverty, distance from the city and convenient amenities such as banks, shops, restaurants, taxi rank, grant pay points and a level of economic underdevelopment. The Bridge City project provides a classic case of an attempt by the democratic government to redress structural socio-economic challenges that plague this country.

The aim of this thesis is to critically examine community participation in development performance where socio-economic redress is most critical. This thesis examines integrated development currently in practice in South Africa as a way towards holistic development of citizens. As such, this chapter begins by exploration of high level socio-economic scares in South Africa in order to contextualise the research site focused on.

In the apartheid era the White minority group who formed 9% of the population enjoyed access to almost 80% of the country's economy while the Black, Coloured and Indians, who constituted 79.5%, 9% and 2.5% respectively, depended on the remaining 20% of the country's economy (Leibbrandt et al, 2010). Leibbrandt et al go on to state that South Africa has a history of high inequalities with an overbearing racial stamp. Income distribution was significantly differentiated according racial group, gender and level of education received. The white minority group earned more compared to other races irrespective of the level of education and gender.

In 1994, the ANC-led government inherited a country characterized by glaring inequalities between the different racial groups. A snapshot of the country at that time would reveal high levels of unemployment within the Black, Coloureds and Indian race groups which directly resulted in extreme levels of poverty and, poor service delivery in areas inhabited by groups other than Whites.

Since their induction, the ANC-led government has had to devise various strategies to provide counter measures to the unsustainable reality that the country was living under during the reign of the previous government. To date the ANC has engineered and re-engineered a number of counter measures in the form of programmes, policies and plans that are intended

to redress the inequalities of the past and at the same time create a united, non-racial, non-sexist and democratic society as enshrined by the adopted Constitution.

Transition from the past to the present has been observed; some people who lived in deep poverty now live better lifestyle and they are able to partake in government structures to put forward their views. Even though reasonable change is visible to date a number of studies suggest that there has been an increase in poverty

Van der Berg et al (2006) reports that poverty increased and inequalities between the rich and the poor widened between 1994 and 2000 however a positive change was recorded between 2000 and 2004 (Leibbrandt et al, 2010). This is indicated in more detail in the table below:

Table1: Selected indicators of poverty, assuming poverty line of R3000 per capita per year (consistent with 2000 prices)

| | 1993 | 2000 | 2004 |
|---|-------------|-------------|-------------|
| Average per capita income in quintile 1 | R 855 | R 866 | R1 185 |
| Average per capita income in quintile 2 | R 2 162 | R 2 086 | R 2 770 |
| % of population that is poor | 40.6 | 41.3 | 33.2 |
| No. of poor (millions) | 16.2 | 18.5 | 15.4 |

Source: Van der Berg et al (2006) cited in Libbrandt et al (2010)

The table above indicates the level of poverty in the two quintile poor populations over a period of 11 years and shows that when the ANC-led government took over from the National Party government in 1994 levels of poverty were high and continued to increase. However, an improvement was seen during the years 2000 and 2004. In spite of all the efforts that have been made by the present government, the study shows that there is much more work that still has to be done to reduce the number of people who are poor in the country.

A number of strategies have been implemented at national and provincial in order to develop the quality of lives of people living in this country, yet, according to the Congress of South African Trade Union (COSATU) policy statement (Knight, 2001); almost half of the population still lives in poverty, including the working poor. The rate of unemployment is on the rise or some people are under-employed in the informal sector (Knight, 2001). People are employed in

jobs that are not decent; some are over qualified for those jobs but opt to take the job instead of being idle at home waiting for the right job.

According to the South African Human Development Report of the United Nations, the population percentage of people living below the poverty line decreased from 51.1% in 1995 to 48.5% in 2002 (Terreblanche, 2008:109). Given that the population increased during the same period from 20.2 million to 21.9 million, more people were found below the poverty line.

Recent statistics revealed by Statistics South Africa (2011) indicate that poverty is on the decline. Although this is commendable it remains inadequate when one considers the too high number of people still living below the poverty line of R500 per month (Mail & Guardian online, Sep. 16 2011). The most challenging dilemma that South Africa faces today is the increasing gap between the rich and poor. Although more and more Blacks are increasing their wealth more people within the same racial group are becoming poorer (Terreblanche, 2008:109).

According to Terreblanche (2008:109), the Black Economic Empowerment (BEE) strategy managed to change the orientation of the economy from being pro-White to being pro-Black. It did not however change its 'pro-rich orientation' into a 'pro-poor orientation'. An elite Black group emerged 1994 and was able to receive resources and opportunities through BEE and affirmative action policies which they used to enrich only themselves and those within the inner circle. The result of this was a situation that seemed to cloud the government's stance on creating a better life for all. Political analysts describe this outcome as failure on the part of the ANC-led government to keep their promises made before the first democratic election and refer to it as the empowerment of the Black elite group which in turn marginalises the Black majority who are in contrast poor. Continuous monitoring was necessary to reduce the Black elite domination in distribution of wealth and provision of opportunities.

As mentioned before, substantial advances have been made by the ANC-led government in order to address the inequalities of the past. Reforms, such as building RDP houses, improved infrastructure like hospitals and schools as well as roads, however, have not been truly transformative because they have been met with a negative response from its constituency (Turok, 2008:14) as people were not satisfied by the quality of these structures as some are

now dilapidated. Much criticism has been levelled by different political analysts, political organisations and the communities being transformed. Riots have been seen in different municipalities which indicate dissatisfaction with the services provided by local governments. Little change has been observed by some people; hence they want more as per promises before the national government elections by the ruling government. Most people have not been transformed from the way they lived in the past. People want quick transformation of their lives. The ANC-led government seeks to transform the lives of people but it has encountered difficulties in its attempt to develop.. One such and perhaps the most salient amongst other calamities is that of corruption in the sense of fraud and the mismanagement of funds.

According to Taylor (1998:294) development is witnessed in transformation which is defined as being the shift from what has been happening to new ways of doing things. Development ensures that the lives of people are changed for the better because they have better facilities and improved lifestyle. According to Taylor (1998:292-300) transformation refers to a much more profound and fundamental change of form which requires the breaking of the old in order to adopt a new form in response to a radical change in function. The seeds of crisis are sown in each phase of development and grow at their own pace as the process unfolds, the passing from one phase to another is prompted by their germination. Transformation, in this sense, then becomes an integral part of the development process. It is important to understand that development is not an overnight process and this should be the same way that transformation is viewed. .

According to Wehner (2000:183-192), there has been internal criticism from both the left and grassroots structures about the pace of transformation on the ground throughout the world. The strategies that have been implemented have brought very little change to some communities especially those in rural areas and in the townships. Most people's lives have not changed but left high levels of poverty, unemployment and high levels of inequality. Change that has been brought to people is minimal; it is not visible, especially for people living in the far rural areas away from the cities.

The majority of the policies introduced by the ANC-led government reflect that it seeks sustainability of development. The first policy developed after the victory of ANC in 1994 was the Reconstruction and Development Programme (RDP) which included many elements of sustainability focussing on addressing the past inequalities; this will be discussed in more depth in the following chapter. Cross-sectorial integration and co-ordination are encouraged by policies to minimise the duplication of activities in different sectors such as health, education, transport, recreation, business and others and thus reduce expenses carried by tax payers. Various broad level policies are described briefly in this paper however, the hub of the analysis are focused on the development strategies that the government tries to adopt in pursuit of its better life for all motto.

At local government level it seems that the buzzword is 'integrated development'. Integrated Development Plans (IDPs) are the primary planning tools used in development by the government. Here, the emphasis is on the need to tackle all aspects of development which include service delivery as well as the socio-economic development of citizens. The South African government has, through this policy, targeted the reduction of poverty and inequality as its highest priority in its efforts to promote sustainable development in the country (RDP White Paper, 1994). The long term goals of the ANC government were set in this policy and needed to be achieved.

A basic macroeconomic policy known as Growth, Employment and Redistribution (GEAR) plan was drawn and implemented (SAHDR, 2008). This policy was to address the economic issues of the country. GEAR's main goal was to reduce the economic debt that South Africa had in the World Bank which had largely been accumulated during the reign of the apartheid government up until 1994. GEAR was also intended to improve the economy of the country. A fiscal policy was also drawn up in response to the poor financial situation that the country found itself in. This fiscal policy was developed on the eve of the democratic elections in 1992/1993 when the overall deficit of the country had reached 7.9% of the Gross Domestic Production (GDP) (SAHDR, 2008).

This fiscal policy was devised to address the issue of unemployment, to cut overall budget deficit and also improve government saving, to avoid permanent increases in the tax burden, to reduce consumption expenditure by general government relative to GDP and to strengthen the

general government contributions to gross fixed investment. This led to privatisation and restructuring of some State-owned enterprises which in turn resulted in job losses and increased costs of services. According to the Congress of South African Trade Unions (COSATU), GEAR failed to deliver and instead posed some constraints on the original RDP plan (Knight, 2001). Since then, the rate of unemployment has increased and job losses have increased.

The global economic crises in 2008-2009 also affected South Africa in that the shutdown or downsizing of companies led to retrenchment of millions of people. In addition to increased job losses, a thousands of graduates seek jobs in vain which often means that graduates have taken jobs that have nothing to do with their qualifications because of desperation and the possibility of being unemployed. The government has consequently committed itself to dealing with the unemployment crisis in South Africa and ensuring that people receive decent work.

'Decent work' is the term used by the democratic government in South Africa to define a job that is productive, and delivers income, security in the work place and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organise and participate in decision making that affects their lives and equality of opportunity and treatment for women and men (Mohammed, 2009).

Increasing numbers of people, who are not employed, amongst other things, has increased the crime rate and more people looking up to the government for social grants. Teenage pregnancy, which is very high, has also added to the population increase and those seeking government grants. Influx of people from other countries has also contributed to the high number of people seeking jobs as immigrants are used by many companies as cheap labour. Although the government is doing all it can to provide for these communities there are still a lot that has to be done. The government is guided by the Human Rights policy to implement the right principles to improve its people's lives (Jonsson, 2003:8).

There is hope that Integrated Development Planning (IDP) as a way of planning closer to the people will bring about significant change in the lives of communities. The Involvement of people in the various stages of planning and implementation makes the development of communities more meaningful as people drive most of the processes of the development themselves. This study aims to investigate if the IDP strategy has been successfully

implemented in the Bridge City project and to find out the level of empowerment of the local community in the INK area.

1.2 The Study Objectives

In view of the above, this study looks at the Bridge City project. The Bridge City project, which is implemented in the INK area, is one of the many government projects aimed at improving the lifestyle of the people in needy communities. It is an integrated project which is meant to address the needs of the community in a holistic manner. The above discussed IDP strategy has been used in this project to address the community needs by integrating various departments, various sectors and stakeholders. Residents from the INK area as well as from the neighbouring townships such as Phoenix are intended to benefit from this project.

The project design is such that the different government departments work together in addressing the inequalities of the past while at the same time reducing the duplication of activities by different departments and also reducing expenses. This project will be implemented in various phases. Listed below are the objectives of this particular study, which are specifically looking at the first phase of the Bridge City Shopping Centre which has already been completed:

1. To determine the extent in which the community in the Inanda, Ntuzuma and Kwamashu (INK) area is involved in the project. One of the key principles of the IDP is that it encourages the involvement of people affected in a meaningful way. This study will assess the level of involvement.
2. To reveal how the community benefits from the project and in particular to what extent it benefits them.
3. To learn about perceptions that people have of the whole project and to establish how much is known by the community about the project.

1.3 EThekwini Municipality and its INK Development Plans

In 2003 the eThekwini Municipality conducted an investigation to find out about the socio-economic status of people living in this particular metro. From the research it became clear

that whilst community needs vary across segment and ranking of household, poverty in areas with low service delivery is rife (eThekweni Municipality, 2004:4). In line with national and provincial trends unemployment and crime are still very high in this region. As such, unemployment has been prioritized as needing urgent attention when addressing the needs of the community.

A spatial analysis of needs shows that many communities whose living condition have worsened post 1994 are located in the historically; under-invested township areas. These areas are where there are informal dwellings, poor services in terms of transport, health, safety and security, housing, education, governance issues and economic development as well as community infrastructure, and low socio-economic standing civilians (eThekweni Municipality 2004:4). The informal settlements typically have no proper infrastructure plan and have minimal to no services.

According to the eThekweni Municipality (2003:5), the youth between the ages of 15-29 years comprise 31% of the population of eThekweni Municipality. This group of youth has raised concerns about there being a need for skills development, access to recreational facilities and sports programmes. They have also expressed a need for educational support, and job opportunities for effective participation in community activities.

In February 2004, former state President Thabo Mbeki in his State of the Nation Address puts clearly that South Africa has a dual economy wherein highly modern, competitive and globally connected sectors (first economy) co-exist with mass poverty and huge service delivery backlogs (second economy) (EThekweni Municipality, 2004:68). According to Legum (2003:1), this dual economy was caused by the systematic exclusion of Black people through apartheid laws. Legum continues to say that “it is not true that people in the second economy are neither educated nor skilled or lack sufficient skills as is believed by other members of the population; they are simply people who have become redundant in the last ten years and now no longer employable because jobs are scarce”. The state has dual responsibilities in that it must meet the people’s needs while integrating the two economies defined by Mbeki. According to new development strategies like IDP, municipalities are also expected to integrate the sectors of government and stakeholders in order to maximize social development and economic growth based on principles of democratization, empowerment and redistribution (eThekweni

municipality 2004:8). In the past the different sectors of government have been functioning as separate entities or in isolation. This has resulted in poor development or mismanagement of funds with little or no development in focus areas hence the development of an integrated solution.

Strategies that are implemented should be informed by the past in that careful examination of what has been achieved, difficulties experienced and the failures thereof is required in order to improve performance going forward. The principles of the RDP and GEAR inform the new strategies in order to improve on the failures of the previous strategies. According to the eThekweni municipality (2004), the IDP is a strategy adopted by the municipality to bring together all government spheres and stakeholders in development planning to maximize the outcomes while minimizing the expenses by reducing duplication of activities in different government spheres. The five-year plan of the IDP for each municipality indicates objectives of the development, budget and cut-off dates to achieve the set objectives, and the strategy to be used in development.

Developments taking place in different areas are guided by IDPs of each municipality. For each development that has to take place, research has to be done to find out the needs of the community which then informs the five-year plan that will be adopted. The developments taking place in the INK are an outcome of the research that took place in 2001 by the national government which identified areas in the country that were hit hardest hit by poverty. These areas were: Inanda and KwaMashu in Durban, Alexandra in Gauteng, Galeshiwe in Kimberly, Khayelitsha and Mitchell's Plain in Cape Town, Motherwell in Port Elizabeth and Mdansane in East London (DPLG, 2008).

The national government, together with the United Nations (UN), approached the respective municipalities for the establishment of offices that would compel the fast tracking of service delivery in those areas (Township Renewal Resourcebook, 2009). Durban already had in existence a management system called Area Based Management (ABM). The national government had its own system called the Urban Renewal Programme (URP) specifically targeting impoverished areas (eThekweni Municipality, 2010). A merger of the two systems was established and hence the formation of INK ABM/URP (ibid).

When the INK ABM/ URP office was established it looked at four areas on which they wanted to have an impact, namely:

- I. Infrastructure investment which encompasses service delivery, spatial planning, environment and land matters,
- II. Income enhancement which focuses on promoting entrepreneurship and investment and also the creation of platforms for youth to engage in job access and job creation to address the issue of unemployment,
- III. Integrated governance which encourages community participation in achieving the municipality's intended outcome of good governance, and
- IV. Living environment which focuses on presenting a community with a well-maintained, quality living environment (eThekweni Municipality, 2010).

The Bridge City is presented as an income-enhancement impact project and infrastructure investment with integrated governance whereby the community is required to become part of the decision making process.

1.4 What is the INK Bridge City Project?

Tongaat Hullets development, a company that develops land to residential, commercial, and industrial, resort and mixed-used purposes describes the Bridge City as a new town centre. Bridge City is located 17 kilometers away from the Durban city centre and bridges the communities of Inanda, Ntuzuma and KwaMashu (INK) townships creating an urban system (Bridge City, 2011). It is at the nodal point of these townships. Bridge City is a one-stop shop for the INK community. This visionary new town is set to serve as the social and commercial centre to an area housing a population of over 500 000 people who at present have generally poor access to facilities and social services. The presence of the centre will reduce the commuting of the INK residents to other centres to get services. Bridge City will be a catalyst for economic growth and the empowerment of surrounding communities by improving their access to public transport and opportunities to work, travel, shop and do business within the INK area, via a symbiotic relationship between the public and private sectors. It is built in a 60 hectares area which is an open land between these townships (ibid). The primary target market of this project is of course the INK residents and businesses.

According to Tongaat Hulle's development the following are the 2011 projections: (Bridge City, 2011):

| | |
|--|-----------------------|
| Projected rates income to eThekweni Municipality | R62 000 000 per annum |
| Projected total VAT raised during construction | R294 000 000 |
| Projected Tax Raised | R210 000 000 |

Bridge City's economic potential reaches far beyond Durban and even Kwa-Zulu Natal. Sustainable development will be achieved through business growth, sustainable employment and advanced infrastructure.

1.4.1 Bridge City Background

Bridge city is a major public-private partnership between the eThekweni Municipality and Tongaat Hulett (EThekweni Municipality, 2009). As mentioned earlier, it is regarded as the New Town Centre which is set in the dense urban periphery. The map below shows the location of Bridge City using a dotted bubble. Bhejane road is a link from KwaMashu Township, Ntuzuma access road is a link from Ntuzuma Township and Curnick Ndlovu Highway is a link from Inanda. Bridge City is at the nodal point of these three routes. The map below shows the location of the Bridge City being at the nodal point of the three INK townships.

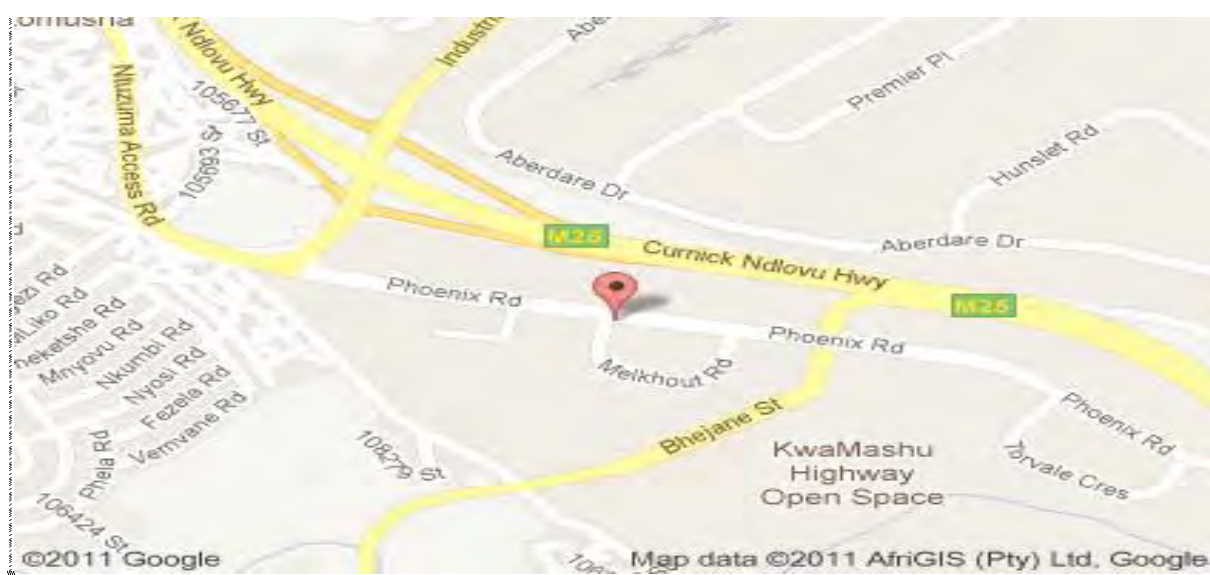


Figure 1: Roads that link the Three INK Townships and Phoenix to Bridge City (Source: AfriGIS Google Maps, 2011)

Bridge city is planned as a mixed-use regional centre that will, on completion, house a 40 000m² shopping centre (first phase) which has already been completed with final touches being done; about 4 500 sectional title apartments; a 450 bed provincial hospital; a regional magistrate's court which is currently under construction with completion planned for 2011; a regional services hub; an top-of-the-line railway station; a municipal intermodal transport facility (bus and taxi) and 250 000m² of business space aimed at the commercial market as well as at SMMEs (Bridge city, 2005). It is estimated that investment will total R5 billion when the project is complete in 10 years, date. The centre is expected to create 25 000 permanent jobs, 27 500 temporary construction jobs, and 10 400 secondary construction and services jobs. The shopping centre, as phase one of the project, has been completed and has already opened for trading.

The project presents an important opportunity to address the gaps in the distribution of social and economic infrastructure within the district. It will maximize public transport usage. The railway line to be constructed will reduce road-based travel and increase the pedestrian activity in the area. It will also create a new metropolitan focus and balance in the distribution of services, amenities and economic activity. The following is the layout plan of the whole project including the phases that have not been completed:



Figure 2: The Layout Plan of the Bridge City Project (Source: Bridge City, 2011)

The completed project will bring together different amenities forming a city within the townships hence it is called the 'Bridge City'. Travelling for people will be reduced as costs will be reduced by less travelling to Durban city centre and having a variety of facilities from which to choose at a nearby location. There will also be a place to relax and have fun and as well as accommodation. Having a hospital in the area will address the issue of health while the magistrate's court will address the issue of crime and other judiciary matters. Bridge City is truly an integrated development project.

Below is the front view of the completed shopping centre. It has various shops and service outlets for different purposes such as banking, grant pay points, eating. It is a double storey building with the parking for cars and taxi rank on top. There are vendors along the taxi rank and there is also a driving school. The railway station which is currently under construction will be underneath the shopping centre.



Figure 3: The Completed Shopping Centre (Phase One of the Project): Front view (Source: Bridge City, progress-tracker 2011)

As highlighted previously, all government development strategies or policies have one common goal which is to bring about meaningful change that is sustainable in the lives of all South Africans. The eradication of poverty in the country and also world is an ethical, social, political and economic imperative that all national leaders around the globe strive for. “Eradication of poverty can only be achieved through a multidimensional and integrated approach that combines programmes targeted at people living in poverty with policies and strategies that meet the basic needs of all, strengthen their productive capacities, empower them to participate in the decision-making of policies that affect them, ensure access of all to productive resources, opportunities, public services and also enhance social protection and reduce vulnerability” (revisionworld, 2012).

The design of the Bridge City project brings together different sectors and stakeholders to ensure that the desired and necessary change is achieved. Different sectors, including the economic, transport, justice, health, recreation and leisure, civic, business, mixed commercial and accommodation sectors, collaborate and work together in this project to address the needs of the community in a wholesome approach. All the plans are designed to meet the

needs of the present while also ensuring the future generation's needs are catered for. The focus of this study will be on the completed phase of the Bridge City project, which is the shopping centre.

1.5 The INK Area

1.5.1 INK Demographics and Location

I. Brief history of townships

According to Yusuf and Stiglitz, (2000:242) evidence suggests that due to scarcity of jobs in rural areas hundred million people move to the cities for job opportunities. A small fraction finds formal jobs while the rest make a living out of informal employment and businesses. For many, life becomes difficult and they seek shelter in areas nearby cities to continue looking for jobs. Some of these areas have been formalised and known as 'townships' or 'locations' (colloquially referred to as "loxion"). According to Township Renewal Resourcebook (2009:48), the word 'township' or 'location' refers to the underdeveloped urban residential areas in South Africa that were reserved for Africans who worked in cities that were designated "Whites only" during the apartheid regime. It is often mistakenly assumed that townships and residential 'group areas' began with the Apartheid National Party government that was voted into power by the whites-only electorate in 1948, but like all racist laws in South Africa urban residential segregation has a much longer history. The history of INK in fact shows that the origin of one of these townships (Inanda) was before the reign of apartheid government.

II. History of Inanda Township

According to INK Business Trust DPLG (2007) in the 1830s, Natal was for a brief time a Boer Republic called Natalia. Several Boers acquired farms for themselves including Inanda. These were largely abandoned when the British took control of Natal in 1843 and they fell into the hands of land speculators. Around the turn of the century, several wealthier Christians from Inanda mission including the Dubes and Gumedes, bought land from these speculators. Many ex-indentured Indian agriculturalists also bought land here. Until the 1920s, these landowners

were able to make a decent living from their crops (Dube for example grew sugar cane). However they steadily found that discrimination was undermining their long-term viability.

Inanda Township has emerged as one of the most violent places in the eThekweni municipal area, according to the crime statistics released yesterday. On maps used by the police to highlight crime trends, red was used to indicate where specific crimes were most prevalent and blue where it was not a problem. The map for Inanda is littered with red spots for most crime categories, including hijacking, murder and robbery with aggravating circumstances (Mercury, September, 09, 2011)

III. History of KwaMashu Township

Kwa Mashu is one of Durban's first townships; it was established in 1959 because of the Group Areas Act. Most of the people who live within the borders of Kwa Mashu originally come from Umkhumbane (Cato Manor) (eThekweni Municipality, 2004). People were removed from Umkhumbane during the apartheid regime in 1950's. The Group Areas Act was a system used by the apartheid government to separate Indians, Coloureds and Africans who lived together in places such as Umkhumbane in Durban. Before the establishment of the township the area was a sugar cane plantation owned by Marshall Campbell whom the township was named after.

IV. History of Ntuzuma Township

With a population of 114,231 (Census, 2001), Ntuzuma is the youngest of the three INK programme townships, and was built by the Durban City in the 1970s. The spatial and infrastructural developments of Ntuzuma have emerged incrementally in different sections, and have to a large extent, influenced the varying service levels, political affiliations and tenure arrangements that prevail in the area (DPLG, 2007). Large tracts of land are informally occupied due to the pressure for housing and its relative accessibility.

- It exhibits a wide range of housing including some very up-market homes but also includes a large informal settlement.
- Ntuzuma Township is 12km away from the Durban CBD, it constitutes of 98.7% of Black community and 1.3 % of other.

- It's situated near KwaMashu and Inanda. .
- 33% of the community is youth (18-34), that make 40% young children between 1-17 & 27% are adults
- There is also a police station, petrol station, clinic, 2 community halls, fire station, library, small claim court and 1 bus depot.
- There are lots of recreational areas such as swimming pool, football fields and tennis court.

Today Inanda, Ntuzuma and KwaMashu (INK) collectively form part of an ambitious urban regeneration programme, initiated by the South African government.

The Inanda, KwaMashu and Ntuzuma (INK) area is about 25km north of the Durban city centre. The area covers 9 340ha of land, and is home to about 510 670 people (18% of Durban's population) in 128 017 households (Bridge City, 2005). These three townships are located next to each other. Although only Inanda and KwaMashu were declared presidential urban nodes, the city sees these two settlements as a functional unit together with the adjoining Ntuzuma settlement (ibid). Automatically Ntuzuma had to be included though it was not identified as a poverty-stricken area. Inanda is the biggest geographically and has the biggest population. These townships are characterised by having formal and informal settlements.

The following is the map that shows the locality of the Inanda, Ntuzuma, KwaMashu (INK) townships. As indicated in the map, these townships lie next to each other. Ntuzuma is surrounded by the two townships, thus it became part of the development. All these townships have the same history and share resources such as health clinics, police stations, transport and other facilities.



Figure 4: INK Locality Map (Source: DPLG Township renewal, 2001)

INK lies on the freeway exit away from Umhlanga Ridge – the wealthy business/residential district of Durban (Township Renewal Sourcebook, 2009). These townships have become overcrowded as they have become the place of choice for new migrants into the city of Durban. They provide cheap rental housing or the opportunity to build a shack. Many residents of this area have found jobs at Mhlanga Ridge, Phoenix and in the city of Durban, but getting there is difficult because Mhlanga Ridge was planned without public transport links to the townships. People have to commute to the city and neighbouring malls for services and businesses. In the evenings hundreds of these people wait at taxi ranks near the shopping malls for transport. The establishment of the Bridge city has come at the right time to relieve commuters from commuting to far-flung areas for services and work.

The following table indicates the demographics of the INK population and the level of poverty experienced, based on income per household:

Table 2: INK Demographics 2001 (Source: Bridge City Retail Study, Urban Econ 2005 cited in EThekweni Municipality INK ABM/URP business plan 2010-2011)

| INK Community | Population | Household | Household Size | Household Annual Income | Total Annual Income |
|----------------------|-------------------|------------------|-----------------------|--------------------------------|----------------------------|
| Inanda | 221,794 | 53,731 | 4.13 | R 15,966 | R 631, 584,189 |
| Ntuzuma | 114,231 | 46,878 | 2.44 | R 20,544 | R 648, 890, 168 |
| KwaMashu | 174,670 | 27,408 | 6.37 | R 12, 084 | R 297, 111, 600 |
| Total | 510,670 | 128,017 | 3.99 | R 16, 884 | R 1, 577, 585, 957 |

This table shows that the three townships are heavily populated with Inanda having the highest number of people. Ntuzuma is better off than the two townships in terms of income per household which is recorded as being R20, 544. KwaMashu has more members in each household yet income is very low with an average income of R12, 084. KwaMashu township seems to be the hardest hit by poverty when compared to the other two townships.

Generally speaking the INK community has historically been characterized by acute poverty, a high unemployment rate and people earning within the low-income bracket. The infrastructure in the area is poor and the crime rate has, over the years been very high. People are affected and infected with diseases and lack of suitable skills to be employed in better jobs. Some have proper skills but are not employable due to lack of experience or jobs. The following is the graph that shows the involvement of INK inhabitants in different occupations.

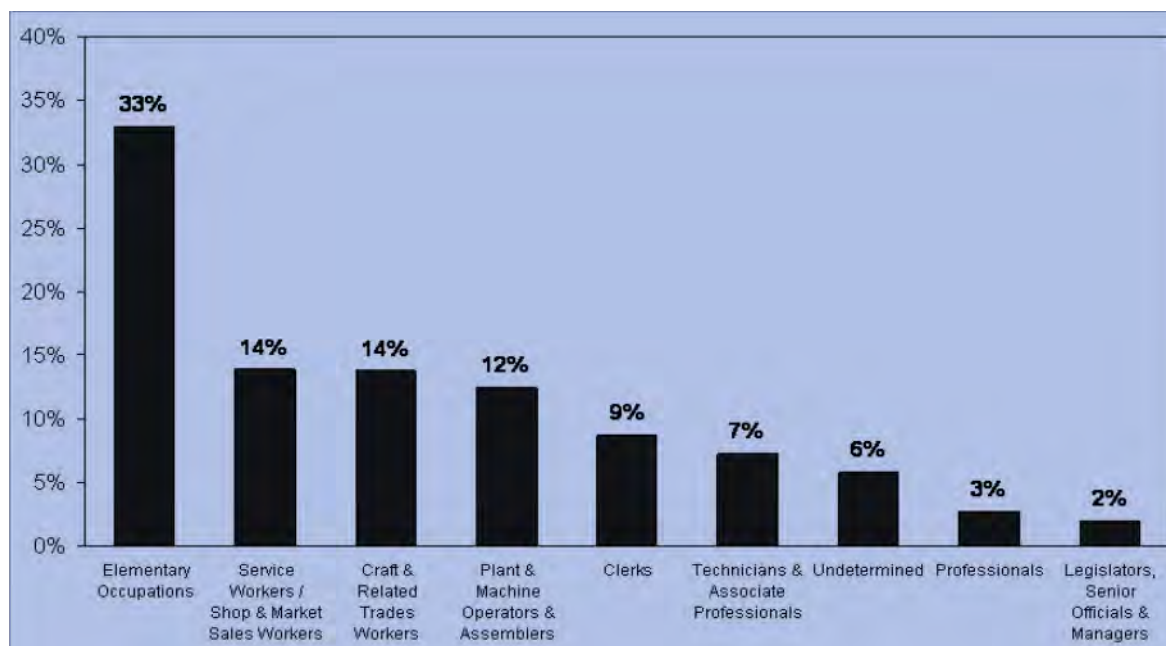


Figure 5: Occupation (employed population aged 15-65) (Source: INK URP 2001 cited in eThekweni Municipality, 2004)

The “INK economy” can be conceptualised as a combination of welfare provision, employment mostly outside of the node, and limited internal economic activity. About 60% of the economically-active population are unemployed. Retail trade, social services (e.g. education) and manufacturing are the major sectors of employment. Around 95% of INK workers are employed outside the node in residential, commercial and industrial areas in and around Durban (INK URP, 2001). This means people have to travel long distances to work places.

According to Township Renewal Resourcebook (2009), Townships were inspired by colonial town planning. The colonial planners intended to physically segregate three classes of people, which generally coincided with race. These classes were:

- The white colonial elite.
- The colonized middle-class made up of Indians and some African employed in the bureaucracy.
- The urban majority of Africans. For the African working class, townships were planned some distance away from the colonial towns.

In South Africa the first 'townships' were founded more than 100 years ago. Townships were for black people working in the cities and in the industries surrounding the cities. Black people were temporarily hosted in these township houses but later they started families and it became hard for them to move back to their homelands (EThekweni Municipality, 2004). The city influx increased and resulted in overcrowding in townships. Informal settlements then emerged due to the need for people to be closer to work in the cities. In these settlements very little or no services were provided for people (ibid).

Townships and informal settlements today experience the same problems with regards to service delivery. For apartheid's planners, cheap and efficient movement of labour to and from work opportunities was never a major factor in deciding on a new factory or a new settlement for the poor. This has left South Africa with a very expensive public transport system (Urban Renewal Sourcebook, 2009) hence the INK development initiative attempts to solve infrastructure problems, job-related issues, transport problems and governance issues all at the same time.

Various developments occurred in this area. Shopping centres were built at Inanda in Dube Village and KwaMashu Shopping Centre which provides local residents with services like shops and banks. These developments are not accessible to everyone in the INK area. Bridge City is, however, at a nodal point for the three townships and is accessible to people from all these townships. The bridge city project is meant to be a catalyst for economic growth and empowerment of surrounding communities. It is hoped that it will improve their access to public transport and opportunities for work, travel, shopping and doing business within the INK area (Bridge City, 2007).

1.6 The Structure of the Thesis

Chapter Two looks at the available literature which forms the theoretical framework and base of the study. First it focuses on the community and its participation in its own development, the impact of the project on their lives and its sustainability. Furthermore, it looks at the arguments around community participation and the concept of sustainable development. It also explores the development policies both locally and nationally.

Chapter Three explains the methodology used to obtain data. It describes the method that was intended to be followed and the actual method applied as a result of complications that arose. It also explains the ethical procedures considered as well as the challenges and limitations experienced during the data collection stage.

Chapter Four provides a picture of how the INK community benefits from the Bridge City specifically the shopping centre while also looking at the level of community participation in the project. It tries to identify the projected changes in the life style of the community. It also considers at how much the community knows about the project. Additionally, it explores the views of the community on the project, especially their thoughts on what they think needs improvement and what they regard as plausible and implausible about the project.

Chapter Five explores leadership and institutional support in the Bridge City Project. It provides portrait of the project collaboration design by explaining the institutional support through the INK/ABM office, the formation and functioning of the task team and its ability to ensure that the local community is meaningfully involved. It also explores the long-term benefits of community participation in the interaction design while it also explores the aspects of the sustainability of livelihoods and the project itself. It highlights the issue of integrated development as a means to bring about sustainable development. The interaction between the project manager and the community is also highlighted.

Chapter Six is a conclusion to all the previous chapters and looks at community participation and sustainable development with regards to the Bridge City Project. It also looks at how the community has benefitted from the project and highlights essential challenges. This chapter also provides recommendations and conclusions from findings.

CHAPTER TWO

Literature Review

2.1 Introduction

Authors such as Storey (2009); Meier (2000); Rapley (2007) and Griffin (1997) describe development as an improvement of the economic and social lifestyle of people. These authors seem to agree that development does not come smoothly but rather that it comes with various difficulties caused by, among other reasons, economic recession; weather changes resulting in unexpected natural disasters; poor leadership and management of available resources and also neglect of the people that are supposed to be developed. Despite this, development is followed by applause when successfully done.

McCloskey (2009:4) explains development as an improvement of the economy of the country which in turn improves the humanitarian aspect of living. This author also believes that the economic downturn, like all other factors that undermine development, most severely impacts on the poor who are most vulnerable to the vagaries of the global economy. The poor are the least well equipped in society to withstand the harsh impact of recession.

Although necessary, focusing on the economy reduces the humanitarian spirit of development in the sense that each country focuses on improving its economy with little focus on human development. Financially stronger countries such as Brazil, India and China are well industrialized but are however still regarded as developing countries because their rates of poverty are still high (McCloskey, 2009). The major concern here is that although the Human Development Index (HDI) of these countries indicates that they have high Gross Domestic Production (GDP) and high Gross National Index (GNI) yet the rate of poverty remains high (McCloskey, 2009; Storey, 2009; World Bank 2006).

The current chapter focuses on the varying views of writers concerned with development. This includes looking at development as a process; the nature and meaning of development; community participation in development to ensure sustainability of developments and livelihood and also highlighting the link between participation and sustainability. Here I will

further expand on the concept of community participation and how this brings about sustainability to projects. Lastly, I will look more at the social and economic influences of development as opposed to environmental factors and conclude by investigating conflicts that arise from development

2.2 The Goals of Development

There is a belief in development studies that once the economy of the country is improved the lifestyle of people will also be improved yet there is no real evidence to suggest that the accumulated wealth is distributed to all people. It is not always the case that strengthening the economy of the country will automatically improve the lives of the people most in need. Improvement in quality of living standards largely depends on the goals and strategies set by the particular country which then determines how people will benefit from the country's economy.

Although it is not a given, there is a great chance that improvement of the economy will boost a number of activities in the country including but not limited to creating jobs; improving service delivery; improving food production and health and also improving the quality of education received (Cloete, 2002). Development in developing countries focuses on achieving the goals set by the world leaders to be attained by developing countries. These goals emphasize human involvement and enhancing the economy of each country.

In 2000, the United Nations (UN) established international development goals called "Millennium Development Goals" (MDGs) after adopting the United Nations Millennium Declaration (McCloskey, 2009; World Bank 2006). These goals are:

1. eradicating extreme poverty and hunger,
2. achieving universal primary education,
3. promoting gender equality and empowering women
4. reducing child mortality rates,
5. improving maternal health,

6. combating HIV/AIDS, malaria, and other diseases,
7. ensuring environmental sustainability, and
8. developing a global partnership for development (World Bank, 2006).

Development is essentially about creating an environment in which people can develop their full potential and lead productive, creative lives in accordance with their needs and interests (McCloskey, 2009). McCloskey goes on to say that the eight MDGs established creates a bar that serves as a yardstick by which all developing countries can measure their progress.

However, this raises the question of whether or not these goals are achievable by all countries within the allocated time frame. According to the World Bank (2012,) these goals were set by United Nations (UN) in 2001 and a declaration was signed by all 189 countries that form the UN. In 2008 the UN pointed out that the progress towards achieving these goals was seriously impeded by the global economic slowdown and a food security crisis of which both magnitude and duration were uncertain (McCloskey, 2009). Drastic weather changes have also been pointed out as another factor that is hampering progress negatively (ibid).

Given that most of the countries, with the more amount of work to do developmentally, were already in crisis even before the global financial crisis, there is a strong likelihood that the MDGs will not be achieved at the set time, if at all. Although support has been given to developing countries by the World Bank, IMF, and World Trade organizations it is important that developing countries be allowed to progress at their own pace while ensuring that goals are met. Extended period obviously with cut-off dates should be granted to those countries that are struggling and have more problems than others. This does not mean that policies are not needed to guide the developing countries but there must be flexibility to allow even the struggling countries to cope on their own. The quick-fix strategy tends to leave gaps that are only realized at a later stage. I refer to strategies as being a “quick-fix” because the underlying problems are neglected to reach the targets within timeframes scheduled.

According to Green (1987:78), the idea of development is as old as human kind being in existence yet there is no time where a country has reached complete development. Redressing historical injustices through development has been difficult for most countries. There is no time

when people will be able to say “life is easy” and that “they live in the land of milk and honey”. Developing countries may in the future reduce their poverty up to a certain point but the eradication of poverty is not likely to be achieved.

Even though complete eradication of poverty cannot be achieved the involvement of people in development is very essential and because it brings more meaning even to those developed. The mobilizing of communities to participate in their own development has to be the first on the drawing board of development processes. This ensures that people become part of the development from the beginning to the end while at the same time reducing the levels of silence of the poor community. People voice their opinions and steer the development towards addressing their needs. By including communities in this process, they can be empowered such that they come up with strategies that can help improve their circumstances.

As indicated before the struggle against poverty and for human conditions of life by and for poor people is not new, neither it is one limited to the poor countries nor is it static one (Green, 1987:78). The question that arises is whether or not it is possible to completely eradicate poverty. This question is triggered by the fact that although significant efforts are made by developing countries to improve lives of people, the scourge of poverty still remains. It is hoped that this study will reveal whether poverty eradication is possible as it seeks to check if poor people of the INK area benefit from the Bridge City project as one of the Urban Renewal Programmes to fight poverty in the areas hardest hit, as identified by research done in 2001 (eThekweni Municipality, 2004:71). Following investigations former president Thabo Mbeki gave a mandate that those areas identified had to be developed to address poverty related issues such as unemployment, health conditions, education, developing infrastructure, improved service delivery and reduced crime rate. The following section will discuss the views of authors who have written about development and how progress can be measured.

2.3 Development and its Measurement

Kingsbury et al (2008) cited in McCloskey (2009:5) suggests that development means the material advancement of people, especially the world’s poor. But the material advancement of people, especially if understood as simple economic growth, is not in itself enough for

development in totality. It may not be realized without other components of development which include the capacity to ensure adequate distribution of the benefits of such growth's ecological sustainability in the way growth is achieved, and the governance to ensure that the processes to achieve such growth are agreed in a politically inclusive manner and operate under the rule of law (ibid). Concentrating on the economic development is dangerous as the poor are neglected while the wealthy benefit (Griffin, 1997:25). Decentralising national governance with continuous monitoring is essential so that the wealth gathered can be evenly distributed to benefit even the poorest of the poor.

Localization is defined as building the trust and open relationships between stakeholders offering everyone an equal place as a player in local activities sharing power (Cashdan, 2002: 175). Localization helps to break the monopoly of power held at the national level by bringing decision making closer to people (World Bank, 2006) and also facilitating the distribution of wealth throughout the country. Cashdan continues to say that localization strengthens government accountability to citizens by involving citizens in monitoring and evaluating government performance and also allows citizens to demand corrective actions which can help reduce corruption and improve service delivery.

Corruption is defined by World Bank (2006) as exercise of official powers against public interest or the abuse of public office for private gains. Public sector corruption is a symptom of failed governance because there is little monitoring and or expertise in leadership. This does not mean that people involvement is not crucial in development but monitoring and evaluation policies have to be drawn and implemented and applied such that even the local poor people can be involved in a beneficial way. The current Zuma administration in South Africa seems to have caught on to this approach with the establishment of the monitoring and evaluating committee headed by...

Localization, in the absence of rule of law, may not prove to be a potent remedy for combating corruption (World Bank, 2006). Effective monitoring tools have to be developed and used to ensure that the set targets and goals are achieved Shah states that one must pay attention to the institutional environment and the risk of local capture by elites (World Bank, 2012). He continues to say that in the institutional environments typical of some developing countries,

when in a geographical area, feudal or industrial interests dominate and institutions of participation and accountability are weak or ineffective and political interference in local affairs is rampant, localization may increase opportunities for corruption. This suggests a pecking order of anti-corruption policies and programs where the rule of law and citizen empowerment should be the first priority in any reform efforts (ibid). What remains to be understood is what it means to involve people in development without corruption. Development requires constant monitoring to reduce corruption while the impact of development is continuously measured.

When the focus of development is on the economy of the country, the progress of economic development is then measured using the Gross Development Production (GDP) which is the production of goods by the country and Gross National Income (GNI) which is the income made by the country from the goods that it produces. However, for the MDGs, which seek to develop people in totality, the performance indicators are used to measure humanitarian progress.

Shah provided evidence that the target MDGs may be reached at different times by different countries due to the political and economic dynamics and obstacles that each country encounters (World Bank, 2006). These unforeseen circumstances make it difficult to eradicate poverty which subsequently disturbs the whole developmental process. These unforeseen circumstances include, but are not limited to, weather changes causing natural disasters. Natural disasters are a challenge for the countries affected because they then have to attend to areas affected while being left behind in terms of progress (UN, 2008 cited in McCloskey, 2009:14).

A suggestion would be to categorize countries based on their level of development and resources available to them which would then inform their ability to achieve the set goals in the time required to achieve them. This might help eliminate the negative labeling by the developed countries of the poor countries as lacking to achieve the set goals yet they are forced by status in development to perform poor (World Bank, 2006). Although it seems difficult to achieve the MDGs at the time set; reports indicate that some of these goals have been already achieved by all countries (World Bank, 2006). This is an indication that if the countries who are far behind with developments can work hard enough to reach the level of

the other countries. Please give examples of goals achieved by all countries as u claim above. Include a ref

The important point is that MDGs set the standards for all developing countries while financial support from the key world financial institutions is obtained (Storey, 2009:36). Storey continues to say that the under-resourced countries have to prioritize their activities towards achieving the set goals and channel resources according to priorities. I support Storey's idea of prioritizing to ensure that the resources are utilized in urgent situations while working towards achievement of the MDGs. The MDGs are supported by the World Bank in that they help human development by providing a measurement of human development that is not based solely on income; prioritizing interventions; establishing obtainable objectives with operation measurements of progress and increasing the developed world's involvement in worldwide poverty reduction (World Bank, 2004). The measurement of human development in the MDGs goes beyond income, and even just basic health and education, to include gender and reproductive rights, environmental sustainability and spread of technology (ibid).

Although the MDGs have a strong humanitarian development aspect, there are still arguments that their objectives were not chosen properly and exclude some important aspects (World Bank, 2006). An example is that goal number six, which states that by 2015 HIV/AIDS must be combated, is stated as just ensuring that HIV/AIDS must be reduced by half while working on combating it further through other years. Research on health systems and the Millennium Development Goals suggests that a 'one size fits all model' will not be able to sufficiently respond to the individual healthcare profiles of developing countries. Some statements in the objectives seem to assume that development can be a one-size-fits-all process. The objectives of goal six disregard the fact that not all countries are at the same level in terms of their HIV/AIDS statistics.

Besides basing the achievement of the country on MDGs, each country's development is evaluated by the World Bank, its wealth based on its GDP and GNI expressed in per capita terms (McCloskey 2009). GDP determines the country's production and services while the GNI is the country's income (ibid). These remain the standard international measures of economic development but do not actually indicate how people's lives are affected (Storey, 2009).

According to McCloskey, GDP per capita figures do not tell us how national wealth is distributed within the society among both its citizens and social institutions, to maximize societal well-being.

Figures proclaimed in the Human Development Index (HDI) of the World Bank do not portray how the level of poverty has been reduced by all countries as per HDI as there is no indication of how people benefit from those statistics (World Bank, 2006; McCloskey, 2009). Although some Third World countries have rapidly industrialized in the last thirty years, e.g. the so-called 'Asian Tigers' of South-East Asia-South Korea; Malaysia; Taiwan; Indonesia and Singapore and also South American countries such as Brazil; Mexico and Argentina such development has tended to only benefit the political and economic élite (McCloskey, 2009). The GDPs and GNIs of these countries are high yet there is an indication that wealth does not reach all the people because the interests made by industries in the developing countries are collected by the developed countries that own these industries (ibid). This signifies that elite people benefit more from this while the majority poor are less recognized, thus increasing the gap between the rich and poor. South Africa is experiencing the same situation where the rich are becoming richer while the poor are becoming poor (Turok, 2008:81). I think that those in business and politics have advantage of being involved as partners or share holders in industries.

Much evidence indicates that most of the benefits of foreign assistance programmes are captured by the middle and upper income groups also known as "the elite" (Griffin, 1997:25). Griffin proceeds to argue that even in the majority of cases when aid-financed projects are aimed directly at the poor, they often miss their target. This is to say that the help that is given to developing countries end up benefiting the wealthy while the poor remain poor. This is due to minimal involvement of the poor communities while the elite get exposed to such opportunities. I think this could be avoided through the involvement of people at all levels of development and making all procedures transparent. However, Griffin's argument is whether this is feasible since those in power also have their own agenda to empower themselves. The opportunities of development remain with those who have access to them but must be guided by the development policies of each country which are guided by the United Nations policies. The bottom line is that each country has to work towards improving their own economy and

human standards to meet the standards of the world, irrespective of the various difficulties they may encounter.

According to Tucker (1999:1) development is a process whereby other countries are dominated and their destinies are shaped according to an essential Western way of conceiving and perceiving the world. Tucker argues that this kind of development turns people into objects as the standards set are based on the economy in the Western countries. According to Rist, development is not a trans-cultural concept that can claim universal validity (Tucker, 1999:2). This means that... The argument here is that each country has its own way of life and problems while resources are a limiting factor in meeting the standards of the world, hence the unequal development of countries with different resources needed and also available. Simply put, some countries need more financial support than others while others are faced with more social problems like high unemployment rate, high health problems, high crime rate, low education level, low production rate etc. (ibid). I think that people are the same and seek the same development. Moreover, there is tendency by those who are wealthy always think that they have a right to dictate to developing countries because of the power they have.

Furthermore, development is described by Rostow as a linear model which has stages (Storey, 2009:24). According to Rostow, there are five stages of development, namely: 1) traditional society; 2) preconditions to take-off, 3) take-off; 4) drive to maturity and 5) age of high mass consumption. According to this explanation, those regarded as undeveloped societies end up viewing themselves as underdeveloped and see the need to change their way of life to suit the world and to later be involved in development as prescribed by the world trends in order to achieve goals set by the world. Rostow's model of development treats people as objects because according to him, the poor societies are modernized both economically and socially and ideally would end up resembling First World countries, specifically the United States of America (ibid).

Study has shown that developments focus on achieving the set goals by implementing projects with little or no involvement of the people being developed. The question is what guarantee is there that achieving the set standards will improve the lives of people and why is poverty increasing instead of going down? Why do developing countries continue to be shadowed by

the first world countries? Seemingly money is a major factor because if the developing countries do not follow the set policies they do not get monetary assistance from the world financial institutions such as the IMF, World Bank and African National Bank and therefore fail to uplift themselves. In my view this causes the developing countries to be dependent on the developed countries financially and the huge burden escalates when debts are not paid off.

Industries in some Third World countries are owned and controlled by First World countries (Rapley, 2007:10). In view of this, experts from other countries have to be brought in to the industries to control production and to ensure that exports are done correctly. This leaves the country with little expertise and as a result it always depends on the First World countries resulting in profits generated being taken by these countries. The question that arises is what role has to be played by the Third World countries to be true beneficiaries in industries?

According to Esteva, G. (1998), development was imposed on developing countries by their developed counterparts, whose sole aim was to extract their economic surplus and leave them in poverty. It is all done in the name of support and empowerment yet very little is benefited by the country per se. The expertise remains with the developed countries while the developing countries are used as labourers.

Writers like Khor believe that there is a huge burden that is placed on developing country's governments to implement policies that are in line with decisions and rules of global institutions (Khor 2001:22). The majority of third world countries have been made to depend on these institutions financially whilst having to follow their development policies. Loan conditions are the major mechanism for global dissemination of the macroeconomic policy packages that are favoured by government of the northern countries hence the developing countries have to abide to these loan conditions (ibid). The pressure felt by the developing countries make them remain dependent on the developed countries with regards to financial support and advanced technology. The involvement of people in their development can make them free from the developed countries as more expertise is acquired and more money made to boost the local economy. Education and capacity building is essential to mobilize people to

be engaged in their development (Massesa, 2008). One way to encourage participation is perhaps to provide less social grant support (Turok, 2008:14).

Noticeably from studies I have a strong view that more opportunities have to be created for the general communities to be engaged in development. The political and economic elite tend to dominate because of the authority and power they possess. This has to be curbed through more involvement of the community. Promoting participation does not only refer to being employed but people have to become investors in their own economy.

Social development is best pursued if Governments actively promote empowerment and participation in a democratic and pluralistic system respectful of all human rights and fundamental freedoms (Milkia, 2010). Marginalizing people that are the focus of development reduces their involvement, hence the lack of proper development. In view of what the literature says, it seems that most of the Third World countries are still struggling to involve people in development but, the more efforts are put towards mobilizing people to participate, the more people will be involved.

Kingsbury (2008) cited in McCloskey (2009:5) suggests that development means material advancement of people, especially the world's poor. But material advancement of people, especially if understood as simple economic growth, is not enough by itself and indeed may not even be realized without other components of development. These include the capacity to ensure adequate distribution of the benefits of such growth's ecological sustainability in the way growth is achieved and also the governance to ensure that the processes to achieve such growth are agreed in a politically inclusive manner and operate under the rule of law (ibid).

Writers such as Milkia (2010); National Development Plan (2011); Meldon (2002) and Mathekga and Buccus (2006) state that it is imperative that for meaningful development local people drive processes of development thus ensuring that it is sustained and that the distribution of wealth is beneficial to all of people. However, as indicated before, sometimes the inclusion of local people opens a window for corruption whereby the elite take advantage. This means that the government the added task to ensure that governance is decentralized and

localized to ensure that people participate in their development and govern their lives while also monitoring processes to curb skewed development.

In South Africa the historical burden of the apartheid era rests heavily on the shoulders of the democratically-elected government of the African National Congress (ANC) hence different strategies have been implemented in the attempt to overcome the imperfections of the past. The findings contained in the South African National Human Development Report (SANHDR) (Adelzaden, 2003) indicate that the apartheid regime and its socio-economic policies generated a growth path for the economy that had little to do with improving the living conditions of the majority of South Africans, and thus became unsustainable. The uneven distribution of resources led to socio-economic imbalances that negatively affected most South Africans (ibid). Now is the time to bring about proper development which puts all people at the centre while it removes the blemishes of the past.

This will be established in this study as it will be looking at how the Bridge City project brings development that removes imbalances of the past through the involvement of the community. The following section looks at the criticism about community development whether it is essential for development.

2.4 Community development

Writers agree that the ultimate goal of development is to improve and enhance human well-being and the quality of lives of all people. Community development is best pursued if Governments actively promote empowerment and participation in a democratic and pluralistic system respectful of all human rights and fundamental freedoms (Milkia, 2010). Marginalizing people that are being developed reduces their involvement hence the lack of proper development. Although involvement of people in development remains an issue, the reality is that most of the Third World countries are trying their best to bring about meaningful development through involvement of people but it is still difficult as the governments of the developing countries have a huge task to reach standards of the developed countries.

Knight (2001) argues that majority of people, especially blacks, in South Africa are still living in poverty yet developments to uplift the black majority have been implemented since the democratic government took over. This means that, like other developing countries, South Africa has to align its development programmes with the MDGs.

The South African 2030 vision for National Development Plan (2011) has been developed by the planning department in line with MDGs to eliminate poverty and reduce inequality in South Africa. Trevor Manuel, South African Minister of Planning Department in the South African Parliament explained this plan as a strategy that focuses both on the potential of people and the country as a whole to eliminate poverty. The concern is that there is no guarantee that plans will eliminate poverty as it is stated (Green, 1987:86). The development statistics as indicated by HDI do not reveal the actual status of each country because there is no information that indicates the distribution of wealth. Reports indicate that South Africa is one of the Sub-Saharan countries that are doing well according to HDI yet poverty is still rife (World Bank, 2006). The gap between rich and poor is increasing (Turok, 2008:14). This picture of sharply unequal society is in conflict with long-held vision of the ANC (Businessday, 29.04.08 cited in Turok 2008)

Now more than ever is there a great need for experienced and visionary leadership (Taylor, 1998) to eliminate mistakes of the past. Elimination of inexperienced leaders and employment of those that are experienced will surely bring about proper management of government funds, integration of development activities and the inclusion of local people thus ensuring proper development while addressing community needs. This can only be achieved if leaders implement policies properly and lead people, meaning that the people have to be given opportunities to voice their ideas and know developmental processes and budget thereof. I think this will also reduce corruption as everything has to be transparent to the community at the same time service delivery protests will be reduced as residents will be aware of what is going on.

According to Meldon (2002); Storey, 2009; Rapley, 2007 community participation is a core value in community development. In view of this, the community has to be at the centre of

development however, local communities tend to be pushed aside by those in power and push their own agenda to enrich themselves (Storey, 2009). Corruption in local governance is rife hence the crooked development which benefits the chosen few who are in business and leadership who do not necessarily reside in the area whilst leaving out the majority poor.

Wealthy investors in the project always seek capital gain and improvement of their businesses. Storey's argument is that those who are wealthy (i.e. the elite) do not put the needs of the community at the centre of development but the snag is that they cannot be left out of the development because they bring the necessary expertise and funds to the project. West (2012) defines the elites as "a distinct group within a society which enjoys privileged status and exercises decisive control over the organization of society". In fact, countries typically have political, business and educated elites which are substantially distinct but intertwine closely (ibid). What has to be ensured is that the majority poor communities are not shadowed by the elite. The inclusion of the voice of the indigent helps to weaken the agenda of the elite provided that they have the opportunity to voice their views (Storey, 1999) which could be the reason why they are left out planning and decision making.

Moodley (2007) and Mathekga and Buccus (2006) say that generally the community has always been seen as recipients of development and decisions were made on their behalf which has resulted in dependency of people in its government. Until recently, people are expected to participate in their development but the question is how they should go about doing this.

Platt (1996) cited in Meldon (2002) refer to three types of participation of local communities or individuals. These are: 1) Physical participation which refers to being present using one's skills and efforts. 2) Mental participation which means being part of decision-making, organizing and management. 3) Emotional Participation which means assuming responsibility, power and authority. The three types cited by Meldon indicate that participation is at three levels or, comes in three forms.

At times the first type of participation is regarded as the perfect way of participation because people are involved physically to bring in their skills. The second type of participation is regarded as the best way to be involved although it is still very rare to find people being

involved in decision-making and management in development while the last type involves the community at an emotional level. The last type is more likely to promote ownership and sustainability of the project. However according to Platt the three types of participation are equally important and intertwined. Omission of one can lead to improper involvement of the community. It is like a three-legged pot whereby each leg is equally important to provide the required support.

Historically in South Africa, development has been characterised by marginal participation of communities and stakeholders that needed it (Mathekga and Buccus 2006). They continue to say that this was all to come to an end in 1994 as a “new” beginning; the government was to be defined in relation to its citizens. So far there is little evidence that the communities are fully engaged in community development in South Africa.

The most talked about involvement of the community is through employment to boost their economy thus communities have always assumed the role of being employees in development projects and services delivery in return they enjoyed income received for the work done (McLennan and Ngoma cited in Mathekga and Buccus, 2006). Their focus has always been on job opportunities rather than ownership and being shareholders or long term beneficiaries of long-term benefits yielded by the projects. This unfortunate scenario encouraged lopsided development initiatives that indirectly empowered the elite whilst ignoring the plight of the local poor people. As a result, sustainability of projects has unavoidably been compromised by this disproportionate balance of power and economic influence.

Parnell and Pieterse (2002) suggests that in community development literature ‘integration’, ‘participation’ and ‘empowerment’ have become important catchphrases that define effective stakeholder involvement. These terms have been used repeatedly to emphasise the wish for sustainability of developments. A simple description of integration means the involvement of all interested parties, statutory and non-statutory parties (Storey, 1999). This description points to an increasing emphasis on partnerships which reinforces the level of ownership and sustainability. This is contradicted by the devastatingly minimal levels of meaningful community participation which is retrogressive. This is because many of today’s communities have slowly

become aware of their rights and responsibilities and have accumulated sufficient knowledge to enable them to successfully participate in developments.

The Bridge City project is an integrated project which uses principles of integrated Development Plan (IDP). IDP is a super plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It should take into account the existing conditions and problems and resources available for development (Local Government, nd). The plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected (ibid). This study seeks to find out the extent to which the integratedness of this project includes the INK community.

According to Pieterse (2002), prioritisation of poverty reduction, participation by the poor in decisions affecting their lives, safety nets, appropriate economic growth; labour-intensive production processes, democratisation, environmental protection and sustainability, localisation, etc. became acceptable to the mainstream. Pieterse continues to say that the participation discourse gave rise to two broad groups, namely those who see participation as a useful process to legitimate state actions and forge compliance while the other group is more radically focused on civil society empowerment and state democratisation as the primary functions of participation (ibid). Pieterse's view of participation matches that of Meldon (2002), mentioned earlier on, the former being more on governance and forging the government wish to bring about development and the latter being the emotional part of the community with more empowerment and having authority.

Involvement of local people in developments has been driven by the former, whereby the local authorities have unwittingly forced people to participate despite limited knowledge of the processes. This has been done to legitimise the processes and to push the government's agenda of development. This has resulted in meaningless involvement of local people in developments with little or no input. The radical aspect of participation empowers the community to participate democratically and in a meaningful way.

Massesa (2008) believes that people's direct participation in all the appropriate processes empowers them to be active drivers of those processes thus ensuring that services brought to people unambiguously address needs and expectations. The critical question that can be pondered on is: can people be extensively involved in all developmental processes without compromising time frames and the actual quality of the projects being delivered?

There is enough evidence to suggest that participative approaches to change can be derailed by resistant managers, unions, and workers, thereby delaying the entire change process (Anderson, 2010). Adding to this dynamic is the amount of time spent on wide-ranging consultation of all stakeholders and the pressure to reach deadlines of projects. This raises the point that perhaps the MDGs time frames are not suitable for all countries to be met at the same time especially when considering the fact that other countries have major stumbling blocks that hinder development processes. These blocks may include for example protests and violence which takes development back as people destroy what has been done for them.

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The involvement of relevant stakeholders from the early stages of project implementation is widely accepted to be the norm (ESKAP cited in Mashinini, 2008:96). The project design processes suggest adopting a bottom-up approach that allows local governments and communities to confirm their interest in participating in any project by developing proposals for the improvement of their area and community participation (Anderson, 2010). ESCAP defines bottom-up approach in planning as planning that starts from the local, spatial levels and works upwards through the regional level and sometimes even to the national level (Mashinini, 2008:96).

The argument here is that the bottom up approach requires the voice of the people yet some objectives and goals are set, by the government and more over the United Nations, and imposed to people. People are still regarded as objects in their developments while at the same time they cannot be left alone to make big decisions because they might derail the development processes due to not having the needed skills and expertise. People's proposals to be part of development have to be informed by the objectives of the project to ensure that clear and focused activities are planned and conducted. The problem that arises is that people are not given opportunities to implement their plans because the government rushes to implement its strategies with little input from people.

In previous times decisions were made at the apex of government hierarchy and orders were given to local governments to implement development strategies (Mathekga and Buccus, 2006:16). Local structures and communities were disregarded or less involved, however there is now an acceptable notion that for development to be sustainable and worthwhile, there has to be a reasonable amount of active participation of the people in programmes and projects meant for them (Anderson, 2010). The problem is that people are roped into development but they are less active because they have little expertise and sometimes this leads to some members quitting as their voices are not recognised. Development should not be perceived as delivery of goods to passive citizenry but rather for the people by the people. The following section looks at the definition of community participation and the arguments thereof.

2.5 Community Participation

To understand the term community participation one needs to understand the meaning of terms "Community" and "Participation". Different writers describe a community as a group of people with a shared identity interacting with each other while doing activities jointly and having shared interests (UNAIDS and Redux cited in Massesa, 2008). Massesa elaborates that a community's ability to act together may have existed for centuries or it may be triggered in a very short time by an urgent problem arising.

Redux says that the term "joint action" changes the field of shared meaning into a community of solidarity. Joint action does not come out of a vacuum but it always needs to be organized (Redux cited in Massesa, 2008). This means that the people regarded as a community have a

shared interest to achieve goals and therefore have to organize themselves and activities that will benefit them all accordingly. The concern is that people will always have different interests and expectations but the goals set by the governments of each country help to focus on developments towards achieving those goals.

The plurality of stakeholders in local government planning often constitutes a heterogeneity that complicates consensus in the planning process and the identification of planning substance (Mashinini, 2008:97). The complications caused by the involvement of stakeholders in planning have a possibility of hindering processes before a consensus is reached yet at the same time, debates that erupt out of discussions make decisions taken more solid. If the stakeholders have common interests it is easier to reach consensus thus reaching target dates in time. According to Cloete (2002:283), local government can either facilitate or obstruct development in a given society, depending on its status, characteristics and role since it promotes democracy where there is interaction of individuals and communities.

Meldon (2002) describes participation as the taking part of everyone, at the same level and in every action and is in fact the core value in community development. Putting the community at the centre of development increases the chances of sustainability of development. The argument is whether community participation emphasised in development is not misinterpreted to service delivery or employment of the community. Participation is also described as consultation with those most directly affected hence increasing the level of involvement of local people in the development process (Storey, 1999).

According to Oxford (1995) and Freire (1998) cited in Massesa (2008) participation is taking part in something. Freire argues that it is not only about people but also a process where planners and change agents must take part. He further argues that development organizations need to discover problems with people but also allow potential for further action and reflection. There is a great possibility that the voice of the poor may not be heard if the platform is not provided. The exercise of 'voice' and 'choice' can be costly under certain conditions whereby at the most basic level it may involve real or inputted financial losses due to the time commitment required for adequate participation (Mansuri and Rao, 2003).

The authors continue to argue that participation may lead to significant psychological and even physical duress for the most socially and economically disadvantaged who are typically the prime potential beneficiaries of community based development or community driven development projects. This is because genuine participation for such groups may require taking positions that are contrary to the interests of more powerful groups (ibid). This means that extensive financial, skills and knowledge support is required to encourage the participation of the community in the project.

The argument is that the development goals have time frames which mean there is little or no time to be spent on capacitating people or to allow people to organize themselves before the implementation of the programmes. As a result local people are left out while those in power take over. This may then increase the level of corruption in local governments while also defeats the efforts of governments to involve the community. Although this may be the case, people must not be passive recipients in their development.

Public participation is a principle that is accepted by all spheres of government over the world as implied in the following definition:

“...participation [is] regarded as an active process by which beneficiary or client groups influence the direction and execution of a development project with a view to enhancing their well-being in terms of income, personal growth, self-reliance or other values they cherish” (Paul, 1987).

The active involvement of people helps steer the development towards addressing people's needs while ensuring the transparent achievement of meaningful development. White (1996) cited in Storey, (1999) argues that in a Third World context, strategies emphasizing participation reflect a wish by the governments or agencies to exert control over developments. She continues to say that this is achieved through a process of incorporation rather than one of exclusion. In this regard local people are involved but are not necessarily in control.

According to Paul (1987) "participation" is a matter on which there is considerable disagreement among development scholars and practitioners. This is because some use this

term to mean active participation in political decision making while for certain activist groups, participation has no meaning unless the people involved have significant control over the decisions concerning the organization to which they belong (ibid). Paul also believes that decisions taken in the presence of the community members must be implemented while people involved take ownership of developments and play a significant role in driving the project.

According to Anderson (2010) community participation means consultation with those most directly affected hence increasing the level of involvement of local people in the development process. At times, the community members participate with little expertise relating to the project and this may make them silent participants. This therefore means that continuous consultation with all stakeholders is important in order to bring them to the same level of understanding. Capacitating is also important to give all participants the necessary and proper skills to participate.

Participation can occur at any stage in the development cycle (Massesa, 2008). Community participation is an intensive process of ongoing dialogue between members of the public, key stakeholder groups, technical professionals, and local decision makers. The implication thereof is that participation can be variable and not limited to one aspect hence some community members are involved in the planning stages, some in the implementation stages while others become involved primarily as employees though in some rare cases some are involved throughout all stages of development.

Anderson, (2010) and Paul (1987) write that community participation may improve project efficacy through the involvement of communities in project planning and implementation. He continues to say that this could be used to promote agreement, co-operation and interaction among beneficiaries and the implementing agency of the project so that delays are reduced, a smoother flow of project services is achieved and overall costs are minimized (ibid). This contradicts the statements by other authors that community participation is time consuming and costly. Paul sees involvement of the community as a blessing to development towards achievement of the set goals and improvement of benefits to rightful beneficiaries who are the local, poor communities.

Involvement of the community in any project or development activity is then a means of empowering people so that they are able to initiate actions on their own and thus influence the processes and outcomes of development. However, once people are involved in a project in some way, maintaining on-going commitment can become the next challenge (Munt, 2002).

Government and the non-governmental organizations involved in development programmes who work with the communities are often primarily motivated by their sense of urgency about achieving their pre-set objectives and timelines (Massesa, 2008). They are likely to be frustrated by what they perceive as lack of progress at the same time, community members may be irritated, offended or simply confused by expectations of the facilitators (ibid). This results from lack of expertise and understanding of the process of development. The possibility of being left out in management meetings is high to eliminate their voice and to push the agenda of those in power forward more speedily. Continuous motivation is required to keep people going. There seems to also be a tendency that elected people in forums fail to participate fully. The government would argue that citizens do not attend council/ ward meetings and other forums through which programmes are communicated (Mathekga and Buccus, 2006). This can be attributed to multiple meetings being held and the increasing amount of work that people are expected to perform with very little that comes back in the form of incentives.

The situation highlights the complexities around the relationship between the government and citizens and most importantly, the failure to satisfy some of the obligations. The incomplete participation in decision making causes a risk that community leaders and influential people in the community do not represent the whole community but rather focus on their own agendas (Massessa, 2008). Elected forum members tend to reward themselves at the expense of local people. Their exposure to information enables them to work for their personal gain rather than for the community represented.

In the South African context, the community forums play a bigger role in driving the local government agenda and bringing understanding and power to people. Without local stakeholders in development the underlying goal of the project would never be realized (Moodley, 2007:4). Local leaders in the forums represent the community and they liaise between the government and the community.

Political public speaking may be used to justify a participatory approach such as a wish to emancipate and empower particular groups in society (Nelson and Wright, 1995 cited in Leeuwis, 2000). The term 'community participation' has been used concurrently with 'sustainable development' with the intention of conveying the yearning for meaningful development. Literature indicates that the community to be developed has to be involved intensely to ensure local empowerment (Moodley, 2001; Paul, 1987; Underson, 2010).

One has to look deeper into the definition of participation of the community. As explained earlier by Paul (1987), community participation must be seen as the involvement of the community characterized by their influencing direction and execution of the development project. Community participation must not be confused with community benefits from service delivery.

It has been argued that a reliance on voluntary activity results is a tacit acceptance of existing power structures, thus there is a risk that to avoid conflict consensus must be reached (Fyfe and Milligan, 2003). Forums or task teams are usually constituted of people who unquestioningly support government initiatives. The voice of the minority is often silenced. This is supported by Rucker in the next paragraph.

In view of the above it means that the issues surrounding community involvement are not just technical but they are also politically inclined. According to Rucker, 1998 (cited in UN, 2002) opposing voices must be silenced because implementing the 'sustainable agenda' requires marginalizing critics. The silencing of the marginalised puts aside the criticism which might better the strategies used in development. Here the community becomes just the recipient who is on the receiving end. The fruitful debates are lost to the monotone ideas of the elite.

According to Zekeri (1999), community-ness of local action means that the principal actors and beneficiaries are local residents, that the goals of action represent interest of local residents and that the action is public as opposed to private in that beneficiaries include persons in addition to actors. Leaving out the majority of the community members means that the project will address the needs of the few. From the perspective of localism ideology, this serves only the interest of those in the community who hold power and those who control key resources (ibid). This defeats the idea and belief that community decisions and policies must be

frequently initiated and guided to success by residents who: are members, have common interest and wish to have sustainable development. Local people have been left out of most essential aspects of the projects because of the belief that they are unskilled or lack expertise. In the South African context, the broader community has been left out because of the lack of technological skills. With training and capacity building the community can be better skilled to participate in their development.

According to Mathekga and Buccus (2006:12), the ideal of democracy upon which the anti-apartheid movement was launched contained strong elements of the culture of participatory democracy. This means that South Africa entered the new political era already armed with a culture of participation. Those in leadership reduce the opportunities for people to participate because of lack of required skills. The argument is that overemphasis on the lack of local skills reduces the chances for people to participate yet there is little that is done to improve their skills. The exclusion of people in development has occurred extensively in South Africa. This has resulted in skewed development which has widened the gap between the rich and poor (Turok, 2008:140). According to Turok, Black Economic Empowerment (BEE) has resulted in few black people benefiting from the developments through tender business. The country's economic advances have not actually empowered the majority of poor community.

The enrichment of a small number of black businesspeople, which include entrepreneurial group such as the former politicians with high profile and others connected with government, in the ANC-led government has been facilitated by the favourable business conditions and by growth of the economy, albeit in a distorted manner (Turok, 2008:160). Their agenda, which was to enrich them, was pushed forward, while leaving the larger community they served poorer than before. The driving force behind this is the amount of money that is pumped into tender projects where these business people are involved. The focus on wealth reduces the quality of work done for people such that little or no improvement is achieved. This defeats the efforts of the government to bring about sustainable development.

The Constitution of South Africa (Act 108 of 1996: Chapter 7) states that it is the objective of local government to encourage the involvement of communities and community organisations matters of local government. The constitution emphasises a co-operative approach for effective partnership between the local authorities and local communities to provide strong

leadership for their communities while enhancing community participation for sustainability of development.

For the local government system to be effective, it depends not only on the role played by skilled personnel and financial resources but also on the role played by communities in the structures (Buccus and Mathekga, 2006:12). The argument is that there is no guarantee that if the skilled leadership and financial resources ensure that local government projects are properly budgeted for and effectively implemented. Massesa (2008) supports the fact that successful community participation requires well skilled local leadership through a process of leadership development, community mobilisation, capacity building, education and consciousness on how to organise communities that encompass such skills.

Moodley (2007:4) states that the view that citizens can best articulate their own needs helps to improve ownership of processes and improves legitimacy of government projects. In most cases, the involvement of the local community does not necessarily address government's resolutions. This is because people are only involved at lower levels and have very little to contribute towards the sustainability of the projects except as consumers. At the same time, delays, increased costs and energy required in determining who to involve given the complexities of local community dynamics, are often cited as factors that militate against active participation of stakeholders in collaborative governance (ibid). The government may end up using the best fit method whereby those who are known by the leadership in government and those in big business participate in the project. This speeds up the process of implementation and achieving goals without being questioned.

Participation can also be a powerful tool to help everyone understand the complexity of development challenges and the need for devising integrated responses to difficult challenges (Moodley, 2007:4). Building community participation and involvement is likely to ensure community 'ownership' of a project, suit local circumstances and increase a project's sustainability (Munt, 2002). It is therefore very important that the local people be at the forefront of developments and be informed of development progress to ensure that they accept and own the projects, and most importantly, see the need to sustain them.

The following section looks at sustainable development through the involvement of the community in order to sustain their livelihood.

2.6 Sustainable Development

In political discourse policy makers or scientists use the word '*sustainable*' interchangeably and in a remarkable way (Bell and Morse, 1999). An emerging argument is that the sustainability of government projects has not yet been accomplished in development.

In the 1980s the concept of sustainable development became a buzz word and solution to meeting the material needs of a rapidly-growing population while minimizing environmental damage (Bridger and Luloff, 1999). According to the Brundtland Commission, the concept of sustainable development gained prominence with the appearance, in 1987, of the report of the World Commission on Environment and Development (Purvis and Grainger, 2004). It seems it is politically correct for politicians to include the words '*sustainable development*' in their speeches and when addressing people at their gatherings to indicate their commitment to sustaining developments and wish to bring change to communities (Munt, 2002). This alludes to the call that when development is brought to people, it should benefit them and sustain their livelihoods.

At the local level, sustainable development requires that local economic development supports community life and power by using the talents and resources of local residents (Bruns and Bruns, 2004). Developing the capacity of the community could also contribute to the sustainability of a project beyond the disbursement period due to the enhanced level of beneficiary interest and competence in project management (Paul, 1987). The issue is that often new developments incorporate communities and trust that they will be able to do work that they are not trained for. The fact that very little or no training is given to community members while members from outside are brought into the area, because they are said to already have the expertise needed, defeats the efforts made to reach the goals. Bringing outsiders to the project reduces the number of participants from the local community.

Involving people in development helps the government to understand the people's needs better and address them accordingly (Massesa, 2008). In the past, all decisions were made

within the top strata of government and, intermittently, reduced community involvement to a minimum. According to Shah, in most countries social accountability mechanisms that are essential to make local governments downwardly accountable to citizens have been largely missing in favor of public accountability instruments that promote upward accountability towards higher levels of government (World Bank, 2009). This is still occurring but gradually changing to involve more people in decision making.

The emphasis on decentralization of political power and responsibility restored some faith in the role of local government and 'bottom-up' development. Despite good intentions, there have been severe constraints imposed by shortfalls in funding and human capacity (Republic of South Africa (RSA), 1998; Liebenberg, 1999; Binns and Nel, 2002 cited in Bek and Nel, 2004). This strategy puts the people's desires as a top priority and it empowers them by making them active participants.

A global economic perspective affirms that development was imposed on developing countries by their developed counterparts, whose sole aim was to extract their economic surplus and leave them in poverty or with little development (Esteva, 1998, Purvis and Grainger, 2004). This signifies that local communities have been the recipients in their own country while the developed counterparts benefited hence leaving the local communities worse off than before.

Essentially, it is the government's task is to ensure that local people are trained to fully participate and engage in dialogues with their counterparts. Moodley suggests that it is essential to create participatory structures that are inclusive of the different sectors in government structures (Moodley, 2007). He continues to say that the training of these structures is essential as part of an integrated package to build and support the actions of civil society formations.

For any development, like the Bridge City project, proper training should be provided to the local community in order to enhance their involvement. This will be an investment to the community because the skilled personnel will continue to participate in development with lesser and lesser need for external support from the external experts. This will also boost the confidence of the local people thus community representatives in forums will have much to say

because of improved knowledge and skills which ultimately reduces imposing of ideas by their counterparts.

The involvement of a community in its development is a prerogative stipulated in government development policies (RDP, 2004). According to Shah (2011), only development programmes that are perceived as just and equitable can hope to engage the commitment of the people upon whom successful implementation ultimately depends. Bringing people on board in the development is one way to ensure sustainability of change and improvement of their lives but the argument is that how ready are people to participate in development programmes. This is still a challenge as people are not used to being part of their development and have limited skills to participate.

Governments of developing countries want a new developmental ideal. The priority is for a type of development that could be sustained over a period of time, rather than brief periods of economic growth followed by periods of stagnation (Grainger, 2004). It is a widely-held view that development involving local people lasts longer than brief episodes of economic growth. Grainger continues to say that episodic development strategies employed to develop different communities by different government departments leaves out the efficacy of development through integration of various departments. The development phases of integrated development based on priorities help to determine the budget for each segment as well the skills required for that phase. This reduces duplication of work while ensuring that all aspects of developments according to needs are addressed.

When the ANC-led democratic government took over in 1994 from the National Party (NP) government, development was episodic whereby different government departments worked separately to bring about change (Turok, 2008:93). The change brought about was not similar in all areas in the country such that some areas (rural) are still behind compared to development in other areas (urban areas and townships). According to Ethekewini Municipality (2011) structured integrated development ensures that development fully addresses the needs of the community without duplication of activities thus exhausting funds while the people involvement is structured to benefit them now and in future. If this strategy is applied in the Bridge City project the assumption is that the integratedness of the project design will address various needs at once.

Former South African president, Nelson Mandela, declared that the restoration of the poor and the destitute would be the centre piece of the new government's social policy (Kwagwanja, 2008:110). Recent developments are shaped such that the community is involved with the intention to restore people's dignity and to empower them. The focus of any development in developing countries is to restore human dignity and empower the poor (McCloskey (2009); Storey (2009); Mashinini (2008) and Tucker (1999).

Local Agenda 21 states that each local authority should enter into dialogue with its citizens, local organizations and private enterprises (UN, 2002). This brings local people closer to the government and they become part of the development and change, thus ensuring sustainability. Local mobility of the community includes creation of organisations which will take part in the development informed by the objectives of the development programme.

The ANC-led government has come up with various strategies of development embedded in goals set for the short-term, medium-term and long-term needs of the people (Turok, 2008). The short-term goals include social grants. Medium-term goals include micro-credit for start-up enterprises while long-term goals include skills development (ibid). In view of this, the short-term goals do not guarantee sustainability of people's lives. The mid and long-term goals may also not guarantee sustainability but have a better chance of sustaining livelihoods. This is when people are given opportunities to participate in development by bringing in their skills and power as well as managing the projects. Once people start doing things on their own there is a likelihood that they can survive on their own.

Whelan (2002:240) describes sustainability as a condition in which local government has access to sufficient resources and has the requisite power to manage these resources in order to carry out the assigned function over a long period of time. An argument that arises about this is that giving people the fishing rod (the skills to participate in development programmes) and not the fish (food parcels or grants as it happens right now) is expensive although in the long run this action will produce the desired outcome which is sustainable livelihoods. The money invested in training people can be recouped when people spend it and through taxes to boost the economy when these people, who are now skilled, start working or opening businesses for a

living. This is an indication that the support given to people has to be changed such that they are able to provide themselves. This can be done through training and employment. Although training a person does not imply that the person will automatically start being productive, it is hoped that they will start providing for themselves when they are employed.

To conclude, “Development is not about delivery of goods to passive citizenry, but it is about involving and growing empowerment of people” (RDP, 1994 cited in Turok 2008). The empowerment of people through meaningful participation will reduce the burden carried by the government of having to feed the nation.

The following section looks at the conflict in community development which might jeopardise efforts made to involve people which are set to bring about sustainable development.

2.7 Community Development and Conflict

Community development has been explained as the improvement of the socio-economic status of people through their involvement and empowerment. Writers (Munslow, 1999, Massesa 2008 and McCloskey 2009) state that the involvement of the community improves the sustainability of the development projects. Further, community participation is viewed by Chandler (1998) as the direct involvement of the local community in the process of policy formulation, administrative decision making and implementation of the project. What is not pointed out is that conflicts erupt when people work together thus interrupting the progress of development.

Conflict is described as a disagreement between people (Chandler, 1998; Beatty and Pence, 2010). This may be caused by different views that people possess about the issue at hand or the unmet expectations of individuals or a community. Authors such as Beatty and Pence state that in the context of community development, conflict means that expectations of the community with regards to development are not met which frustrates the community.

An example, as provided by Massesa (2008) is that of conflicts that erupt due to inflexible planning. He states that many community projects have a pre-planned project design that is

imposed on people without wide participation of community members. His argument is that this builds inflexibility into the project from the start and frequently imposes an unrealistic space in it because its design has a specific schedule. Schedule may include a fixed end-date and rigid reporting requirements.

The table below shows the risk factors for local conflicts and the implications thereof for community development. This table serves as a guideline to monitor and manage conflicts for local development.

Table3 : Risk Factors for Local Conflicts and Implications for Community Development. (Source: Padilla et al, 2008. CommDev/Environmental Resources Management)

| RISK FACTOR FOR LOCAL CONFLICT | IMPLICATIONS FOR COMMUNITY DEVELOPMENT |
|---|--|
| 1. Government is dominated by unrepresentative political elite | <ul style="list-style-type: none"> Review resource (procurement and delivery) links with government agencies to ensure that they do not directly or indirectly reinforce political exclusion. |
| 2. The region where project is implemented has a substantial identity group (e.g. minority or weak majority) that is poorly represented in national power structures. 3. There is history of discrimination on the basis of ethnic, religious or geographic identity | <ul style="list-style-type: none"> Review employment practices and programming priorities to ensure that these combat rather than reinforce discrimination. Institute special measures to ensure that any targeting of certain groups or areas does not contradict the overall sense of entitlements |
| 4. Traditional leadership (such as hereditary chief) or systems of source sharing and entitlement retain a high degree of social legitimacy. (Note: this may or may not be recognized by formal government) | <ul style="list-style-type: none"> To ensure the extent that it does not contradict the overall objectives of the programme and does not discriminate, work through and with traditional leaders, in particular for conflict resolution and communication. |
| 5. The country's political and | <ul style="list-style-type: none"> Both discussions with government and |

| | |
|---|--|
| <p>economic structure is highly centralized. Government tries to control the community development and ensure that benefits end up at the centre.</p> | <p>community look for opportunities to ensure that local stakeholders know about and can control the benefits of community development programmes.</p> |
| <p>6. Contract awards are influenced by bribery</p> | <ul style="list-style-type: none"> • To establish a zero tolerance policy for bribery and corruption for award of contracts within the community development programme. • Brief key staff on systems and strategies to avoid corruption. • Establish and rigorously apply transparency and contract selection criteria. |
| <p>7. There is history of political and social conflict.</p> | <ul style="list-style-type: none"> • Assess whether the project will affect conflict directly or indirectly. For example seek patterns for events and trends that will need to be encouraged or curbed to reduce the probability of conflict. • Conduct conflict screening and conflict risk impacts assessment. |
| <p>8. There is limited freedom of information. There are considerable barriers (including technological) to the spread of information.</p> | <ul style="list-style-type: none"> • Provide information to people in formats which are accessible to them and which they understand. Consider open forums, community meetings, using pictures with semi-literate audiences, bill boards where media is limited etc. |
| <p>9. The project is implemented in a fragile social environmental and economic area</p> | <ul style="list-style-type: none"> • Focus on strengthening the resilience of communities and ecosystems, in terms of livelihoods, valued environmental components and cultural continuity. |
| <p>10. The project is managed by a third party under contract.</p> | <ul style="list-style-type: none"> • Ensure that the monitoring and evaluation mechanisms are set out very clearly to facilitate management of the contract. Also ensure that the contractor is fully aware of the conflict implications of the programme and is experienced |

| | |
|--|---|
| | in dealing with issues around local conflict. |
|--|---|

Proper monitoring tools must be in place to monitor all development programmes. It seems that little emphasis is placed on avoiding conflicts which take place during development. Conflict management tools have to be readily available to deal with any conflict that erupts unexpectedly. Eagerness of the governments to implement programmes supersedes conflict management (Padilla et al, 2008). This could result in volatile situation which culminate in disruptions before, during or after the programme is implemented. Proper planning and implementation of plans can change the state of having passive citizenry which is on the receiving end of services to a systematic strategy which includes the socially and economically excluded people who will be champions of their own development while also avoiding conflicts.

2.8 Conclusion

In conclusion, community participation is essential for the sustainability of development and ensuring that the needs of the community are addressed as and when they arise. According to Massesa (2008) community development practitioners need to ensure that community members take ownership of the initiatives. The rush to complete projects has to be halted while giving the local community a chance to participate in the development. The terms community, participation, development and sustainability should not be separated from the actual development process.

Literature indicates that there is still a long way until we reach the time when local people are involved in a meaningful way in development programmes. This may be because they are purposely left out or they do not possess the skills required. If the argument is that people are not skilled to participate in development, skills development programmes and capacity building are then an essential to improve the involvement of the community in their development.

Community participation can be in different forms as indicated by Platt earlier on in this Chapter. True meaning of participation includes all the types of participation as indicated which

are: 1) physical involvement by using skills and efforts, 2) planning, organizing and management and 3) power and authority. All three forms are important to bring about meaningful participation.

Not everyone in the community can participate in the development therefore a forum is usually elected to represent the community. Community forums are formed with an intention to represent the community. The forum is usually elected based on leadership in the community and involvement in community activities. There is no guarantee that people in the forum have the expertise to participate in development. Lack of expertise could result in poor participation. The forum is expected to give feedback to the community to keep it updated. Usually those that are involved are chosen because of their status and high involvement in community issues. The danger emanates when some of those elected to represent a community do not have enough information about the development program brought to the community, consequently they end up being passive participants.

Community leaders and business people usually sit in forums that represent communities. The involvement of the elite at times shadows the voice of the poor such that they are marginalized. Important issues are shadowed by the agendas that the elite have to benefit themselves. The danger is then the shadowing of critical issues that need to be addressed which then resurface later.

According to literature, involvement of the community increases the acceptance, support and sustainability of the project or development. This involvement of the community should address their needs which amongst others are unemployment, crime and health related problems. MDGs have the potential to address critical issues if the development processes are monitored properly. Given a chance people that are affected are more likely to participate actively to eradicate these problems for their future generations. This can only happen if the right people sit in the forums to represent the needy community. More women and youth have to be in these forums because they have been marginalised most of the time and they are the ones who bear the brunt of responsibility in the community. The involvement of youth creates a sense of responsibility in young people consequently reducing the burden carried by parents

and hopefully the crime rate. The youth are the leaders of tomorrow; therefore their involvement in developments today helps to build responsible leaders.

During development conflicts are bound to take place. However, they can be managed before they even start through proper planning, consultation and management. Based on this literature, this study seeks to establish the level of community participation while exploring the benefits of the Bridge City project for the community

CHAPTER THREE

Research Methodology and Methods

3.1 Introduction

According to Kumar (2005:125), very little research in the research field is pure in nature. As the researcher continues with interviews the questions may slightly change, hence, the responses obtained may from the beginning may slightly changed from that obtained towards the end. The validity of findings depends upon the soundness of the research methodology adopted and the responses received from respondents. When the research for this study was conducted, the initially planned methodology had to be changed slightly to suit the conditions and the availability of the respondents while some of the questions in the questionnaire had to be skipped because they required the same responses as some already asked. Because respondents were involved in some activities during the time of the research, less time could be spent with each respondent. Of course only those that were willing to participate were interviewed, as such some people were not interested in being interviewed. The strategy used suited the context under which the research was done.

The study set out to understand the concept of community participation in development and establish the benefits thereof by looking at the INK community as the focus group and the Bridge City Project as a way of developing this specific community. To elicit relevant information, changes had to be made to the research instruments, the different questionnaires and the planned strategy in order to suit the level and nature of respondents.

The study focused mainly on community participation in the project and the sustainability of the lives of the community. This chapter includes an explanation of the methodology applied to collect data, instruments used and challenges encountered during the collection of data. Thereafter, the important aspects of the research will be highlighted. The researcher goes on to elaborate on: sources of data; research methodology; data collection; and sampling technique used; reliability of data collected; data analysis; challenges experienced and also limitations of the study.

3.2 Research Approach and Methodology

Qualitative case study methodology formed the basis of this research project. The aim of using case study methodology in this study was to gain an in-depth understanding of the Bridge City project as part of community development of the INK community. Henning (2004:1) says that “qualitative studies usually aim for depth rather than quantity of understanding”. It is useful for studying a limited number of cases and describing complex phenomena “as they are situated and embedded in local contexts” (Burke and Ownwuegbuzie, 2004).

A sample used gave the researcher an opportunity to engage meaningfully with the community involved in the Bridge City project at an intense, one-on-one level. This also allowed community members to intimately expose their knowledge and their perception of the importance of the development in the area. Interviews were conducted with community members, leaders (councillor) and INK ABM/URP officials. This exposure increased the researcher’s understanding of how much the community benefitted from the project and how they were involved in it. It also revealed the underlying issues that needed to be addressed by the government, together with the community.

3.3 Data Sources, Collection and Analysis

Data collection is an essential component of any research project to gain insight of the study. One-on-one interviews using questionnaires were used to collect data. The questionnaires used provided information about people, their behaviour, attitudes, opinions and their awareness of specific issues (Flowerdew and Martin, 1997) concerning the Bridge City project. As indicated before, some of the questions had to be changed because of their redundancy and similar feedback given by respondents for more than one question.

People targeted were those employed and doing business in the Bridge City shopping centre, the community that uses Bridge City shopping centre (people that were coming in and out of the shopping centre), residents in the vicinity of the shopping centre in the INK area, the INK ABM/URP officials, and the INK area forum. It transpired that instead of having a forum the project had a task team that was responsible for the take-off of the project and specifically the

shopping centre. The team also had to monitor the progress of the construction until the shopping centre was open to public.

The task team comprised of local leadership, business people, taxi owners, religious leaders, government officials and others. The study also did key informant interviews as a method of inquiry. Key informants refer to those who have specialized knowledge about the Bridge City project. This includes the INK ABM/URP officials and local leaders like councillors. Key informant interviews involve having a loosely structured conversation with people who can convey specialized knowledge to the researcher, people who have key information which is first-hand information about the topic at hand and is then regarded as qualitative ((Kumar, 1989).

Although there was initially hope that the entire team that was responsible for management of the project, or at least three or four members, could have been included only two officials from INK ABM/URP and one councillor from KwaMashu were available thus information received had some gaps that needed to be filled. Ideally the task team should have been interviewed together which could have given better insight about their involvement in the project but the researcher could not get hold of the entire team. Although the information was not entirely adequate, most of the questions were answered clearly but it would have been better had the views of the other members been included. Both primary and secondary data were used to collect data in this study.

3.3.1 Primary Data

Primary data forms the empirical basis of this study while secondary data forms background information and theoretical perspectives (Shaw and Wheeler, 1994 cited in Sadiki, 2000). Sadiki explains that data that has been collected from first-hand-experience as primary data and describes it as data that has not been published yet and is more reliable, authentic and objective. Primary data has not been changed or altered by human beings; therefore its validity is greater than secondary data (ibid). The importance of primary data cannot be neglected (Kumar, 2011: 16). Kumar continues that research can be conducted without secondary data but research based on only secondary data is less reliable and may have biases. This is because secondary data has already been manipulated by human beings. Sources for primary data are limited and at times it becomes difficult to obtain data from primary source because of either

scarcity of population or lack of cooperation (Sadiki, 2000). Regardless of any difficulty one can face in collecting primary data; it is the most authentic and reliable data source (ibid).

For this study, the primary sources consulted were the eThekweni municipality maps showing the INK area to locate the Bridge City project and also how the three townships of the INK area link up. The community was interviewed in three categories which are the general community that uses the Bridge City shopping centre, the community that is employed and those who are in business in the Bridge City. The information was collected through interviewing the community to establish firstly their involvement in the Bridge City shopping centre and secondly to find their perceptions about the project. The INK ABM/URP officials were also interviewed to get the whole idea about the project and the involvement of the community. The information collected gave background knowledge about how the Bridge City concept came about, the planning stages, the selection of the steering committee, the different phases of the project and their different time frames and who was involved in the implementation of the project.

The developer's (Hullets) site on the internet was also visited. The site showed the actual area covered, the outline of the project and the number of people that would be affected by this development (refer to Chapter One). A local councillor from Kwamashu was also interviewed to get an understanding of the involvement of the local leadership. This councillor was part of the steering committee for the project and therefore had wide knowledge about the community involvement in the project although it was later revealed that he got involved when the project had already started.

3.3.2 Secondary Data

According to Kumar (2011) data collected from a source that has already been published in any form is called as secondary data. Kumar considers secondary data as less valid but says its importance is still there. Primary data does not provide all the necessary data usually because of its scarcity and the amount of knowledge possessed by the primary sources. Sometimes it is difficult to obtain primary data and in this case, getting information from secondary sources was easier (Sadiki, 2000). Sometimes primary data does not exist. In such situations one has to confine the research to secondary data. Sometimes primary data is present but the respondents are not willing to reveal it, again in such cases too secondary data will suffice

(Kumar, 2011). Sources of secondary data used for this research includes: journal articles; documentary material and books as presented in the literature review; newspapers; websites and periodicals; the eThekweni Municipality documents and the South African National government documents.

3.4 Design of Questionnaires and Interviews

Interview is defined as a face-to-face conversation with the respondent. In an interview, the main problem arises when the respondent deliberately hides information otherwise it is an in depth source of information (Flowerden and Martin, 1997). The authors continue to report that the interviewer can not only record the statements the interviewee speaks but he can also observe the body language, expressions and other reactions to the questions too which enables the interviewer to draw conclusions easily. Some respondents felt free to answer questions yet some were a bit shy and one could see from their responses that there is more than what they were saying (refer Chapter Four).

The use of questionnaires ensured that the questions asked were consistent and were easier to analyse later. According to Kumar (2011), questionnaires are the most commonly used method in research. He explains a questionnaire as a list of questions either open-ended or close ended for which the respondent give answers. Questionnaire can be used via telephone, mail, live in a public area, or in an institute, through electronic mail or through fax and other methods. The use of semi-structured interviews allows the interviewees a chance to give their own version of the truth as they experienced it; the responses are subjective and uncontaminated by interference from a researcher (Henning, 2004).

The questions in these questionnaires were at different levels and aimed to find different information. Data analysis is explained later in this chapter.

When conducting interviews most respondents preferred that the questionnaire be completed for them while they responded to the questions verbally. This also hastened the interviews because the interviewee coded some answers the way she understood them. The danger was that the interviewee could have misinterpreted the responses while capturing how the respondent answered the questions. Although some respondents showed very little interest in the interviews they answered questions briefly and left out those that they felt were repetitive.

The interviewee was also able to combine some questions that required the same idea to avoid repetition. Although some of the questions required specific responses, some respondents answered them differently and they were deemed irrelevant to this study. Some respondents responded as if they were speaking to a government official who would address their issues and come up with solutions. Other respondents vented anger towards certain aspects of the development (refer to Chapter Four).

Appointments were made over the phone to meet with the INK ABM/URP officials and interviews were done in their respective offices located at KwaMashu E Section. Conducting interviews in the officials' work place was more convenient as there was enough time to ask as many questions deemed necessary by myself. They filled in some information on their own while some information had to be captured by the recorder. The recorded information was very useful because it captured all the information needed and it was later retrieved during analysis.

The INK ABM/URP officials willingly supplied the researcher with relevant documents for eThekweni Municipality and gave the names of other officials that the researcher could interview to get more information that they could not provide. Expansion of some questions, in order to get deeper into the understanding of the issues was useful especially in interviews with the key informants, INK ABM/URP officials and the KwaMashu councillor.

3.5 Sampling Strategies

Sampling means determining who will be the participants of the research. The INK area is a vast area of about 9340 ha with about 580 000 people living in it (refer to Chapter One). To interview every resident was not logistically possible. Views from people from all three townships were essential but the vastness of the area and limited resources available rendered it impossible to visit all the townships.

Marlow (1998) states that one of the key concepts of sampling is the extent to which the sample is representative of the entire population. This means that the sample taken should represent all characteristics of the actual population group. If the sample is representative of the population, then one can generalise the findings. It is important that the sample consists of cases from which you can learn about issues central to research questions (ibid). Harvey (1969)

defines the above (sampling) as that sampling is to form a small data matrix out of an enormous data matrix in such a way that the small matrix provides approximately the same amount of information needed for a given purpose as would the large matrix.

The three main advantages of sampling are that the cost of conducting the study is lower, data collection is faster and since the data set is smaller, it is possible to ensure homogeneity and as a result to improve the accuracy and quality of the data (Kumar, 2005:14). According to Kumar, if a relatively smaller number of units is selected it can provide a fairly true reflection of the sampled population that is being studied. The following is a table that shows the sample of different categories taken for interviews:

The sample taken was as follows:

Table 4: Target Group and number of people interviewed

| TARGET GROUP | SAMPLE TAKEN |
|---|---|
| General community using bridge city mall. This included all sexes, age groups and race groups. | 15 people interviewed |
| Focus Group | A group of 10 women who were involved in a stokvel in one of the townships (Inanda) |
| Employees and business people: This included all sexes, age groups and race groups | 15 people interviewed |
| Officials, Leadership and Project Management | 2 INK ABM/URP Officials, 1 INK Area Councillor |

Convenient sampling method was used for the general community using the shopping centre. Convenience sampling (sometimes known as grab or opportunity sampling) is a type of non-probability sampling which involves the sample being drawn from that part of the population which is close at hand. According to Babbie (2008), non-probability sampling is any technique in which samples are selected in some ways not suggested by probability relies on available subjects, such as stopping people at street corners or in other locations. In short, a sample population is selected because it is readily available and convenient.

To select people that the researcher had to interview at Bridge City shopping centre was difficult and meant that only those that were available and willing to be interviewed were interviewed. The researcher using such a sample, however, cannot, scientifically, make generalizations about the total population from this sample because it would not be representative enough (Babbie, 2008). For the INK officials and local councillor, the researcher was referred by other INK ABM/URP officials from the INK office. The researcher had some difficulty in getting hold of some of the officials and councillors that were referred as they did not respond to calls while others were out of their offices during the time of the interviews.

3.6 The Practical Dynamics of Empirical Research

To interview the general community in the shopping centre was at first difficult and the researcher found the task of approaching people that were going in and out and had no time to stop and answer questions discouraging. The researcher then began to interview those who were sitting on chairs waiting for someone or something and was eventually later able to approach even the passers-by. Because it was difficult to stop people in the shopping centre she ended up interviewing community members outside the shopping centre; in the INK townships; in places such as schools and also in the streets. At some point she was able to interview a group of women who were having a stokvel meeting at Inanda.

Interviewing workers in the shopping centre posed a problem at first as most of them could not leave their work to accommodate interview times. One of the workers informed her that she can get in the shop or business and request permission from the manager to interview the employees as this was something that had happened before. Some managers willingly allowed the researcher to speak to the employees while some pointed out that they were understaffed and therefore they could not allow their workers to be interviewed during working hours. Some managers were not in the shops so this meant waiting to make appointments with them. In some instances some employees had to keep on attending to customers during the interview and could only continue once done with customers. This resulted in lengthy interviews and broken responses.

As indicated earlier on in interview the main problem arises when the respondent deliberately hides information (Kumar, 2011). Some employees feared being asked for information which

employees did not want to divulge. Some felt the researcher would pry and divulge their own private information. Employees were chosen at random to overcome selection bias and with precision added in ensuring that the sample contained the same proportional distribution of respondents. In some shops owners only allowed the researcher to interview managers or employees that were chosen by the managers or business owners. This meant the chosen person had to represent the shop and not themselves as desired by the study. Although this happened, the researcher managed to get an overview of the general opinion of workers regarding the project.

To interview the officials and councillors, the snowballing technique was used. Referrals were made by officials and councillors in the area. Referrals were made in order to reach individuals that could offer the information needed. This is described by Gray et al (2007) as snowball sampling which is a non-probability sampling technique that is used when a complete or reliable sampling frame is unavailable or when access to appropriate subjects for interviewing is difficult to get, as was in this case.

The researcher did not know any official in the INK area nor the councillors involved in the project which made it hard for her to start doing interviews with key informants. While doing research at the shopping centre I was able to get the telephone number of the person heading the bridge city project from one councillor that she knew from elsewhere but was not part of the project. Through this contact she managed to get access to relevant people even though that particular official, who happened to be the project manager of the Bridge City project, could not personally be interviewed because of the nature of his business, he was too busy.

3.7 Ethical Aspect and Agreements

As a procedure, at the beginning of each interview the researcher explained the purpose of the interview to the study and made the respondents aware that they were free to terminate the interview if any question made them feel uncomfortable. In addition, it was indicated to them that their confidentiality would be maintained unless if they themselves disclose it by signing in their names. They were informed that no names would be mentioned except for respondents such as the local councillors and INK officials whose identity cannot be hidden because of their known positions. All respondents agreed to give their names and signed the consent form

which assured participants that care would be taken to respect anonymity and fair reporting of data. The INK officials indicated that they would like to get feedback after the research was completed and the researcher agreed to show them the completed thesis once it had been graded.

3.8 Data Analysis

Collecting data using qualitative method helped to bring about a better understanding about the research study. The responses received from the respondents gave the researcher a clear picture of how the community perceives the project. The qualitative data from the semi-structured interviews and key informants was analysed according to themes drawn from the objectives.

In analysing the data, she started with the responses of the general community, followed by those of the workers, followed by the INK ABM/URP officials and then that of the KwaMashu councillor. According to Maykut and Morehouse (1994), inductive category coding and simultaneous comparison of all units is obtained as data is analysed. This has been done here by first looking at the open coding whereby I had to look at all the information collected and then segment it into units that had the same meaning thus giving the relevant codes and categories. Each new unit of meaning that was analysed was compared to all other units and subsequently grouped with similar meaning information. The data was then analysed and collectively presented as the sentiments of the community, employees and officials as well as the community leader. Chapter four presents data that covers the following aspects:

- Community participation in the Bridge City project (the shopping centre)
- Discernible changes as perceived by the community
- Areas that need improvement to better the project
- The perceptions of the community about the whole project

Chapter five gives data that looks at:

- Interaction design of the project
 - INK ABM/URP
 - Task Team
 - Benefits of participation in the design

- Sustainability
- Integration
- The interaction between project manager and the community.

Document analysis of aspects like the National, Provincial and Local Legislation on IDP was carried out. Some of the information was sourced from documents about developments in the INK area, local newspapers, videos and the internet. Booklets were obtained from the INK ABM/URP office which is situated at Kwa-Mashu.

3.9 Limitations of the Study

A vital aspect of research is the reliability of data collected. According to Kumar (2011) reliability is the certainty that the research is true enough to be relied on. A researcher had to ensure that all data is authentic. Authenticity is the genuineness of the research and the facts thereof (Kumar, 2011). The interviews done in this study enabled the researcher to get first-hand information from the Bridge City shopping centre users, business people, employees, INK officials and KwaMashu councillor. The perceptions that these people have about the project were genuine and were a reflection of their personal feelings (refer to Chapter Four).

Accuracy of data depends on three components. According to Mouton and Marais (1990) these are: the researcher, the researched and the research instrument. Collection of data is a task filled with challenges, as expressed above. Unlike laboratory-based research, dynamic conditions prevail thus forcing the researcher to resort to other methods which may not have been anticipated. As a researcher, one plans ahead and anticipates the outcome of the research hoping it will go well. Errors can emerge unexpectedly thus causing data to be unreliable. Mouton and Marais (1990), say that a certain amount of error in data is always inevitable. Errors might occur due to but not limited to the following:

- Respondents misunderstanding questions
- The design of the questionnaires
- Incomplete or incorrect questionnaires
- Source of information not correct or inadequate

- Out-dated information
- Respondents having ulterior motives trying to push their agenda hoping the matter will be taken up to the government.

In this study the limitations were misunderstandings of questions such that some responses were irrelevant. Some respondents gave lengthy responses with very little relevant information. Most of the respondents required that the questionnaire be filled in for them while they responded. This could have been due to laziness or time constraints as people were on the move. The transcription of verbal communication while attempting to preserve the original meaning also resulted in some errors. Some respondents gave inadequate information due to lack of information and understanding about the subject. Time to fill in the questionnaires was insufficient as most respondents were people on the move, those who came to the shopping centre for shopping and other businesses.

The INK area is a big area and therefore the selection of a sample was difficult as people coming to the shopping centre do not necessarily all live in the INK area. Therefore, the data collected from those people may not truly represent INK communities' views. Getting INK ABM/URP officials to give information became difficult as some of them turned down appointments because they were too busy; however those officials that agreed to be interviewed were very willing to give all the required information but of course there were time limitations.. On the day I arrived to interview the KwaMashu councillor, he (the councillor) had a string of meetings to attend and the interview was rushed, this may have been a result of the impending local government elections of new councillors.

3.10 Conclusion

Qualitative research enables one to delve in-depth into the subject at hand. It usually aims for depth instead of quantity of understanding (Henning, 2004). The purpose of this study is to investigate the level of understanding that the people of the INK area had on the construction of the Bridge City shopping centre and whether they understood the intended economic impact it was supposed to have on their lives.

The researcher took a closer look at the people and the processes involved and observed how the two phenomena interacted in relation to the concepts of sustainable development and

community engagement. The way people responded to questions ultimately determined the information. Some responses were not relevant so it was up to the researcher to sift for relevant information. In this investigation some people were not willing to participate in the research because of the fears of divulging information which they regarded as confidential. Some feared that giving their personal information might expose them to the public, especially to those who were looking for them for money owed by them. Other people felt that the questions were too long and they did not want to complete the interviews because of the time and lack of interest. The research went well with all the required information received.

The information collected enabled the researcher to understand the community involvement in the project and their benefits from it which allowed the researcher to come with conclusions based on that information. The following chapter give details of the findings of the research while the objectives of the study are achieved.

CHAPTER FOUR

Community Participation and Perceptions of the Bridge City Project.

4.1 Introduction

Following investigations in 2001 by the national government, the Inanda and Ntuzuma areas were, among others identified as areas that were hardest hit by poverty and as such, the government needed to fast track service delivery (Township Renewal Sourcebook, 2009:9). Ntuzuma was included in this project because it lies between the two townships and has historical links to the other two. Further research was done by the eThekweni Municipality to ascertain the needs of this community. Findings thereof reflected that the people had raised concerns that there was a need for skills development, access to recreational facilities and sports programmes. They also hoped for educational funding and job opportunities.

The needs of the people signified an urgent demand for socio-economic development. Infrastructure in the INK area is poor and the crime rate had over the years been very high. People here are affected and infected with diseases and lack of suitable skills in order to be employed in better jobs (eThekweni Municipality, 2004:78).

This chapter highlights the manner in which the Bridge City project addresses the above-mentioned problems and also gives a picture of the participation of the community. This chapter also reflects the extent to which the planning and development approach aimed at involving the community in implementing change was successful. I will also highlight the extent to which community participation was allowed and attempt to classify the project as either a community based development or a community-driven development. Lastly, I reflect on the sustainability of the project by looking at the changes brought about and the future of the project.

4.2 Community Participation in the Bridge City Project (Shopping Centre)

Historically, South African development has largely been with minimal participation from the communities that need it (Mathekga and Buccus, 2006:11). In Chapter One, the RDP programme was discussed. RDP was the first policy that was drawn up by the democratic government and emphasized integration in development and people participation in development.

The Integrated Development Plan (IDP) strategy came about at a much later stage, in the early 2000s, to improve the development strategies with the intention to improve people's lives while they themselves were involved in the processes. The Bridge City project uses IDP as a strategy to bring about meaningful development, with the community supposedly participating from the planning stages to the implementation stages. One of its principles is to meet the basic needs of residents in an economically and environmentally-efficient manner. This paper will show that although the IDP strategy is used in the Bridge City development, the involvement of the community is minimal. Below is an outline of the involvement of the community at different levels as per my research findings.

As discussed in depth in Chapter Three, the samples were taken to represent the general community and those involved in the project. Fifteen members of the general community, twelve employees in the Bridge City, two INK ABM/URP officials and one councillor were interviewed. Of the general community that were interviewed, 36% were youth between ages 15-35, while 43% were adults between ages 36-50 while those in the above 50 age bracket were calculated at 21%. 80% of interviewees resided in the INK area. The majority of them indicated that they were happy about the development that was taking place in their area and report that their lifestyle had improved because the goods and services were closer to them and therefore easier to access.

The shopping centre has the benefit of a variety of shops, banking facilities and pay points for social grants whereas in the past, INK residents had to travel long distances to access these services thus spending a good deal of money and time. 92% of those interviewed, who were directly involved in the Bridge City as employees, were youth. All of them are employees in the

shopping centre and none of them indicated that they owned any business there. This is supported by the INK ABM/URP official, Mr Ntuli, who said that about 90% of people working in the Bridge City were local people while only 10% owned business in the centre. He also mentioned that the businesses in the shopping centre were mostly owned by stakeholders who did not necessarily reside in the INK area nor did they form part of the INK community. The following table shows the involvement of the community in the shopping centre as presented by Mr Ntuli.

Table 5: Community Involvement in the Bridge City Shopping Centre

| # | Category | INK Community | Other Community |
|---|--------------------|---------------|-----------------|
| 1 | Ownership | 10% | 90% |
| 2 | Renting | 30% | 70% |
| 3 | Senior supervision | 60% | 40% |
| 4 | Workers | 90% | 10% |

Although the INK communities was to varying degrees involved in all aspects of the project, the table indicates that the community benefited largely in the role of consumer. The table also shows the skewedness of the involvement of the community. The bigger portion of shareholding was held by outsiders while local people benefitted through employment and service delivery.

According to eThekweni Municipality (2010:55), Bridge City is a government project that should focus on promoting entrepreneurship and investment but of those interviewed none indicated that they owned any part of the project or were business owners in the shopping centre. According to the project plan, the community involvement was largely based on bringing economic development and quality, convenient and safe urban living to a previously-disadvantaged area (Urban Green File, 2009) and as it does not say anything about the community being owners of business.

Thus far, the project is able to fulfill its mandate which is to bring economic development and convenience. This has been indicated by those interviewed as their perception of change brought about by the project. According to Brian Ive, who is the Bridge City Project manager (Bridge City, 2011), to date, potential investors from INK have not yet shown interest in becoming investors in the project. There are a number of possible reasons for this, 1) inexperience of residents in these kinds of issues and 2) also certain affordability issues. Mr Ive indicated that the EThekweni Development Joint Venture (EDJV) had realized this problem and was working on developing financial models that would better realize the inclusivity of the local communities.

4.2.1 Involvement of the Community and their Perceptions about the Bridge City Project

According to Binswanger and Aryar 2003, the local people, as beneficiaries of the project, should also be involved in the project as investors and owners and not only as customers.. Some community members expressed that they were not happy about their level of involvement in this development project. The respondents mentioned that the project had to be improved to include more local people at higher levels. The youth especially, was concerned that they were not fully involved as they did not have the proper skills to participate in the project. As a result, external people who had the skills were employed which created a “you [outsider] are taking our [INK residents] jobs”. The following is the story of one of the interviewees:

Case Study1: *S.M. an assistant in one of the shops is a member of the INK community and is aged between 25-34 years. He completed his matriculation but does not have any other qualification. The interviewee has more than 4 dependants and works as a contract worker in one of the shops in the Bridge City shopping centre. He has been working in his specific shop for more than six months. He heard about the project through the community network as there was no formal channel of information. In other words he heard about the Bridge City by chance from one of the community members. He is concerned about the involvement of the community in the project especially that of the youth. He feels that they were not informed properly in time in

order to be able to participate. He continued to say that the community does not have a say in the employment of the community in the project. He feels that more local people should have been involved by becoming owners of businesses rather than being employees and should also have been involved in decision making in the initial stages. He is happy though people's lives have been improved by having the services and shops closer and the fact that many people are employed in the centre. What he is not happy about is that the involvement of the local people is at a very low level. He also mentioned that the business people brought their own people to become managers because they (business owners) believe that local people do not have the business skills but outsiders do. He feels that the position that he holds at his work is not sustainable because he can be fired at any time. According to him, there should be some form of job security. There is little room for him to develop as he works in a small shop. His future is not certain. He hopes he might become a store manager one day but the possibility of that is not certain. He feels that the project lacks opportunities to provide skilling capacity building through training. He mentioned that according to his knowledge there was money available which was supposed to be used to train people, especially the youth in order to develop their skills so as to be able to participate in the project. He continued to say that it was not known how the money was used.

In view of the above, some people felt left out of the project and they also felt they were betrayed. Some other people that were employed in the shopping centre were happy that they received an income monthly but some worked on commission basis which poses a threat to the sustainability of their life style as they do not know what will happen in future.

One respondent who also works in the shopping centre in one of the bigger retail shops and who lives in Phoenix(which is one of the neighboring, previously-Indian townships but not part of the INK area) said that it was right that people of different cultures and races worked together like this so that they learned each other's culture. There is an integration of cultures and people learn to tolerate each other's cultures and beliefs. She also mentioned that the centre is closer to where she lived and it was the source of income for her and her family. She was one of the store managers.

It was easily noticeable that most of the shops in the shopping centre were owned or managed by Indians or Whites. The local African people worked as general employees and 90% of the working respondents mentioned that they were uncertain about their future. There was also very little room for personal improvement and development. Some even feared that they might be expelled at any time because of the casual nature of work they did.

Besides capacity and skills, there are a host of social issues relating to trust and social cohesion in terms of employment. One manager employed at another store mentioned that they did not hire local people in management positions because they feared that they would steal or inform their friends about the security systems of the business or they may work with local people to steal from the shops. Another manager elsewhere in the centre expressed that some local people were afraid to be seen by their friends doing what they perceived as low-income jobs, so that is why they did not employ them. Some mentioned that local people were arrogant in that they did not want to be managed by other black people and they dragged their feet when they had to do work or even refused to do some work that they felt degraded them. This indicated that there were problems related to the work ethic, or at least in some shops this appeared to be the case.

Generally the community was happy about the services brought to them although none of those interviewed indicated knowledge of other ways they could benefit from the project. Lack of knowledge had encouraged skewed development initiatives that indirectly empowered the rich and elite whilst ignoring the local people. According to literature (refer to Chapter Two), for development to be progressive it has to address the needs of the community by engaging them in the process. In other words, it has to be community driven.

Community-based development remains far more widespread world-wide than community-driven development, in which communities have control over project identification, project resources and project implementation (Binswanger and Aryar, 2003). Community participation remains wedged at the level of consultation during planning and subsequent involvement in

the running and maintenance of projects (ibid). Taking from what had been said by the INK community, that is, little was known by them about the development taking place, this project appeared to be a community-based project. Little or no consultation was done. People are seen as recipients of service delivery rather than as investors.

The eThekweni Municipality claims that they are using the IDP approach for the Bridge City project. One of the core principles of the IDP approach is community involvement; therefore the community should have been involved from the planning stages.

As per the Municipality Systems Act and the IDP work plan of the eThekweni Municipality, any form of development that is brought to people should be such that the basic needs are met in an economically and environmentally-efficient manner. This can be done by stimulating investment opportunities around service delivery points (Gibbens, 2009) and ensuring that the performance systems are in place to monitor the efficiency of the systems employed.

The municipality has the responsibility to ensure that proper systems to monitor progress are in place. Referring to the responses of the community, it appears that people were not involved from the planning stages which indicate that the community was not adequately consulted. Within community development, integration, participation and empowerment have become buzzwords such that there is a great move from making local communities recipients of service delivery to empowering and uplifting the standards of living. Integration implies the involvement of all interested parties- both statutory and non-statutory parties (Storey, 1999) which in turn leads to an increasing emphasis on partnership which escalates the level of ownership and sustainability (ibid).

According to the literature discussed at length in Chapter Two, the exclusion of the community means in all phases of the development project is moving parallel to the needs of the community which explains why the community is either left as they were before or sometimes in an even worse position. Exclusion of local people means sidelining what the key stakeholders who know what their needs are and those who can also identify shortages and areas of concern

during project implementation. Leaving them out of the project means the needs will remain there without being addressed. Development will address some aspects thus fulfilling the desire of the government to be seen bringing about change. Full participation of the community empowers community members to be enthusiastically involved such that they even become drivers of the project. The current situation at Bridge City is that members are at present recipients of the services and not the actual drivers of the project.

According to the eThekweni municipality IDP (2004), the community involvement starts from the planning to the implementation of the project, and also includes the monitoring of the progress. In the Bridge City project, the involvement of the INK community at the planning stage was minimal with only the selected few who got involved. The community indicated that they were not informed about the project right from the beginning but according to one of the INK ABM/URP officials, Nuthan Maharaj, when stakeholder meetings were called at the beginning of the project INK people were given opportunity to participate in planning meetings. Therefore, with little mobilization of the local community to ensure their full involvement, community members failed to form organizations that could have been part of the project investors. Although officials claim that planning meetings were held whereby the community had to participate, none of the respondents had any knowledge of community involvement during the planning stages

According to Mr Ntuli a steering committee was formed to monitor the construction of the shopping centre and its business. This does not indicate whether this committee participated in planning meetings but he mentioned that the committee was involved at the implementation stage.

4.2.2 The Involvement of Steering Committee in Bridge City Shopping Centre

The IDP encourages people being developed to be involved from the planning stages to implementation and eventually to the end. Community forums are formed to include the

community in the projects. People in the forums represent different stakeholders from the community. According to Mr Ntuli the Bridge City forum or task team that was formed included business people, religious people, the general community, taxi owner representatives and others. These representatives were in leadership positions in their respective fields and organizations; hence they were trusted to represent their community members' interests. One of the KwaMashu councillors Mr Xaba, who was a member of the steering committee, mentioned that the formation of the task team only at the implementation stage instead of planning stage resulted in their being silent participants. He said that all meetings that they had been requested to attend discussed how the Bridge City project plan, which was already fully drawn up, had to be executed but they had nothing further to contribute towards its development.

Contradictory to the councillor's statement is that by the Nuthan Maharaj that the community was involved from the planning stages which gave an idea that the community that was referred to could have been the eThekweni Municipality community, which in a way encompasses the INK area. That being the case means the INK community might have been represented by other local councillors from other parts of eThekweni municipality who sat in those meetings. This would mean that INK was regarded as a site in a situation of much broader community planning. The question that is raised by all this is the extent of involvement that the INK community should have been afforded.

Nuthan also mentioned that in 2009 the INK community was encouraged to participate in the planning of the project through stakeholder meetings, councilor forums and other methods. It is said that taxi operators and street vendors were also involved in these meetings. Community representatives, who were not named, were involved and other relevant people from the municipality. This means that local people were given an opportunity to participate during the planning stages. It also indicates that although the people that were interviewed said they were not informed about the Bridge City, somehow, some local people were involved in the planning stages.

It seems that very few people were actually involved while the rest of the community was left out. This again raises some questions such whether those involved actually represented the community or themselves and if they represented the community why did they not cascade the information to the community at large? This could mean that the elite and those in positions of prominence got to know more about developments while other, perhaps less politically or economically connected, community members were marginalised.

4.2.3 Community Members as Shareholders

“In early developments in the entire world, only the wealthy and elite became part of the development and they appear to push their own agenda of self-enrichment leaving communities as they were or poorer than before” (Storey, 1999). Mr Ntuli mentioned that the community had to be shareholders but this was not yet the case. The local leaders, councilors, did not cascade the information to people such that they form organizations ready to participate in the project.

The project manager, Mr. Ive, indicated that people showed no interest in becoming investors probably because of lack of expertise or funds. Mr Xaba mentioned that they were only involved when the planning was already done. This means that the aspect of integrated-ness should be revisited and interrogated. Not all stakeholders were involved in planning in line with IDP principles.

4.3 Discernible Changes

The presence of the Bridge City shopping centre has brought some changes to the community. According to all those interviewed, the INK community lifestyle has improved through having the shopping centre closer. The services and shops provided by the centre makes their lives easier. Having banking facilities and pay points for social grants in the centre reduces the travelling for them to the cities. Involvement of the community as employees has also improved their lives. Most of the workers interviewed said that they had families to support. The salary they earned had improved their lives. Having the shopping centre nearby helps to

save money because the community and the local workers had to travel less or even walk to the centre.

The area itself has also improved because there is an extension of Bhejane Road constructed which comes from KwaMashu to Bridge City and Phoenix Road that runs between the Bridge City and the Phoenix industrial area (See map in Chapter One). According to eThekweni Municipality (2010), the upgrade will also encourage the gradual redevelopment of the residential sites along this route to be used for small business trading opportunities. These roads reduce traffic that comes to the shopping centre by having various entrances from the different areas that surround the mall. Outside the shopping centre is a taxi rank which makes it easy for the community to access transport. Around the taxi rank and outside the shopping centre are street vendors who do business on a very small scale.

One respondent from the community mentioned that the tuck shop owners around the shopping centre were now struggling to sell their expensive goods and as a result their businesses were closing down. It is unfortunate that when these tuck-shop owners lost their businesses they were not incorporated in the development. These are the people that should have been encouraged to participate in the business project as some have some expertise in business. As local people boast about their improved lifestyle through the project, the tuck-shop owners moan about the loss of their businesses.

The picture below illustrates the changed lifestyle of people from buying from the tuck-shops to having a shopping centre with a variety of facilities.



Figure 6: Stride from Tuck-shop Lifestyle to City Lifestyle (Source: Bridge City, 2011)

The project seems to have managed to address one of the local needs, which is the creation of jobs for the local people especially youth that have been staying at home and in the streets. As much as the local community in the INK area are actively involved in the Bridge City this does not address the government's purpose of making people beneficiaries of the project as people are involved at lower levels and have very little to contribute towards the sustainability of the projects except that they are consumers. As mentioned earlier, the project manager Mr. Ive indicated that it has surfaced that the local people are participating at a lower level and they (eThekweni Municipality) will raise funds to help the community to participate at a higher level as investors in the project.

Although it is expected that the community should be involved in planning stages of the project, time taken to involve them delays the development project. The costs escalate and energy required in determining who to involve given the complexities of local community dynamics which are often cited as factors that militate against active participation of stakeholders in collaborative governance (Moodley, 2007:4). Leaving the community out of

planning could have been a strategy used by the local municipality to push for the development and reach the target as planned. Because of the little knowledge that people have it is sometimes best to leave them out. This poses a threat that people might not get a chance to be involved as they do not gain any expertise to be involved in future.

However, sidelining people aside with the intention to finish the development project with the targeted time frame can lead to none sustainability of the project as people will have little or no interest. People's involvement as employees in the Bridge City is not satisfactory because they were not the first choice of the employers. At times the business owners opt to call in their own employees from different projects because they have the experience and skills. Other businesses brought their own skilled personnel at the outset.

The complaint by youth was that they felt left out because they were not skilled enough to participate fully in the project seems valid. The government did not equip the local people to participate fully in the project. The interviewed officials did not indicate whether there was any training provided to empower local people to be ready for the project. There is also a possibility that government did not do any research in order to find out about the available relevant skills for the project from the community before bringing in the companies from outside.

Many young people in this area remain unemployed and lack the capacity to be involved in the project; skilled people are brought in and this goes against the idea of people development and empowerment. The project itself could not absorb all those that were not employed though. "Developing capacity of the community could contribute to the sustainability of a project beyond the disbursement period due to the enhanced level of beneficiary interest." (Paul, 1987:11). However improper involvement of local people could bring down the project as people have little interest when they do not own the project.

Active involvement of citizens is fundamental to achieving the outcome of improving people's quality of life. Participation can also be a powerful tool to help everyone understand the complexity of developmental problems and need for devising integrated responses to difficult challenges (Moodley, 2007:4). As mentioned earlier, the involvement of the community was too late. Had they been involved from the beginning of the project, the skills needed for the project could have been developed by providing proper training.. In this project, the exclusion of local people particularly at the planning stage, meant important issues that had to be addressed were ignored; this included the training of the local people and encouraging the community to participate fully as owners rather than as consumers.

According to responses of the interviewees, although the INK community is minimally involved they are happy that their life style has improved. They were happy that services had been brought closer home and jobs had been created for some. Some respondents felt that their life style had improved due to having the Bridge City shopping centre closer home as they could save travel costs and buying from the expensive local tuck-shops. Most people had had to consider moving to the cities to get services and jobs but with Bridge City closer to them life had changed dramatically. In view of this; the project had been brought to people to improve their lifestyle rather than to grow them or empower them as owners of businesses. This means that there are areas of the project that need some improvement.

4.4 Areas for Improvement

The Bridge City project has a number of gaps as identified by the community which need to be addressed to provide full service to the community and address their needs. All respondents (general community, workers, local councilors and INK officials) indicated that the Bridge City shopping centre needs some improvement. For instance, the general community indicated that they did not feel safe when they were in the elevators (lifts) of the centre. Muggings took place in these elevators because the security was not visible. Personal belongings and groceries were taken from people.

Shoplifting was also mentioned as one of the disadvantages. Shops like Spar had security guards at the entrance/exit to check the slips against the items the customers carried out of the shop. Learners in school uniforms were not allowed in the centre because they stole from the shops according to one of the workers in one of the shops. This could be due to lack of sense of ownership by local people. People steal from other people not from themselves. Shoplifting is seen as stealing from business owners yet it affects the community because the shops might in future close down. People need to be educated about the importance of keeping what is brought to them as part of their development.

Some respondents said that high-jacking of cars was another serious problem. One worker related a story of how one of her colleagues nearly lost her car. This is her account:

Case 2: *V.N. came in one morning in a hurry because she was late for work and she was the one carrying keys for the shop. She hurriedly left the car without looking around to see if there were any people who were watching her. She left some of the items she needed knowing that she will come back to fetch them. She locked the car and left. After opening the shop she went back to her car and found that her car was opened and was idling but no one was in the car. Nearby was another car with some gangs who were watching who was going to get into the car. When she tried to lock her car after switching it off her key could not lock the car anymore. She had to call the police for help. The other car left the scene before the police came.

This indicates that crime takes place at any time of the day. That is why people felt that more police or security guards should be deployed there. One of the INK officials said that the issue of safety and security needed to be revisited urgently.

The shops and restaurants needed to improve their services and the seating space had to be increased to accommodate more customers. The centre did not have an entertainment centre and there was no fuel station nearby. People felt that there was a need of having these facilities for their recreation and as part of service delivery. According to the project plan this is part of the long term plan for this project. *S.M. felt that the most important thing to re-look at

was the way people were employed and he wanted the complex to involve more youth in order to address the community needs, which includes employment.

Any project or development activity is a means of empowering people so that they are able to initiate actions on their own and thus influence the processes and outcomes of development (Paul, 1987:15). Should the INK community have been meaningfully involved in the project, they would have been empowered to be investors in the project and take decisions in their development. As mentioned earlier, the involvement of the community in the Bridge City project is not driven by community but is community based. The community benefits from services brought to them. The number of INK people and the employment figures do not translate into sustainability of their lives. The majority of local people were employed in lower-level work which does not guarantee any individual improvement and also makes it easy for their employment to be terminated.

The workers indicated that they were not sure about their future in the jobs they were holding. They did not even see the possibility of being promoted because the shop owners brought their own people from outside to be managers. It was also noticeable that most managers in the shops were people from outside the INK area. Most of them were of the other races other than blacks who resided in the INK area. The local people did jobs that do not require specialist skills. As mentioned earlier, *S.M. indicated that skills development was not introduced. There were no skills training programmes which would ensure that people could improve their performance and move up the ladder of employment or open their own businesses.

Mr Ntuli felt that since the people in the community did not get a chance to be involved as shareholders the issue of economic benefits, that is, empowerment and ownership needed to be revisited. He continued to say that the improvement of the surrounding area must be congruent with the development of this nature. At present, the surrounding homes are not well structured. There are shacks or informal settlements which are an unattractive sight and this might discourage investors, especially those who want to invest in property that is still to

be constructed. Mr Ntuli stated that the community participation needed to be improved at all levels since the other phases were continuing to be constructed. At present the magistrate's court is under construction. Soon the railway station and apartments would be constructed.

In view of all the above-mentioned information, the project has to be revisited and systems put in place to ensure that the community is more involved so as to sustain this worthy initiative. The youth in particular has to be more involved in the project and this may in fact help reduce crime and increase their sense of ownership and responsibilities.

Mr Ntuli pointed out that it was unlikely that the community could be beneficiaries in the sense of being shareholders because agreements had been made prior to the implementation of the project plan. The project manager, Brian Ive, also indicated that the involvement of local people still had to be re-considered and the eThekweni municipality had plans to allocate more money to encourage local people to be investors (Urban Green File, 2009). In that case, the community initially "lost out" but now has an opportunity of becoming shareholders provided a chance to be involved as future investors is accorded.

One of the INK ABM/URP officials however said that the issue of economic empowerment had to be re-visited; he said that it was not likely that the community could become shareholders at any further stage. This statement is contradictory to the project manager's statement that the eThekweni Development Joint Venture with Hulletts would re-consider the way the community could be involved. It appears that the community can only become owners of land that will be developed to accommodation apartments.

There is also a great possibility that the local people might not be able to invest because they do not have money to invest. The involvement and funding of the local people must be fast tracked before they lose all the opportunities to outside investors. Benefit to the communities from the Bridge City project will be changed once inhabitants know that the INK community

can become investors with financial assistance from eThekweni Municipality or National Government. The desired outcome by both government and local communities in the INK area will then be achieved and this may change the perceptions that INK people have about the Bridge City project.

4.5 Community Perception of the Bridge City Project

The views of the community about the Bridge City project were almost the same across all those interviewed but there were of course those who had completely different views. Those with different views felt the project did not cater for the community in terms of power. The youth, in particular, felt left out because there had been no training to do jobs in this project or to do business. For example, one of the councilors indicated that if they had been informed at the planning stage about the development they would have been able to include the community by using their vegetable gardens to supply the supermarkets in the shopping centre. None of the respondents had any idea about the future developments of the project. They had noticed that on the other side of the shopping centre there was a new building under construction which was part of the Bridge City but did not know what it was. They just heard that it was the magistrate's court. That in its own indicates that people knew very little about the project.

****S.M. said that he felt they were left out on purpose as the youth. If not, he said that they would have been trained in skills required to participate in the project and given a better chance to participate. He continued to say that the ward councillors did not communicate with them as the youth of the INK area. He mentioned that there were youth who still stayed at home or wondered around without jobs while people from outside had been brought in to work in the business such as shops. He said he wished that the project could have been reviewed and more power given to the local people so that they had a say in this development. He also mentioned that he was happy that he was earning money but he did not have any guarantee that he would still be working there in the near future because the kind of work he did required little skill and anybody could do it. He did not have any special skills in order to participate fully and to be able to secure a worthwhile job.***

Mr Ntuli mentioned that the project needed to be reviewed. As much a task team was elected to review the project and make recommendations, he mentioned that this task team did not

meet any longer to discuss such issues. He mentioned that people were not given a chance to invest in the project. All the development was owned by the developers (Tongaat Hullets and other business people who got a chance to know about buying shares of the infrastructure).

This proves that the elite often get a stake while the poor remain poor. One community member mentioned that this was sad because the township communities had always been left out in developments but when the opportunities came their way they were not informed. This is supported by Mr Ntuli by saying that the community should have been informed by their councilors about this opportunity. Government policies state clearly that the involvement of the community should be such that poverty and service delivery are addressed. The community views the project as one of service delivery and a strategy for the government to improve their lives through the creation of jobs rather than as business owners.

4.6 Conclusion

Bridge City, a government project that seeks to eradicate poverty by income enhancement, focuses on promoting entrepreneurship, investment and also the creation of platforms for youth to engage in job access and job creation in order to address the issue of unemployment. It also seeks to bring about integrated governance which encourages community participation so as to be able to be part of achieving the municipality's outcome of good governance.

The integrated-ness of the project design seeks to address different needs of the community. This is one kind of a holistic development which, if it is well implemented, will bring about meaningful development. It is one of the ways to improve the lives of the community it serves. Jobs have been created for the local community. The community could have been investors in the project should they have been given the opportunities and had funds to participate as owners.

At the planning stages, where the involvement of the community was crucial turned out to be minimal. With further developments taking place the aspects that are not yet addressed should

be addressed. The exclusion of the community in some aspects must therefore be addressed in the next phases. The different phases of development had to gradually bring about change in a way that the lifestyle of the INK community was improved and enhanced far more.

The community members were involved as employees mainly. They benefitted through having employment and having services delivered closer to them. They saved money as they travelled shorter distances to the centre to access goods and services like banks, supermarkets, clothing shops, social grants and pension pay points, hardware shops and others. The project had in this respect improved the lives of the community financially and socially.

There was a great fear for some of the workers that their jobs were not secure. Their uncertainty made them feel the development did not cater for them. The positions they held were at low levels and managers were people who came from outside the INK area. The store owners did not put local people in high positions because they were under skilled or they did not trust them. From the researcher's observation most of the businesses were owned by people from outside and of other races. These business owners often brought in their own people from outside who were suitable for their business but sidelined local people because they did not have proper skills. The argument of the business owners that local people were not trustworthy could just have been speculation because none of them actually reported that they had ever been robbed by local people while working for them. The Bridge City project was huge but small for the local people in terms of benefits.

This development brought along other developments such as the roads that link Inanda and KwaMashu and the Phoenix industrial area. The accommodation that was still in the plan to be built will also improve the market value of the area. The shacks around the development needed to be improved. Having a new taxi rank at the shopping centre had also improved the transport system for people using the centre.

The shopping centre was not a safe place to be. Most of the locals interviewed complained about the high rate of muggings and hijackings. The visibility of police or security personnel appeared minimal. The youth involvement was not yet at the point it could reduce crime. Too

many of them were still not employed. Although the project cannot absorb all of them, there was a feeling that outsiders employed in the centre should be reduced. To ensure sustainability of the project the eThekweni municipality had to ensure that its systems are managed properly and the task team had to come together and work out means to involve the youth more intensely while reducing the involvement of the outsiders.

More local youth had to be involved in the next phases of development. The task team needed to review the project and make recommendations to the government how the community could get an opportunity to become development shareholders. The community had to be more involved to ensure sustainability of their livelihoods and of the project. The more involved the community was the more they would want to maintain it and own it.

CHAPTER FIVE

Leadership and Institutional Support in the Bridge City Project (Shopping Centre)

5.1 Introduction

This chapter will look at the leadership and institutional support to address the needs of the community through the Bridge City project. According to Hemson et al (2009:155), the prime responsibility of the state is to end poverty and sharply reduce existing inequalities. This means that the state has the responsibility to end poverty and reduce the gap between the rich and poor by ensuring broad-based benefits such as growth in employment and increased income while also providing proper services and infrastructure. This depends on clear national planning and proper strategies of implementation which maintain the plan while building managerial and technical capacity (ibid). A well integrated project would ensure that all these aspects are addressed in one project through proper planning and implementation.

Poorly-developed planning systems mean that integrated delivery cannot be achieved. Integrated delivery means that different departments and sectors are obliged to work together to bring about change. Local government does not function in isolation from the other levels of government but it is the level of governance where the mandate of National Government is implemented. Local Government is informed by national government of its functions. According to Cloete (2002:282), Local Government comprises of local community management and administration but it is informed by the higher levels of governance.

Hemson et al (2009:166), state that South Africa's constitution places the responsibility of social and economic development on municipal government which is required to be financially sustainable and responsive to the needs of its communities. The INK area has the INK ABM/URP office that is responsible for its development. EThekweni Metropolitan is one of the six metropolitan government cities which also include: Cape Town Metropolitan, Ekurhuleni Metropolitan; Johannesburg Metropolitan; Tshwane Metropolitan and Nelson Mandela Metropolitan.

The INK area is one of the local municipalities that falls under the eThekweni Municipality. It has its own local councils that govern its communities. In 1995-96 the local councils in local municipalities were elected to retain the powers and financial resources that were managed by the former white local municipalities (Cloete, 2002:286). The INK local councils work closely with the INK ABM/URP office. This office is responsible for governing powers and financial resources of the INK area and is not autonomous from the eThekweni Metropolitan.. Funding of the projects in local municipalities, like INK area, comes from the eThekweni municipality and national government while the local councils serve as a link between the government and the community. Each local government has a mandate to bring about the desired development in order to address its community needs.

The INK ABM/URP and the local council have a responsibility to ensure that the government's goal to eradicate poverty is achieved in this area. In view of all this, this chapter will look at the interaction design of the project, and the interaction between the project management and the community.

5.2 The Interaction Design

5.2.1 INK ABM/URP

The urban renewal initiative of INK is a result of the National Project identifying poverty-stricken areas. Durban already had in existence a management system called Area Based Management (ABM) while the national government had its own system called the Urban Renewal Programme (URP) targeting impoverished areas (INK ABM/URP Annual business plan, 2010-2011). A merger of the two systems led to the formation of INK ABM/URP.

In the 2003/4 financial year the eThekweni Municipality prepared an Annual Business Plan as part of the five year plan for the INK urban renewal programme and area-based management area (INK ABM, 2004). This plan was drawn up after Thabo Mbeki's announcement of the areas that were hardest hit by poverty and that those areas will be the focus of government development in the next ten years from the year of implementation (2002).

According to the eThekweni Municipality (2004), the stakeholder forum had to meet monthly during the initial stages of development of the INK area. These meetings had to be attended by residents (community members), councilors and government representatives. Numerous in-house meetings had to be held with councillors to review the plan. Nuthan Naidoo (INK ABM/URP official) indicated that the eThekweni Municipality had made attempts to engage the community through the development of business organisations whereby they had to participate in a long-term development framework for the city. The Bridge City project is one of the projects that were discussed at these meetings as indicated by INK officials. This means that at least some of the INK community members were involved from the beginning of the project planning while the councilors also got a chance to review the Bridge City plan before its implementation. However one of KwaMashu councillors, Mr Xaba, said that they were only informed later when the project was about to be implemented. The community also indicated that they knew very little about the project; some only knew about it when the shopping centre was about to be opened. According to the INK ABM/URP business Plan (2004/2005), the INK office conducted workshops with key stakeholders and professional consultants to craft this business plan.

The plan for the development of the INK area states clearly that the key stakeholders should benefit by being beneficiaries of the integrated service delivery while internal and external business people were expected to take advantage of the investment opportunity in the project (INK ABM/URP, 2004). At present the external businesses are benefitting more than the local community. It was hoped that soon the local community will take advantage of investment opportunity with the upcoming phases to be completed

The INK office had been involved in coordinating the effectiveness of this plan. According to the officials from this office everything had been done to incorporate all stakeholders. The INK officials mentioned that the local councillors had to inform their people about the development. The meetings that they (INK office) had with the councillors gave information about the developments of the Bridge City project. The INK ABM/URP had done its best to ensure that the project continues as intended and the community was informed through their local leaders.

According to INK ABM/URP office, local INK people did not seize the opportunity presented to them until people from outside the INK area took advantage of it. The argument is: had the office made any follow ups to check whether the information was cascaded down to people, they might have participated meaningfully. Follow ups should have been done or monitoring systems should have been in place to ensure that the information was disseminated to the bottom (locals).

The interviewed officials did not indicate whether monitoring systems were in place. There is a possibility that follow ups were not made to check whether the community was informed about the project. This was indicated by different views given by the INK officials compared to those of the community and the local councilor. Seemingly the officials gave information of what should have happened while the people verified what had happened. Information dissemination was not properly done. As indicated before Mr Ntuli, the INK official said that the task team had the responsibility of liaising with the community that it represented. As this task team was formed later when developments were about to start, its formation might not have been properly constituted therefore it did not function as expected.

5.2.2 Task Team

Various management forums keep a close eye on the process and the resulting construction of the Bridge City project (Brooke Pattrick Publications, 2009). The eThekweni Municipality and Tongaat Hullels as joint venture (EDJV) have an executive committee (exco) which oversees various “work streams” for sectors such as empowerment, stakeholder engagement, planning, strategic planning, economic development, finance and infrastructure as well as design (ibid). These work streams guided the development task team as they brainstormed ideas and decided on the way forward.

The Bridge City shopping centre task team comprised of different stakeholders who included councillors, civic associations, business, the taxi business, investors and contractors. Any decisions or matters made by this task team requiring a resolution are taken to exco and then to the EDJV. According to the INK official, the task team was formed later when the project was implemented. This was confirmed by EDJV which said that it was difficult to identify stakeholder representatives as there was a relatively-low level of organization within the INK

communities leading to little continuity of participants and a high turnover of representatives. It continues to say that participation from the communities' side has been reactive rather than proactive.

The task team elected was elected hastily to oversee the implementation of the project, especially the shopping centre. One of the INK officials indicated that this committee did not meet any longer yet it was supposed to be having meetings frequently to monitor progress. According to EDJV, at the time, stakeholders from the community were hard to identify. This made it difficult to put the relevant people in the task team and led to putting available people into the team. This team obviously did not represent the whole INK community and consequently may have led to poor communication with the community. Poor representation of the community in the project led to poor community participation in the entire project. Participation of the community at the grassroots level means that they benefit less from the project.

5.2.3 Benefits of Participation in the Design

The INK programme anticipates that a substantial increase in public investment (via physical and human capital investment) will initially attract external business (contractors, franchises, etc.). Ultimately, external business activity will catalyze growth in the township's locally-owned economy as income rise, unemployment drops and the business environment becomes more conducive to inward investment (GCIS 2010 cited in Bridge City, 2009). As mentioned above, the Bridge City shopping centre had more external investors than internal investors. It is hoped that these investors will groom the local business to become investors in the project. Usually big businesses are expected to sub-contract their businesses to smaller businesses while monitoring progress.

Economic ownership by communities should be established and maximized fully when projects are introduced into the area. It is therefore recommended that communities are embraced in the formal agreements, from the preliminary visionary phase to the maintenance phase (Department of Cooperative Governance and Traditional Affairs, nd). Embracing the community ensures acceptance of the project and hopefully its sustainability.

Literature indicates that the involvement of the community in the project increases ownership and the will to sustain the project (refer to Chapter Two). The outcry by some respondents, especially the youth who said that they felt left out of the project, signifies that people want more than service delivery and employment. Sustainability of the project lies in the involvement of the people which will make them want to see the project growing instead of going down. Their security in the project will bring about a sense of ownership and responsibility.

5.2.4 Sustainability

The Bridge City design was such that local development opportunities are close to home for the INK community. It was largely about bringing economic development and quality, convenience and safe urban living to a disadvantaged area. According to writers like Cloete (1999), Leipziger (1997), Campos & Root (1996) and Root (1996) cited in Cloete, (2002:280) sustainability of this project depends on committed, strong, competent and honest political and administrative leadership and direction. Strong leadership that represents people would honour the people it represents through working closely with the people it leads. Sustainability of the Bridge City project would be achieved through business growth which involves the local INK community, sustainable employment of the community, and proper management of the project itself.

The involvement of the local people in the project as employees or as contractors has improved their lives but more still has to be achieved by the community as beneficiaries of the project thus sustaining their lives. Some people were involved as contractors well before the centre was opened. The picture below shows some contractors working on the construction of the shopping centre. The majority of them are local residents.



Figure 7: Local People Involved in Construction of Bridge City Shopping Centre (Source: Bridge City Progress-Tracker, 2011)

The employees who work in the shopping centre that was interviewed indicated that they did not feel secure in the positions in which they were employed. This indicated that they were employed in jobs that were not sustainable. They would like to be employed permanently in their jobs and receive some training in order to excel in these jobs. The employment of about 90% of local people who did not feel secure in their positions poses a threat to the project. Those employees might want to leave in order to get secure employment elsewhere which means new people would have to be employed. This does not guarantee sustainability of the project as people might even want to destroy the project when they are retrenched or scare those who are employed in their positions. They could make life difficult for those working there.

The general community indicated that they were happy about the services provided by the Bridge City shopping centre because they did not have to travel long distances to town. The variety of services provided made the centre a one-stop-shop. This has improved their

economic status and they are able to spend the rest of the money on other important commodities. One respondent said that at first she was sceptical about using the centre because she thought the shopping centre was infested with 'tsotsis,' meaning criminals, but when she visited the centre she realized that it was not what she thought and she said that, after realizing that, she used the centre every time she had to pay her bills and buy groceries. Proper participation of local people can bring sustainability of the project as people take ownership of the project. If more and more people used the centre there was a high possibility that the project will not fail. If more people regard the project as their source of income they would want to maintain it.

The infrastructure needs to be maintained after its completion therefore local people need to be trained to have the relevant skills to keep the project in working order. Expertise should not be sought from outside but local people should be sufficiently skilled to be able to maintain the project. More and more people coming from outside to do maintenance means less jobs for local people and reduced development of local people.

5.2.5 Integrated-ness of the Project

According to Geyer (2006), the Integrated Development Planning (IDP) is a process by which the planning efforts of different spheres and sectors of government and other institutions are co-ordinated at local level. The Bridge City project is co-ordinated by the INK ABM/URP as an integrated project that addresses the various the needs of the community. The various departments need to work together to enhance and ensure sustainable development. The Departments of: Social Development; Transport; Environment; Human Settlements; Health and Economic Development all had to work together to bring about the desired changes in the area. The IDP brought together all these departments ensuring that development was coordinated holistically.

According to the Sunday Tribune (2007, Jan. 21) cited in Brook Pattrick Publications (2009) the Bridge City has the potential to fundamentally change the way the world views South Africa's large residential townships, reflecting how integrated and co-ordinated development can inject sustainable economic growth. The success of this project lies in its sustainability. Challenges

that frequently surface need to be addressed urgently. One of the issues that came up during field research was that the community felt marginalised and an INK official also indicated that that was one of the issues that needed to be revisited in order to include the local community in a meaningful way.

With the integration of different sectors in the project, the issue of transport to and from the Bridge City was addressed. Jobs were created and services brought closer to the local community thus reducing commuting to the city. The shopping centre itself improved the lifestyle of the community as they now have a wide choice of shops and other services to choose from. It would be better if the next phases of the project included more of the community members to take the project a step further up.

The following picture shows the development of the magistrate's court as the second phase of the project. No information has been collected about this phase as the focus of this investigation was the shopping centre.



Figure 8: Construction of the Bridge City Magistrates' and Regional Court (Source: Bridge City, Progress-Tracker, 2011)

This magistrate's court that will be opened soon to the public will address the issue of backlogs in prosecutions in the Verulam magistrate's court, thus addressing the issue of crime in the INK area. The hospital to be constructed will address the issue of health and contribute towards the speedy recovery of people. The INK area has been identified as a hot bed of diseases such as HIV/AIDS, Tuberculosis (TB) and others. The constructed Bhejane and Phoenix Roads have built a link between the INK townships and the Phoenix area and have also created easy access to the Bridge City. The transport to this area has been significantly improved by these roads. Traffic in the main roads has been reduced. Street vendors were also given an opportunity to improve their businesses by being allocated a vending area near the new taxi rank above the shopping centre. This taxi rank has also provided easy access to transport to people using the shopping centre, consequently business for the taxi owners has improved as well.

The picture below shows the construction of the underground railway under the shopping centre. One of the respondents, when asked what was constructed in this area said that it was the underground parking area. When she was told that it was in fact a railway station she showed surprise. This shows just how little people know about what is going on at the Bridge City.



Figure 9: The Bridge City New Railway Station under Construction. (Bridge City, Progress-Tracker (2011))

According to the project manager, Mr Ive, about 75% of people working in the city and other areas outside the INK area used trains to and from work (Sunday Tribune, 2007 cited in Brook Patrick Publications, 2009). This mode of transport is far less expensive compared to taxis and buses.

5.3 The Interaction between Project Management and Community

According to the Urban Green File (2009), Mr Ive the project manager said that the Bridge City was largely about bringing economic development and quality, convenience and safe urban living to the previously-disadvantaged area. Any sustainable development must include urban management and in this case, the developers had vested interest in ensuring that the development “works” beyond completion (ibid). Sustainability of the project means sustainability of people’s jobs and their livelihoods.

The general community showed satisfaction about the development especially having the services brought closer to them and about the creation of jobs. According to the project manager, the entire project was expected to be finished in 10 years’ time since its implementation. About 25 000 permanent jobs are hoped to be created with an addition of 27 000 short term jobs in the construction phase.

As mentioned before, the INK area was severely affected by poverty and diseases. Employment opportunities will reduce poverty while also addressing the issue of diseases but more importantly, the presence of the hospital will address the issue of health. People will not have to travel far to get medical help in hospitals as far as Mahatma Gandhi, situated in Phoenix, and others. This will also reduce congestion in other hospitals.

5.4 Conclusion

The design of the project was such that it was able to address the needs of the community,. Different sectors worked together with the intention to bring about meaningful change. The INK ABM/URP office had a huge responsibility to co-ordinate all these sectors. The government’s stance to improve lives of the INK community is commended by members of the

community. Moreland Industrial and Bridge City project manager, Mr Ive, said “more than 1 million people will benefit from the upgrading and regeneration of the INK area” (Bridge City, 2009). Again, although the community will benefit, community involvement still has to be improved with the task team having to look at the outstanding issues or loopholes that might jeopardize the success of the project.

The INK communities have to organize themselves so that they can be engaged in formal activities. As mentioned, it was hard to identify stakeholders because they were not organized. A task team could have been formed from various organizations but it was only formed later when the project was implemented. The involvement of the community was reduced to those who were readily available like taxi operators, councillors, local business people, government officials and some civic association members. The project benefitted external investors more than the internal investors. It is hoped that the community will, in due course, participate as investors once they get full exposure to and understanding of the project. This was in contrast to the idea that the participation of the community should be embraced at the beginning of the project.

The project design was structured in such a way that a number of issues were addressed as the integration of different sectors in the project brought the notion that development had to develop the community holistically. The integrated development planning that involved different departments, sectors and stakeholders ensured that when the project was implemented no duplication of activities would occur. Integrated development also ensures that the expenses are reduced by carrying out activities in collaboration with different sectors. So far the functioning phase of the project was the shopping centre which had shown great potential to improve people’s lives. As mentioned in Chapter Four, employment had been created and services brought closer. When the other phases are completed the community will be boasting about having it all in one place. It will be a real city within the township.

The support provided by the different institutions of government and funders of the project are set to make the project extremely successful. The national government goals are now seen at the local level. The support of the national government of the local municipalities does not only

ensure that the project is funded but also ensures that continuous guidance is provided while directing the activities to ensure that targeted goals are achieved.

The eThekweni Municipality works very closely with the INK ABM/URP office. The INK officials indicated that the INK office could not take decisions without consulting the eThekweni municipality. All processes were locally driven but managed by both local government which is INK ABM/URP office and the eThekweni municipality. The INK office needs to be more vigilant with regards to the involvement of local people. Errors must be addressed soon before more damage is done. The task team must work closely with the INK ABM/URP office to address these errors.

CHAPTER SIX

Conclusion and Recommendations

6.1 Introduction

Research reveals that the Bridge City project, as one of government's major projects, has brought some changes to the lives of people in the INK area. As mentioned in Chapter One, the INK area is characterised by low-income dwellers, many of whom receive social support in the form of grants from the government. There is a high unemployment rate and also a high rate of crime, diseases, and youth that are idle with only some skills obtained through training in colleges and universities. The area is populated with orphans left by parents who have passed away due to diseases such as HIV and AIDS. Some have parents who died during the riots in the 1980s; as a result pensioners are left to bring up these children often using their only source of income, their pension money.

The development taking place in this area attempts to address these issues. Bridge City should be a place of choice because it can provide employment, accommodation, civil services which include justice, health, transport and more. The project is termed as 'a city within the township'.

The development is an exciting and appropriate response to some of the most pressing needs in the eThekweni Metropolitan area (eThekweni Municipality, 2006). It is an integrated development project that brings different sectors to work together to fight poverty. The project was the first of its kind to be implemented in a South African township area reflecting how integrated and co-ordinated development can bring about economic growth.

As indicated in Chapter Five, this study ascertained that about 90% of people employed in the shopping centre came from the local area. Most of those employed indicated that they were

happy that they were now able to support their families through the income they received as employees in the centre. The sustainability of their jobs was however not clear as most people were employed at very junior levels.

This chapter pays attention to the actual findings against the objectives of the study. It explores the complexity of participation, long-term plans towards sustainability of the project and of the INK community livelihood. It also highlights the need for expertise on one hand and community aspects of development on the other hand to be balanced. To conclude this chapter, recommendations which suggest how the project can be improved will be provided.

6.2 Complexity of Participation

The study looked at the level of participation of the community. Findings indicated that the community participated largely as employees and had better services provided by the shopping centre. All those interviewed indicated that they were happy with the development especially the creation of jobs for local people. Although some people voiced dissatisfaction with the fact that they were not properly involved in the project, they agreed that the project brought some changes to the lifestyles of residents. The changes that people perceived should be maintained to benefit future generations.

The literature says that the involvement of the community in projects is crucial to bringing about meaningful changes that will be sustained. Meaningful participation is explained in Chapter Two as participation in which the local leadership and local community work in partnership with the government to overcome challenges. What was not clear about this project however was the partnership between the local leadership, the local community and the project itself? There was an indication that the community was not well informed about the developments. The officials of the INK ABM/URP said that the community was involved from the planning stages of this development while the local councillor said they were involved at

the implementation stage of the project. This conflict in report made it difficult to work out the actual level of participation of the community.

The youth indicated that they were not happy about their minimal involvement in the project. One of the young aspirants said that they were hoping that they would be trained to participate better in the project than the way they were involved at present. As much as the majority of people that were employed were youth, most of those interviewed indicated that they felt insecure in the positions they held.

Managerial positions were held by people from outside who often came in with their business skills. The fact that one of the business managers expressed distrust in local people proves that local people were not preferred for holding higher positions in business. Some businesses brought in their own employees because they had the proper skills needed by the business. The question is: why were local people not trained to have those skills? The skills needed, to mention a few, include: business management, sales, public relations, accounting, electrical engineering, mechanical engineering and others.

One of the objectives of the project was that the community should be involved as employees and receive better services closer to home thus reducing travelling time and cost to town. Because this was not done thoroughly, this indicates that the community was seen as recipients in the project rather than as share owners. There was great expectation that local people will be more involved in the next coming phases of the project.

The eThekwini and Huletts joint venture had realised that the community has to be involved as owners. The project manager, Mr. Ive, indicated that funds would be raised to help the local community to be investors (refer to Chapter Five). This raises hopes that the local people will not only be consumers in the project but beneficiaries through ownership. Ownership will

require people to have particular skills and interest;, therefore capacity building is also required.

Changing the project to be the people's project and not a project for the people will encourage residents to work towards its sustainability. Some people in the INK area have skills that have not been utilised. It is time that the government included those people in a development like this one.

An example is of people who have tuck-shops who have business management skills. They might become small business owners in the project given some capital. These people lost their businesses because of the establishment of the Bridge City shopping centre hence incorporating them in the development will help them continue with their business at a larger scale and in a more formal way. The vendors were provided trading spots to trade their products thus allowing them to utilize some space in the shopping centre to generate their own income. The more people are encouraged to work for their living the more sustainable will be their livelihoods.

6.3 Integration of Socio-Economic Development

The Bridge City project was planned to be completed in ten years' time. The benefit to the community from the project is expected to continue, thus keeping the lifestyle of the INK community high. The sustainability of this project lies in the involvement of the community and proper implementation of the integrated plan. Looking at the project design it was clear that the INK community could benefit greatly from the project. The integrated-ness of the project seeks to address the social aspect as well as the economic aspect. Socially, it looks at the well-being of the communities in the three townships. It has that sense of place for people: having facilities for recreation, social, justice, health, shopping, food, industry, and work place, income-providing place and civic buildings and also an inter-nodal transport facility.

The facilities in the development address various needs as presented in Chapter One. Needs addressed were unemployment, service delivery, crime, the fight against diseases and transport accessibility. The building of the new hospital will reduce commuting for people from the INK area to Mahatma Gandhi Hospital, which is situated in the neighbouring Phoenix area, and other hospitals. This will also reduce the load carried by these hospitals.

The new railway station will be a hub for the INK communities as most of them use other forms of transport which are more expensive. The issue of transport especially, for those who commute daily to work places, will be addressed. The INK people said they preferred the railway transport because it was cheaper and safer compared to other modes of transport.

The shopping centre gave people a variety of facilities to choose from and reduced the influx of people to other neighbouring shopping centres. The design brought a live-work-play environment bringing the local economic development opportunities close to home for the INK communities. According to proposals of development, security in the Bridge City will be secured through installation of CCTV cameras and security personnel. This will provide a secure public place frequented by local people as well as people from outside.

Economically, the community will be able to save money through travelling shorter distances to work and shops. The shops in the shopping centre are less costly compared to the other local shops such as township tuck-shops.

The project itself generates money that boosts the economy of South Africa. If the community was involved as investors the acceptance and sustainability of the development would be improved. The community would be lifelong beneficiaries through income received by being shareholders. This would also reduce the burden placed on the government to pay social grants to people. According to an INK official, the community had to organize itself into organizations

which voiced an intention to participate in the project and a proper business plan had to be presented for them to be considered as part of the project and to get funding.

6.4 Community Expertise and Sustainability of Development

According to Brooke Patrick Publication (2009), any sustainable development must include urban management with project management systems in place. In this case, the developers have vested interest in ensuring that the project works after its completion and therefore proper maintenance is essential to keep the project going. According to Mr Ive, the eThekweni Municipality Joint Venture has established the Bridge City Management Association, provided seed capital and operational funds and continued to fund it on a reducing basis (Brooke Patrick Publications, 2009).

This association will look after the project even after its completion. Mr Ive continued to say that the urban management at Bridge City will provide formal security measure, additional cleaning services and well-managed public spaces thus ensuring excellent security and a well-maintained urban environment. What could not be established was who sits in that Bridge City Management Association. Hopefully the local people were part of that association.

The local people must be prepared for any challenges that the Bridge City project might experience in order to maintain it properly. Bringing people from outside to sort out issues in the INK area will not help the local people. Reskilling local people with proper maintenance skills will ensure that no money goes out of the INK area but rather the communities will build themselves up through involvement in the maintenance. People with engineering, management, construction and other required skills for maintenance must be brought in and used. Skills development training for scarce skills is essential to capacitate local people.

Gary Kimber, project manager and engineer for eThekweni municipality, is of the opinion that community buy-in and ownership within the development is the key to making the project successful (Brooke Pattrick Publications, 2009). According to Mr Ive, Bridge City could easily become more about community ownership rather than institutional ownership of individual development parcels. At present the investors in the Bridge City are from outside. He continued to say that the INK community has not yet shown interest in investing in the project. The community, on the other hand, indicated that they knew very little about the project which means there is a possibility that they were not invited to invest in the project. Looking at the time of their involvement in the project (refer to Chapter Four and Five), people could not have known about the opportunities they had to invest in the project.

Reskilling people in aspects of plumbing, electrical engineering, carpentry, security, cleaning, administration work, shop keeping and other relevant skills will ensure that people become involved in a meaningful way. The lost opportunities will not be felt as the community could eventually be more involved in other business of the project, like being part of the construction as engineers, carpenters, plumbers, administrators and so on or even opening their own small shops providing various services. The sense of ownership would have been realised. Once people owned the project they would want to see it succeeding and they would take cognisance of what they were in the project and what their expectations were. The following are recommendations to improve the Bridge City project.

6.5 Recommendations to Improve Development through the Bridge City Project

6.5.1 Community participation to be improved.

The local development projects are meant to develop local people and must at all times be guided by what the local people need. The involvement of the local people from the planning stage to the implementation stage would ensure that they become drivers of the development by continuously prompting their expectations. People should stop taking a back seat and start to involve themselves in a meaningful way. The exposure to the development project will give

them better insight of the project. Based on findings, the involvement of the local people in the Bridge City project is skewed. They are more involved as employees in the shopping centre and as workers for the contractors rather than as investors.

The government development policies state clearly that communities should actively participate in the developments as policy makers and planners. They are called not to participate only as voters or as employees but as implementers of development plans, carrying out solutions and judging whether outcomes have been achieved or not. Involvement of the INK communities as investors in the development would help improve ownership and thus lead to sustainability.

6.5.2 Information to be cascaded to people

People seemed to be ignorant about the Bridge City as a development taking place in their area. This was indicated by different perceptions people had about the project. Some indicated that they only knew about the project when the shopping centre was opened. This reflected negatively on people representing the community in forums. Informing people would have helped to improve community participation. The relationship between the local leaders and local people had to be improved.

Information had to be disseminated through the media if it could not be passed on to individuals or through the local organizations and other relevant means had to be devised and used to keep local people informed about developments. Some indicated that they only knew about the project when construction was started. Some indicated that they knew very little about the project. This was highlighted by what some said about what they thought needed to be improved in the project. Amongst things that were hoped for to improve the project were: a hospital, a filling station and other facilities to improve the project yet those were in the plan of the project.

This indicated that they did not have accurate information about the project. Information has to be disseminated to people throughout the development process.

6.5.3 To recognise local abilities

Saying that local people are not skilled for the jobs in the Bridge City project, as indicated by some business managers, might not be true. Some of the respondents indicated that they held degrees and certificates for technical skills and management skills that they could use in the project. These people could have been given opportunities to use these skills, especially those that are in line with the development.

Communication between the project management and local people should be improved. This would enable him to realise the skills that local people have and improve their involvement in the project. This could be done through the INK ABM/RUP office and local councillors, considering the complexity of the task. Long term plans should involve local people in maintaining the development. Bringing people with expertise from outside will never improve the local skills of people.

6.5.4 Skills development to take place

Most of the employees interviewed indicated that the work that they were engaged in, in the shopping centre, did not give them job security. Most of the local people were employed as general employees. Skills development would have improved their skills and probably the positions they held in their work places. Proper advertising of posts would also help improve the involvement of local skilled people.

6.5.5 Further developments to be informed by policies to ensure sustainability of the development.

Government policies state clearly that local governments have to ensure that local people must participate in a meaningful way. For development to be sustainable people must be made owners of the project through meaningful involvement. Support programmes must be established for citizens to take action, mobilise resources and make development happen (EThekwini Municipality, 2006).

Literature in Chapter Two states clearly that meaningful participation means people should be drivers of developments for their own social and economic change. All development policies of the democratic government emphasise integration, participation, and sustainability. Various sectors were integrated in Bridge City the project to ensure that the needs of the INK community are addressed holistically however the level of community involvement leaves big room for improvement.

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APPENDIX A

CONSENT LETTER

My name is **Clara Nomathemba Ngongoma**. I am doing a study assessing the development initiatives in the INK area, to see how these benefitted people and to see whether people have participated in designing the development. I would like to engage you in this with the following understanding:

1. You are free to answer or not to answer any of the questions.
2. You have a right to remain anonymous in this research as your ideas are more important than the declaration of your identity.
3. You have a right to know what use this research will be put to and to know who is supervising it. The numbers of my supervisor are: **031 260 2340 or 031 260 2288**

DECLARATION

I (Full names/pseudonym if preferred of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I desire.

SUGNATURE OF PARTICIPANT **DATE**

NOTE: Potential subjects will be given time to read, understand and question the information given before giving consent. This will include time out of the presence of the investigator and time to consult friends and/or family.

APPENDIX B**Questionnaire for General INK Community in Bridge City Shopping Centre**

Answer questions 1-9 by ticking the answer you have chosen

Background Information

1. Which age group do you belong to?

- A 15-24
- B 25-34
- C 35-50
- D above 50

2. Your gender:

- A male
- B female

3. Marital status:

- A single
- B married
- C divorced
- D widowed

General questions

4. When did you first know about Bridge City?

- A less than three months ago
- B a year ago
- C today
- D more than a year ago

5. Bridge City is the right project to have in this area.

- A agree
- B strongly agree
- C disagree
- D strongly disagree

6. Do you stay in the INK (Inanda, Ntuzuma, KwaMashu) area

- A yes
- B no

7. The Bridge City has improved the lives of people in this area.

- A agree
- B strongly agree
- C disagree
- D strongly disagree

8. The bridge city brought services closer to the community.

- A agree
- B strongly agree
- C disagree
- D strongly disagree

9. The youth has been well incorporated into the project.

- A agree
- B strongly agree
- C disagree
- D strongly disagree

To answer the following questions give your opinion and explanations to your answer

10. How has the Bridge City improved the lives of people in this area?

11. What do you think needs to be improved to better the lives of community it is serving?

12. What makes you prefer to use Bridge City as against other complexes?

13. Which service provided by Bridge City do you like most?

14. Which service do you think has to be improved?

15. Besides the Bridge City infrastructure, what other developments came about because of the establishment?

16. If you were to make recommendations to the government, would you recommend that an initiative of a similar kind be established in another township? If so why?

APPENDIX C**Questionnaire for Employees in the Bridge City Shopping Centre**

Answer questions 1-17 by ticking the answer you have chosen

Background Information

1. Which age group do you belong to?
 - A 15-24
 - B 25-34
 - C 35-50
 - D above 50

2. Your gender:
 - A male
 - B female

3. Marital status:
 - A single
 - B married
 - C divorced
 - D widowed

4. Education level:
 - A grade 0-6
 - B grade 7-9
 - C grade 10-12 or FET qualification (e.g. N1- N3 certificates)
 - D tertiary education (e.g. National Diploma or Degree)

5. Do you have any physical disability?
 - A yes, specify -----
 - B no

6. Beneficiaries:
 - A none
 - B 1-2
 - C 3-4
 - D more than 4

General questions

7. What is your involvement in this project?
 - A own business
 - B employed
 - C contract worker
 - D service provider

8. When did you start working/doing business in this complex?
 - A since the bridge city project started

-
- B less than a month
C more than six months ago
D 2 to 5 months ago
9. How did you get to know about this place?
A through the media
B through a friend/INK officer
C through community network
D found out personally at the centre
10. Do you live in the INK area?
A yes
B no
11. Do you know other people that are working here or doing business here who come from the INK area?
A yes
B no
12. This project has changed the lives of the community in the INK area.
A agree
B strongly agree
C disagree
D strongly disagree
13. This is the kind of development that the community needs.
A agree
B strongly agree
C disagree
D strongly disagree
14. The project should be improved to address the needs of the community.
A agree
B strongly agree
C disagree
D strongly disagree
15. Being involved in the project has improved your life economically?
A agree
B strongly agree
C disagree
D strongly disagree
16. Customers find it easy to access services.
A agree

- B strongly agree
- C disagree
- D strongly disagree

17. I recommend that a similar project be carried out in other townships.

- A agree
- B strongly agree
- C disagree
- D strongly disagree

For the following questions please give your opinion

18. To support the responses given above, what would you say about the Bridge City project?

19. Which services provided by the project would you say make the life of the community easier?

20. Is the kind of work/business you are doing here have long-term prospects? Please explain.

21. Besides the Bridge City project itself, which other projects in the area do you know of that contribute towards improving people’s lives.

APPENDIX D**Questionnaire for INK ABM/URP officials**

Please answer the following questions by ticking the answer you have chosen

Background Information

1. Which age group do you belong to?
 - A 15-24
 - B 25-34
 - C 35-50
 - D above 50
2. Your gender:
 - A male
 - B female
3. Marital status:
 - A single
 - B married
 - C divorced
 - D widowed
4. Education level:
 - A grade 0-6
 - B grade 7-9
 - C grade 10-12 or FET qualification (e.g. N1- N3 certificates)
 - D tertiary education (e.g. National Diploma or Degree)
5. Beneficiaries:
 - A none
 - B 1-2
 - C 3-4
 - D more than 4

General questions

6. How long have you been in this position?
 - A less than a year
 - B 1 -2 years
 - C 3-4 years
 - D more than 4 years
7. Do you think IDP is the way to bring about meaningful development?
 - A agree
 - B do not agree
 - C strongly agree
 - D Strongly disagree
8. Are you involved in the Bridge City initiative/project?
 - A no, but would love to be
 - B yes, fully

- C yes, partially
D no, not interested
9. If you answered yes to the above question, do you work closely with the community?
A yes
B no
C sometimes
10. Is the INK area community actively involved in the project?
A yes
B no
11. Was the community given enough opportunity to participate in planning the project?
A agree
B strongly agree
C do not agree
D strongly disagree
12. Now that the bridge city is operating, it benefits people in the community.
A agree
B strongly agree
C do not agree
D strongly disagree
13. The project brings better services to the community.
A agree
B strongly agree
C disagree
D strongly disagree
14. There are plans to sustain the project after its completion.
A agree
B strongly agree
C disagree
D strongly disagree
15. The same project should be done in another area.
A agree
B strongly agree
C disagree
D strongly disagree

Give your own opinion to answer the following questions

16. To support the answers given above, what would you say about the bridge city project?

17. Which community benefits from this project the most?

18. In terms of community participation, would you say the INK community is well represented in the project and why?

19. If you were to improve the project which part of the different stages of the IDP would you improve?

20. Considering that the IDP is a new development strategy, would you say the government has found the most appropriate way to change and grow people's lives?

APPENDIX E**Questionnaire for INK Councillors**

Please answer questions 1-16 by ticking the answer you have chosen

NB: I would like to inform you that you have a right to remain anonymous and you have a right to withdraw at any point. Your participation in the study will be kept confidential.

Background Information

1. Which age group do you belong to?
 - A 15-24
 - B 25-34
 - C 35-50
 - D above 50
2. Your gender:
 - A male
 - B female
3. Marital status:
 - A single
 - B married
 - C divorced
 - D widowed
4. Education level:
 - A grade 0-6
 - B grade 7-9
 - C grade 10-12 or FET qualification (e.g. N1- N3 certificates)
 - D tertiary education (e.g. National Diploma or Degree)
5. Beneficiaries:
 - A none
 - B 1-2
 - C 3-4
 - D more than 4

General questions

6. How long have you been a councillor in this ward?
 - A less than a year
 - B 1-2 years
 - C 3-4 years
 - D more than 4 years
7. Are you involved in the developments taking place in this area?
 - A yes
 - B no
 - C sometimes
8. Do you understand what IDP means?
 - A yes

- B no
C partially
9. Your people were encouraged to be involved in the planning for bridge city project.
A agree
B strongly agree
C disagree
D strongly disagree
10. You see the developments that are taking place in your area as being beneficial.
A agree
B strongly agree
C disagree
D strongly disagree
11. The Bridge City project address the needs of the community in the INK area
A agree
B strongly agree
C disagree
D strongly disagree
12. The majority of people involved in the functioning of the Bridge City come from the INK area.
A agree
B strongly agree
C disagree
D strongly disagree
13. Having the Bridge City project is beneficial in that it brings about development to the INK area community.
A agree
B strongly agree
C disagree
D strongly disagree
14. Similar projects must be implemented elsewhere.
A agree
B strongly agree
C disagree
D strongly disagree
15. The establishment of the Bridge City has improved the lives of people in the area.
A agree
B strongly agree
C disagree
D strongly disagree

To answer the following questions give your own opinion and explanation

16. To support your answers given above what do you think about the Bridge City a community development project

17. What is your opinion with regards to community involvement in the project?

18. With regards to functioning of the Bridge City is the local community involved?

19. Which aspects about this project would you recommend should be revisited and why?

20. Do you think IDP projects are the way to bring about growth and change in the community?

