



**UNIVERSITY OF  
KWAZULU-NATAL**

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**INYUVESI  
YAKWAZULU-NATALI**

**THE ROLE OF INTEGRATED DEVELOPMENT PLANNING IN THE INTEGRATION AND  
TRANSFORMATION OF FORMER APARTHEID TOWNSHIPS IN SOUTH AFRICA: -  
A CASE STUDY OF INANDA, NTUZUMA AND KWAMASHU (INK), ETHEKWINI MUNICIPALITY  
(DURBAN)**

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## DECLARATION

I declare that this dissertation is the result of my own work and that all the sources used have been acknowledged by means of referencing. This dissertation is submitted in partial fulfilment of the requirements of the Degree of Master of Town and Regional Planning, in the School of the Built Environment and Development Studies located at the University of KwaZulu Natal, Howard College, in the city of Durban.

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## **ABSTRACT**

During the Apartheid period township areas were excluded from development. Townships only contained residential land uses, and limited social services of poor quality. Such areas lacked economic activities people had to travel to the city for employment opportunities and access to better services. As a result of apartheid planning, the country was left with cities and towns that are racially divided, lack access to business and other services and have sprawling informal settlements and spread out residential areas that make cheap service delivery difficult. All the above mentioned outcomes require a new approach to address the development challenges in South Africa. This led to the formulation of Integrated development planning processes, which were adopted to contribute towards eradicating the legacy of the past by providing a framework for economic, social development, environment protection and to deal with spatial and infrastructure issues in all the municipal areas.

This study presents findings on the extent in which integrated development planning initiative in eThekweni Municipality has transformed and integrated the Inanda, Ntuzuma and KwaMashu (INK) areas. Based on the findings of this research it has been revealed that integrated development planning approach has played a major role in transforming and integrating the INK area, hence there has been improvement in the social, economic and the spatial aspects of development. However it is recommended that the municipality also consider development of light industries and skills development initiatives to address social and economic issues that are a challenge for INK areas

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## ACRONYMS

ABM:	Area Based Management
ASGISA:	Accelerated and Shared Growth Initiative for South Africa
DP:	Development Plan
EC:	European Commission
ERDF:	European Regional Development Fund
ESCAP:	Economic and Social Commission for Asia and the Pacific
EMA:	eThekweni Metropolitan Area
EU:	European Union
GDP:	Gross Domestic Product
GEAR:	Growth, Employment and Redistribution
HIV:	Human Immunodeficiency Virus
IDP:	Integrated Development Planning
INK ABM:	Inanda Ntuzuma KwaMashu Area Based Management
INK:	Inanda, Ntuzuma KwaMashu
IIS:	Integrated Investment Strategy
IRPTN:	Integrated Rapid Transport Networks
ITI:	Integrated Territorial Investment
KFC:	KwaZulu Financial Corporation

KMTC:	KwaMashu Town Centre
LAP:	Local Area Plan
LED:	Local Economic Development
LGTA:	Local Government Transition Act (No. Act 69 of 1996)
MSA:	Municipal Systems Act (No. Act 32 of 2000)
NGO:	Non- Governmental Organisation
NMPR:	Northern Municipal Planning Region
NSDP:	Northern Spatial Development Plan
NUDC:	Northern Urban Development corridor
PINK:	Phoenix, Inanda, Ntuzuma and KwaMashu
RDP:	Reconstruction and Development Programme
SA:	South Africa
SD:	Sustainable Development
SDF:	Spatial Development Framework
SDP:	Spatial Development Plan
SMME:	Small and Medium Enterprises
SPLUMA:	Spatial Planning and Land Use Management Act (No 16. of 2013)
SWOT:	Strength Weaknesses Opportunities and Treats
TLC:	Transitional Local Councils
URP:	Urban Renewal Programme

USA: United State of America

## **CHAPTER ONE: INTRODUCTION TO THE STUDY**

### **1.0 BACKGROUND AND OUTLINE OF THE RESEARCH TOPIC**

Segregation is about the separation of people based on sex, age, class, language, race, taste, comparative advantage, and the accidents of historical location (Schelling, 2007: 488). In the case of South Africa, segregation was a legislated government policy which had the express intent of separating people on the basis of race. Spatial planning was used as a tool to create an urban and rural landscape that reinforced state policy directives for separate and non-integrated development. The initial emphasis of Apartheid was on reinforcing the separation of races through an on-going and a punitively based legislative framework and through social engineering. In the urban areas, spatial planning was utilised as an additional tool in this process. Physical barriers such as railway lines and buffer zones were created to separate the physical location of different races within space. A large segment of the African, Asian and Coloured populations were forced to relocate out of the so-called "White Group Areas". These forced removals were ratified in terms of the Group Areas Act (No. 41 of 1950). For example a number of Asian, Coloured and African families were forcefully removed from easily accessible locations such as Cato Manor to other areas located on the periphery of the urban edge of Durban such as Umlazi, Chatsworth and KwaMashu. Approximately 1.5 million Africans were affected by this forceful relocation process (Beinart and Dubow, 1995).

The implementation of Apartheid planning resulted in cities and towns with very distinctive and fractured spatial forms. Dormitory towns designed for black people chiefly contained residential uses and some local facilities. They provided limited opportunities for any local economic development. Minimal facilities for social and recreational activities were established. Residents were compelled to go to the city centre or secondary nodes for economic opportunities and employment. The lack of a formal economic base in township areas contributed to poverty and general deprivation of the community. In order to deal with such challenges the post-Apartheid government introduced initiatives to develop areas of need.

The Reconstruction and Development Programme (RDP) was the first post-apartheid development strategy that was adopted to ensure service delivery. The White Paper on Reconstruction and Development (1994:7) explained the RDP as the policy framework for integrated socio-economic progress. It is further stated that the RDP intended to bring together all the communities and the country's resources toward the eradication of the results of Apartheid planning. The RDP, as a government policy, was established with the aim of tackling the social and economic imbalances that existed in the South African society (Oranje 2000:16). These included addressing the imbalances that existed between the urban and rural areas of race, class and gender inequality. This programme was successful to some extent in distributing services amongst the areas of need; however it did not meet economic expectations. In the mid-nineties South Africa faced external pressures and instability of the Rand, and concerns over the commitment to sound macro-economic policies; hence government introduced the Growth, Employment and Redistribution (GEAR) policy as an alternative strategy to the RDP. (Lewis 2001:4).

The GEAR policy was introduced in 1996 with the aim of fast-tracking economic growth, in order to create employment opportunities and redistribute services to the people. However the policy has not been successful in creating employment opportunities and reducing poverty. Furthermore GEAR has been criticised for contributing to the widening the gap between the rich and the poor in South Africa (Baty, 2009:25). Thus GEAR was replaced with the Accelerated and Shared Growth Initiative for South Africa (ASGISA) which is a programme that is aimed at reducing unemployment and poverty in the country. Baty, (2009:26) states that ASGISA was created with a view to reduce employment and poverty by 2014 but has not yet achieved this goal. All the above mentioned policies were intended to promote integrated development and transformation of the areas that had formerly been excluded from development opportunities. However there have been challenges in achieving the desired goals of these policies. It is against this background of macro-economic policy shifts that planning also underwent a radical change in approach. Integrated development planning emerged in 1995 with the aim of supporting collaborative development.

This approach was adopted by municipalities in South Africa to address the challenges of service delivery, unemployment, the creation of economic opportunities and to deal with spatial issues. This study will assess the integrated development planning process using the case of the Inanda, Ntuzuma and KwaMashu (INK) area which is located in the eThekweni Metropolitan Municipality in KwaZulu-Natal.

### **1.1 RESEARCH PROBLEM**

The townships of Inanda, Ntuzuma and KwaMashu (INK) are located approximately twenty five (25) kilometres north of the Durban city centre. The area covers 9 340 hectares (ha) of land, and is home to about 580 000 people (Khan, 2007:1). The location of the three towns and the surrounding areas is illustrated In Figure 1. The townships of Inanda, Ntuzuma and KwaMashu have been administratively integrated into a single planning unit by the eThekweni Metropolitan Municipality and are referred to as the INK area. It is important to note that these areas have diverse historical backgrounds that have contributed to the different levels of socio-economic development and physical form in each area.

Inanda was established in the 19<sup>th</sup> century as a mission area for the American Mission Board church. The church established the Inanda Seminary School and other facilities for their converts. Along with the Glebe, which the church owned in freehold title, an additional Mission Reserve was set aside for African converts. However, the area was occupied by an Indian population until 1936, when the Native Trust and Land Act, 1936 (Act No. 18 of 1936) - subsequently renamed the Bantu Trust and Land Act, 1936 - was promulgated. At that time the area was designated for exclusive occupation by Africans (Cooperative Governance). During the 1970's, the town formed part of the land holdings of the Self Governing Homeland of KwaZulu. In the period of 1955-1966, the KwaMashu Township was established to house Africans forcibly removed from Cato Manor (Umkhumbane) (Ibid). Ntuzuma was built in the 1970's by the Durban Local Authority as a planned African township and was developed incrementally, with different service levels and tenure arrangements in each section of the township (Ibid). Inanda, Ntuzuma and KwaMashu areas all experienced high levels of political violence during the 1980's when

the policy of making the townships ungovernable formed part of the anti-apartheid strategy. During that time, facilities and economic activities that had been provided by the KwaZulu Financial Corporation (KFC) were vandalised because they were perceived as having been provided by an institution that supported the government's racial policies.

Prior to 1994, the Inanda, Ntuzuma and KwaMashu (INK) area was isolated and marginalised in terms of service provision and economic opportunities. The INK area lacked access to services such as infrastructure, health care as well as education facilities and economic opportunities including local service industries and shopping facilities. Since the institution of democracy, the government has developed strategies with the aim of transforming and integrating township areas into the main urban cities and towns. The integrated development planning process is one of the strategies that have been adopted.

Figure: 1 Inanda, Ntuzuma, KwaMashu (INK) Locality Map



Source: Urban-Econ Development Economists, 2006

The approach was formally adopted after 1997 in terms of the White Paper on Local Government. It is this policy that underpins and creates the framework for the integrated development planning (IDP). It is the key planning and budgetary tool for local government. An integrated development planning approach was adopted with the aim of creating a compact urban form, facilitating high densities, mixed land use development and integrating land use and public transport planning to reduce travelling distances (Pillay, Tomlinson and Toit, 2006:7). Furthermore this approach promotes public participation in planning for development. This planning framework has a number of desired outcomes which are outlined in Chapter 5 of the Municipal Systems Act (No. 32 of 2000) or (MSA). The Act has a number of mandatory requirements which municipalities have to conform to. Chief amongst these is the development of an Integrated Development Plan (IDP) and its spatial translation into a Spatial Development Framework (SDF). In addition, the intention of the integrated development planning process is to reduce poverty and promote sustainable municipal development whilst maintaining a sound environment (Scott, 2005:695).

However the objectives expressed in the process have not been evident in the INK area where there are still high rates of poverty. Approximately forty percent (40%) of the population is registered as being unemployed (eThekweni Municipality 2011). Those that have employment earn a minimum income of below R 9 600 per annum (Cooperative Governance). People still have to travel long distances as access to local employment opportunities is limited. Residents who work in the city do not benefit much because they spend a lot of money on daily transport to their jobs. Informal housing is still an issue because there is a large population that does not have access to low cost housing. The question that needs to be posed is - what has contributed to or hindered the success of the integrated development planning initiatives? This research will explore this question and offer reasons for the limited success of integrated development planning as an approach. The research will also question why the urban renewal project, which commenced in 2001, has not attained its expected outcomes.

### **1.3 RESEARCH OBJECTIVES AND KEY QUESTIONS**

The research will address the following objectives and key questions.

#### **1.3.1 Main Objective**

A key objective is to assess the role of integrated development planning in transforming the Inanda, Ntuzuma and KwaMashu (INK) area so as to ascertain the success or failure factors of this planning process and its outcomes. .

#### **1.3.2 Sub-Objectives**

The following additional or sub-objectives will also be addressed in the research:-

- To explore and critically assess the concept of integration with regard to Integrated development planning;
- To assess the factors that have contributed to the successes and failures of the Integrated development planning approach to transform and integrate the INK area into the wider eThekweni metropolitan city;
- To establish what the eThekweni Municipality's Integrated development planning initiatives for the Inanda, Ntuzuma and KwaMashu (INK) area are; and,
- To provide recommendations on how integrated development planning can become effective in bringing sustainable development into the INK area.

## **1.4 RESEARCH QUESTIONS**

The main research question is outlined below:-

To what extent and in what ways is the integrated development planning initiative in the eThekweni Municipality for the Inanda, Ntuzuma and KwaMashu areas transforming and integrating these former apartheid townships? From this the following sub-questions need to be addressed.

### **1.4.1 Sub-Questions**

- To what extent has the concept of integration, transformation and township been explored in the context of the Inanda, Ntuzuma and KwaMashu area?
- What role does the Inanda, Ntuzuma and KwaMashu (INK) area play in eThekweni Municipality?
- What forms/types of socio-economic and spatial developments have taken place in the Inanda, Ntuzuma and KwaMashu (INK) area post 1994?
- Has the planning and development of the INK area by the eThekweni Municipality improved the lives of the Inanda, Ntuzuma and KwaMashu (INK) residents?
- How successful have development strategies been in integrating the Inanda, Ntuzuma and KwaMashu areas?
- What strategies can be used to tackle the gaps of development in the Inanda, Ntuzuma and KwaMashu areas?

## 1.5 HYPOTHESIS

The hypothesis can be outlined as follows: Integrated development planning approach has played a major role in improving the social, economic and spatial aspects of development in the INK area.

## 1.6 THE STRUCTURE OF THE DISSERTATION

The purpose of structuring the dissertation is to ensure that the study is clearly defined. This dissertation will be structured using the following format:-

### CHAPTER ONE

- **Introduction-** This chapter presents background information and the research problem. It also looks at the objectives, questions and the hypothesis of the study, poses the research questions and briefly outlines the methodology to be used during the research process.

### CHAPTER TWO

- **Conceptual and Theoretical Framework-**This section will discuss the concept that will help in answering the research question. The concepts of integrated development planning, Integrated Development Plan, transformation, integration, and townships will be dealt with in detail. Furthermore this section will also discuss theories which will be used to help understand and analyse the information generated. Theories such as Sustainable Development, integration and transformation approaches will be examined in this section.

### CHAPTER THREE

- **International and Local Precedents on Integrated development planning-** This chapter will cover the international views on integrated development planning as well as local understanding and experience. Examples will be based on the experiences of developed countries, Developing Countries and the case of South Africa.

### CHAPTER FOUR

- **Research Methodology** - This chapter will discuss the research methods that will be used in order to collect data. The focus will be on qualitative and quantitative methods. This section will also address the techniques, instruments and tools that will be used. The chapter will conclude with discussing the methods that will be used to analyse data.

### CHAPTER FIVE

- **Inanda, Ntuzuma and KwaMashu (INK) in context-** This section will discuss the background information of the INK area, taking into account the history of each area, and its demographics and development initiatives.

### CHAPTER SIX

- **Research Results and Analysis** -This section presents the findings of the research and how the researcher reached the conclusions. Some of the data will be presented in the form of tables, graphs and images as well as direct quotations from the interviewees.

## CHAPTER SEVEN

- **Conclusion and Recommendations** - This chapter provides the closing summary of the dissertation based on the previous chapters and highlights areas that require further research. Furthermore it will discuss the recommendation on how integrated development planning can be effective in bringing sustainable development in the INK area. It will also look at how the development gaps can be bridged.

### 1.7 CONCLUSION

This chapter presents background information and the research problem. Furthermore the direction and the main focus of the research have been discussed, taking into account the objectives, questions and hypothesis of the study. The following chapter will present the ideas established by different authors in relation to the study.

## **CHAPTER TWO: CONCEPTUAL AND THEORETICAL FRAMEWORK**

### **2.0 INTRODUCTION**

The focus of this chapter is to present the conceptual and theoretical framework of this research. The chapter is centred on defining concepts related to development planning, and integrated development planning as it relates to the integration and transformation of post-Apartheid South African Townships. It unpacks the theories and underlying paradigms that are linked to the integrated development planning process including sustainable development, integration and transformation. Sustainable development is considered in terms of the four key elements: - social, economic, environmental and governance. These elements have been taken into account in assessing development in the INK area. They will be used to investigate whether the criteria of sustainable development has been met in the integrated development planning process. In addition, the integrative and transformation approach will be discussed in order to highlight factors that are involved in these approaches, and to assess if there are evident in the INK area.

### **2.1 CONCEPTUAL FRAMEWORK**

This section presents the viewpoints of various scholars on the key concepts that are relevant to the study. These concepts include development planning, integrated development planning, urban reconstruction, integration, transformation and the term township. The concepts are discussed with the aim of highlighting their meaning and how they are relevant to the study.

#### **2.1.1 Integrated Development Planning**

Looking at the South African context, integrated development planning is known as a legislative process whereby municipalities prepare a process plan. The IDP and a Strategic Development Framework plan inform development activities and decisions in every Municipality. Nel and Rogerson (2005:7) define integrated development planning as an approach that integrates various development sectors with the aim of supporting distribution of limited resources across

geographical areas, and empowering vulnerable groups. Geyer (2006:1) presented the IDP as a process in which different government spheres, government organisations and other institutions are co-ordinated at local government level to address development issues such as the service delivery backlog facing the local people.

Harper (2012:1) argues that local government has a responsibility to ensure the integration of economic, social and environmental factors in order to be able to achieve integrated and sustainable development at a local level. It is also pointed out that there are various issues that need to be considered and addressed in the process of integrated development planning. These include parallel issues such as HIV/AIDS, gender inequality, high rates of poverty, unemployment and disintegrated areas (Harper 2012:1). If these issues are dealt with properly there is the potential to achieve integrated and sustainable development.

Based on the aforementioned, this research conceives integrated development planning as a process in which diverse perspectives are taken into account allowing decision makers to find optimal solutions to critical issues affecting communities related to lack of access to water and sanitation, inadequate housing, lack of economic and employment opportunities as well as useful strategies to respond to those issues. The strategies to deal with community issues are illustrated in a set of plans prepared by the Municipality, that take into account all the sub-areas that are in need of service delivery and the areas that were previously disadvantaged. Integrated development planning is focused on creating social and economic opportunities in local areas, so that such areas can have mixed use development, where people can sleep, work and .

### **2.1.2 Integrated Development Planning and Local Agenda 21**

The concept of integrated development planning has been influenced by the Local Agenda 21 (LA21), hence it was established through elements and factors that are promoted by the LA21 (Padarath, 2007:6). The aim of the Local Agenda 21 program is to promote sustainable development at grassroots level through programmes and processes that integrate

environmental, economic and social development (Cotter and Hannan, 1999: 7). This approach also promotes the preparation of a long term strategic action plan -s that integrates existing policies and programs. In the process of creating strategic plans, the participation of all stakeholders is promoted. This offers great opportunities for participatory learning as various stakeholders get together to debate the future direction of communities based on working in partnership with spheres of government, government departments and other community groups (Local Government: Handbook 25).

LA21 promotes development planning as a response to its objectives, which is to achieve sustainable development, and to ensure participation of all relevant stakeholders. Development planning is a tool used by many governments departments and organisations to formulate their visions, missions, goals, available resources and strategies of realising development direction (Marcellus, 2009:197). The focus of this tool is on the exploration of the problems to be addressed and related opportunities. In addition, it involves intended achievements, available resources, possible funders, timeframe for plans and activities, implementation and evaluation strategies.

### **2.1.3 The Integrated Development Plan (IDP)**

Development planning has been a consistent phenomenon in South Africa. The Integrated Development Plan is the key tool that is used by the local government in undertaking its developmental role. This tool has been adopted by a number of countries with the aim of addressing development needs and challenges. Outside the South African context this tool is referred to as a Development Plan (DP). The Development Plan is a document that indicates areas that require change, how they should change and what they could be like in the future. Furthermore, it is the conduit through which types of development that should take place, and the location of the proposed development project are highlighted (Scottish Government 2009:3). Development planning also sets out the best locations suitable for housing projects, commercial activities, and protects places of value to people or wildlife e.g. historical sites or areas requiring conservation.

In the context of South Africa, the Integrated Development Plan is a requirement for all the municipalities and contains the short, medium and long-term objectives and strategies, which are prepared for use over the period of five years (Department of Cooperative Governance, 2012). This plan is used as an instrument that guides and informs the municipalities' development activities. In addition it also informs decision making process and budgeting for the proposed project. Section 25 of Chapter 5 of the Municipal Systems Act, (No. 32 of 2000) presents the Integrated Development Plan (IDP) as a comprehensive and strategic plan. The IDP document should reflect the following:-

- *“the municipal council’s vision for the long term development of the municipality with special emphasis on the municipality’s most critical development and internal transformation needs;*
- *an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to municipal services;*
- *the council’s development priorities and objectives for its elected term, including its local economic aims and its internal transformation needs;*
- *the Council’s development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality;*
- *the spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality; the council’s operational strategies;*
- *applicable disaster management plans;*
- *a financial plan, which must include a budget projection for at least the next three years;*  
*and*
- *Performance indicators and performance targets.”*

The above core components of the Integrated Development Plan are mandatory for all municipalities. They are obliged by law to follow these requirements in drafting the document.

The municipalities are guided by these components in terms of what is expected in compiling the Integrated Development Plan and the Spatial Development Framework.

The above mentioned definitions emphasize that all municipal sectors must be integrated and that resources be linked to the objectives of the municipality. Resources form an important part of the IDP because additional and more detailed plans, e.g. the Land Use Framework and Scheme, cannot be implemented without it. The IDP operates as a document of instructions, hence it reflects development priorities for all municipal areas and how development initiatives will be undertaken. If there are some changes or an area of need that has been identified, the plan is subject to review. Chapter 5 of the Municipal Systems Act (No. 32 of 2000) stipulates that the IDP shall be reviewed annually.

#### **2.1.4 Urban Reconstruction**

This concept was born in 1954 and is used world-wide taking many forms and economic activity processes which range from urban centre revitalisation, informal settlements upgrade, to inner city regeneration (Wedge, 1958:55). Urban reconstruction is a process where an area is improved and rehabilitated. This process includes construction of up to date building or adding features to complement the existing land uses. In the case of South Africa urban reconstruction is focused on development of townships into sustainable, habitable, productive, and inclusive urban environments (Huan and Lei, 2010:3). In defining this concept it is important to note that reconstruction can mean different things depending on the current situation. For the families living in informal settlements without services, it means a chance for their children to grow up in decent housing and in a pleasant environment. In the case of the INK area, reconstruction has to do with upgrading of service provision, creation of economic opportunities and improvement in terms of accessibility.

### 2.1.5 Integration

Integration refers to the method of combining different aspects so that they work together (Geyer 2006: 2). In terms of development projects, integration is about taking into account all factors that might affect the project; these may be positive or negative factors. It is about planning in a holistic manner and co-ordination of all stakeholders, sector departments and role players. Godehart (2006: 13) defines integration as having four connections:-

1. **Integration as a policy rationale and outcomes:** – this refers to the integration of three aspects of sustainability, social, economic and ecological sustainability;
2. **Integration as the object of spatial planning:** – this refers to the restructuring of cities in order to transform the spatial fragmentation created during the Apartheid period into unified entities;
3. **Integration as the glue for sectoral investments:** – In this context integration refers to achieving targeted and coordinated development measures; and,
4. **Integration as institutional rational:** – this refers to the transformation of fragmented local government institutions into new municipal entities that cover the entire functional areas.

This definition highlights the point that there are several types of integration. However, the focus of this research will be on structural, social and spatial integration and therefore it is important to provide a clear idea of what is meant by these concepts.

*“Structural integration is defined as the ability to acquire rights and gain access, and status in the main institutions in the host society, such as education, vocational training, housing, labour market and ultimately citizenship”* (Taha 2009:17). Social integration implies equal opportunities and rights for all human beings. The Committee for Social Development (2009:5) defines the concept of social integration as *“the process of building the values, relations and institutions for the creation of an equitable and dynamic society, where all individuals,*

*regardless of their race, sex, language or religion, can fully exercise their rights and responsibilities on an equal basis with others and contribute to society."*

Spatial integration is another important factor that needs to be considered when studying the INK area. The reintegration of segregated areas is a key goal for urban reconstruction and city development in South Africa and has been referred to in a number of policy and statutory documents such as the Reconstruction and Development Programme, the Urban Development Framework, and the principles of the Development Facilitation Act (No. 67 of 1995). Spatial integration is about creating linkages between areas and ensuring that there is accessibility in terms of movements and services. Spatial integration has potential to reduce the costs incurred through commuting, facilitate the provision of affordable services, and enable social development. In addition, this concept is essential in addressing location injustices, which occurred as a result of planning, and building an integrated society (Smith, 2006:5).

Integration in the context of the INK area implies improving the livelihoods of the community through creation of economic activities, improvement of social services, infrastructure development, provision of housing and environment protection.

#### **2.1.6 Transformation**

*"Transformation is defined as the act or process whereby the form, shape or nature of something is completely changed or altered"* (Williams, 2000:75). The relevant transformation in South Africa is that of urban transformation, where the municipalities are undertaking projects for the development and upgrading of areas that lack progress and the areas that were previously disadvantaged as a result of Apartheid planning. The Department of Human Settlements has defined urban transformation as integrating housing and other forms of development. In this regard, urban transformation involves construction of new housing and the upgrading of existing urban settlements; the development and upgrade of infrastructure services; the establishment of industrial and business estates; the promotion of investment and

economic activities; promotion of public participation and involving the vulnerable groups in decision making processes (Department of Human Settlements, 1999:12).

The Inanda, Ntuzuma and KwaMashu (INK) area is one grouping of the townships that was previously disadvantaged in terms of accessing development; hence it is the focus of programmes that aim to bring about transformation and integration. Transformation for the study area will mean changes of land uses and space which includes the development of commercial land uses to compliment the residential areas; the improvement of service delivery, upgraded infrastructural development and the provision of land for light industries which will provide opportunities for job creation.

### **2.1.7 Township**

The term township is a spatial concept used in planning and zoning Ordinances to define a set of land parcels that confer rights and title on individual owners in a specific locale. During the period of Apartheid this term was used to refer to the non-white areas particularly those areas set aside for Africans. Other areas once designated were referred to as suburbs. Those urban areas occupied by Africans are sometimes referred to as locations (Co-operative Governance and Traditional Affairs, 2009:6). A large number of townships expanded after 1950, as a result of the enforcement of the Group Areas Act (No. 41 of 1950), and racially engineered town planning legislation, which the government implemented to force the entire non-white urban population to live in townships areas. Such areas were developed without any substantial urban elements such as public services, recreation, industry, transport, green spaces.

Within the legal framework of town planning in South Africa, the concept of a township refers to an area of land for which a layout plan has been designed in order to effect the conferring of development rights, the transfer of individual erven and the delivery of tenure to individuals or a group. Section 34 of the Natal Town Planning Ordinance (No. 27 of 1949) states that a township constitute of "*the subdivision or lay-out of any piece or group of land, situated in (i) the area of a municipality; (ii) an existing township; (iii) an approved township; (iv) any township*

*subject to the provisions of the Commonages Act, 1904 (Act 33 of 1904)."* This concept is further defined by the KwaZulu-Natal Planning and Development Act, (Act No. 06 of 2008) where it is defined as *"a group of erven which are combined with public places and are used for residential, business, industrial or similar purposes"*.

## **2.2 THEORETICAL FRAMEWORK**

This research has made use of a number of planning theories which are outlined in more detail below.

### **2.2.1 Sustainable Development**

In 1992 the United Nations World Commission on Environment and Development presented sustainable development as a vital approach towards integrated development and poverty reduction (Soubbotina, 2004: 9). Hence, it has become an important approach that is adopted across the world (Abiche, 2004). However, actually achieving sustainable development is an on-going challenge confronting many cities across the world. Drexhage and Murphy (2010: 12) state that the world has made little progress in implementing programs and policies to improve the lives of the poor and the integration of the three pillars of economic development, social development, and environmental improvements remains a challenge.

Sustainable development is not easy to achieve and it should be understood that it will take considerable time and effort for it to be established. Whilst sustainable development is on the agenda of many countries, especially the developing and least developed ones, the achievement of this goal is lagging behind that of the Developed Countries of the North. In part this can be attributed to the need to redress the legacy of slavery and colonialism along with creating policy and models for sustainability. In the South African context, the sustainable development approach was adopted to address the injustices of the past and to assist to create a better future for the South African population (Dixon and Pretorius, 2001: 1). The main focus in the country is on improving social services such as education, health and welfare; improving

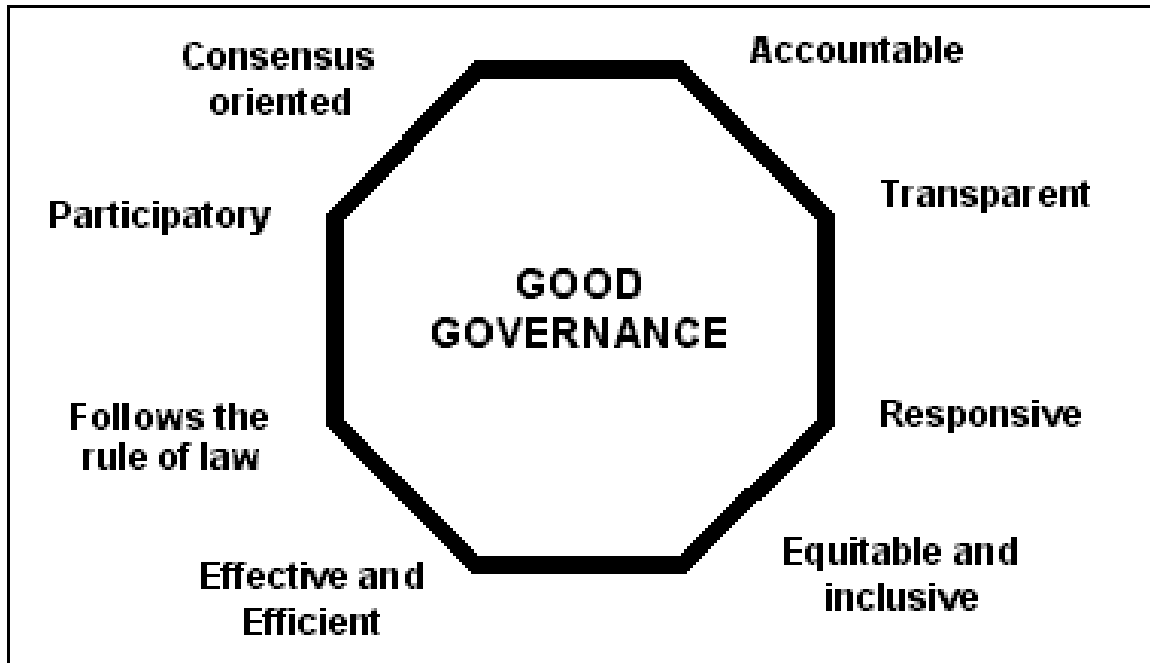
the economy and ensuring that the environment is protected. There are various studies that have been conducted in relation to sustainable development and authors and theories had the following to say.

Sustainable development is defined as *"development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs"* (Harris 2003:1). Sustainable development is also viewed as both the principle that has to be taken into account and a development outcome of the planning process. Another definition of sustainable development is based on the three pillars which include social, economic and environmental factors. Sustainable development implies social development, economic growth as well as environment protection, each reinforcing the other. Thus, sustainable development is about maintaining a balance between human needs to improve the standard of living, preserving natural resources and ecosystems, and creating economic opportunities. As the concept of sustainable development has evolved it has added governance to its original three pillars. A fourth pillar has been included to ensure that development is provided in a truthful and non-corrupt manner. The issue of governance was promoted in order to deal with the challenges that hinder the achievement of sustainable development. The four essential aspects of sustainable development are further discussed below:-

- **Economic:** An economically sustainable system must be able to offer people the best standard of living and access to social services such as education facilities, health care, water and sanitation to mention but a few. Furthermore sustainable economies should be able to compete in a world market and produce goods and services on a continual basis.
- **Environmental:** Environmental sustainability entails the protection of resources, maintenance of biodiversity and ensuring atmospheric stability. These are promoted to avoid global warming and other environmental issues.

- **Social:** Socially sustainability can be achieved through the equal distribution of opportunity and access to services. These can be possible through gender equity programmes, political accountability and participation. (Harris, 2003:1)
  
- **Governance:** is defined as a government's ability to make and enforce rules, and to deliver services in a transparent and truthful manner. Good governance has eight characteristics which include, reaching consensus oriented decisions, participation, accountability, transparent processes, being responsive, effective and efficient, promoting equitable and inclusiveness and follows the rule of law (Economic and Social Commission for Asia and the Pacific- ESCAP: 2012). Figure: 2 will demonstrate the characteristics of good governance. Governance plays a huge role in minimising corruption and ensures that the views of the people at grass root level are taken into account and that vulnerable groups in society are involved in decision-making.

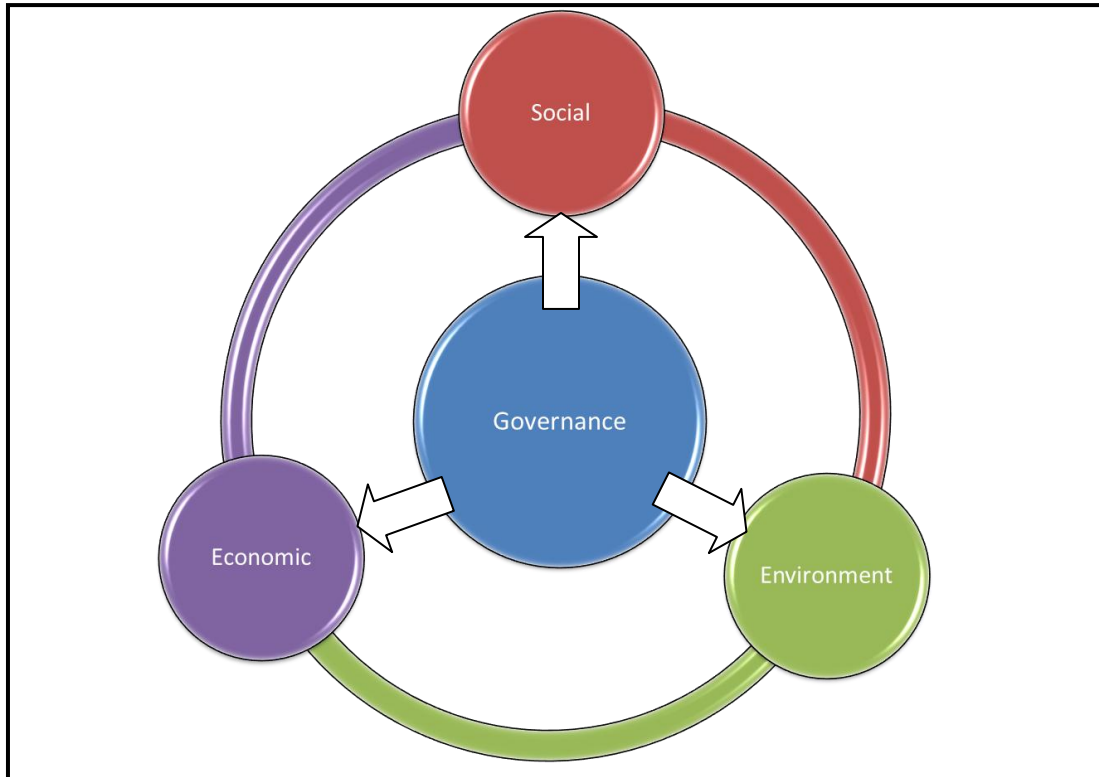
**Figure 2: The Characteristics of Good Governance**



Source: ESCAP, 2012.

The above pillars are linked to ensure that all the important factors that can contribute to achieving the goals of sustainable development are considered and integrated. Governance is at the centre of the three pillars of sustainability in order to offer guidance in their functioning. Figure: 3 will illustrate the link between sustainable development and governance.

**Figure 3: Sustainable Development Diagram**



Source: Mngadi, 2012

### **2.2.2 Integrated Approach**

The integrated approach was established in the 1990's with the aim of addressing urban issues experienced by people residing in disadvantaged areas. (<http://urbact.eu/en/header-main/integrated-urban-development>). In urban areas residential land uses are the most sought after hence there is a need to establish strategies that do not only takes into account physical investments in buildings and infrastructure, but also promote development of economic opportunities and social inclusion. The idea behind this approach was to do away with narrow polices of planning and promote a holistic approach that takes into consideration the physical, economic and social dimensions of urban development (Ibid).

This strategy is linked to the principles of South Africa's urban development framework, which focuses on development programmes such as integrating the city, improving housing and infrastructure services, promoting urban development and creating an institute for integrated service delivery. Integrated development is intended to promote and support the following programmes:-

- **Integrating the City:** where the aim is to correct segregation, fragmentation and inequality that were introduced as a result of Apartheid planning. The focus is on integrated planning, rebuilding and upgrading townships and informal settlements, planning for higher density land use and developments, reforming the urban land and planning system, urban transportation, and environmental management.
- **Improving Housing and Infrastructure:** which involves upgrading and the construction of housing, restoring and extending infrastructure, alleviating environmental health hazards, encouraging investment and increasing access to finance, social development, building habitable and safe communities, maintaining safety and security and designing habitable urban communities.
- **Promoting Urban Economic Development:** which intends to enhance the capacity of urban areas to build on local strengths to generate greater local economic activity, to achieve sustainability, to alleviate urban poverty, to increase access to informal economic opportunities and to maximise direct employment opportunities.
- **Creating Institutions for Delivery:** which requires significant transformation and capacity building of government at all levels and clarity on the roles and responsibilities of the different government spheres. This will also include a range of institutions,

including civil society and the private sector, and require significant cooperation and coordination among all of these.

(Department of Housing, 1997)

The aforementioned four programmes of integration fall within the range of different government departments. Integration has a number of interrelated facets which influence one another. No one national or provincial department can achieve these outcomes alone. Hence it is important for the relevant departments to adopt an inter-disciplinary approach which *“implies a combination of two or more disciplines, establishing a new level of discourse and integration of knowledge in planning for development”* (Bernard and Anita 2006: 351). With the adoption of such an approach, integrated development can be achieved.

### **2.2.3 Transformation Approach**

Apartheid planning systems created segregated areas that were poorly developed and serviced. The transformation approach emerged with the aim of ensuring fundamental change in the functioning of the previously disadvantaged areas. It promotes mixed land use as opposed to mono-functional areas in urban areas. This includes a vision of a non-racial, non-sexist, democratic spatial order where services are openly accessible to all citizens. The approach focuses on the three principal tasks which are aimed towards change in cities and towns. The first principle is that of multi-functional zoning, where separate residential areas and mixed land use types are promoted (Williams 2000: 176). This is done by utilising open spaces, creating economic activities and eliminating buffer zones which were used to separate the different population groups from one another.

A second principle promotes densification programmes which allow for accessible employment opportunities in residential areas. This approach permits people of different socio-economic backgrounds to interact socially, thus contributing significantly to the elimination of class

divisions among people in societies (Ibid). The third principle addresses the role of local communities in the development planning process being appreciated (Ibid). Local people are encouraged to participate in the initiation, formulation, implementation and evaluation of development programmes. It is also acknowledged that communities have important local information to offer that can lead to the delivery of sustainable projects. The aforementioned principles of transformation have been elaborated on by other authors who have raised the issues of what is meant by transformation and what this approach aims to achieve. Gulersoy and Gurler (2011) present transformation based on the three major categories which will now be presented.

Urban transformation can be considered in terms of three major categories: heritage conservation, urban regeneration and redevelopment. These categories are explained as follows: -

1. **Heritage Conservation Based Urban Transformation** - Urban areas which have a historical and cultural significance in the city are engaged in heritage conservation based urban transformation where the protection of heritage is a fundamental concern. This approach focuses on historic preservation and urban conservation as well as urban restoration, restitution and renovation.
2. **Regeneration Based Urban Transformation** - Existing urban areas having economic and functional potential. Neglected industrial areas are examined according to regeneration-based urban transformation. The approach focuses on urban regeneration as well as reconstruction, redevelopment, restructuring and land-use change as methods in the process.
3. **Redevelopment Based Urban Transformation** - Informal settlements, devastated and deteriorated urban spaces in the city require redevelopment based on urban transformation that focuses on urban upgrading and socio-economic restructuring.

Consequently, this approach focuses on an urban redevelopment as well as renewal, revitalization, rehabilitation and adaptation as methods of its process.

(Gulersoy and Gurler 2011: 11).

These three major categories of transformation are important and are relevant to the case of the INK area, since it is one of the former townships that has been neglected, has little in the way of local economic activities and limited social activities.

### **2.3 SYNTHESIS OF SUSTAINABLE DEVELOPMENT, INTEGRATED AND THE TRANSFORMATION APPROACH**

This section will present the researcher's understating based on the approaches that have been discussed above and will elaborate on how these approaches are linked to this study. The discussion addresses sustainable development has highlighted that this approach is important in the planning process and gives an understanding of the factors that need to be considered if sustainability is to be reached. It gives the idea of what should be the outcomes of a sustainable project. The sustainable development approach promotes the integration of the four pillars which include social, economic, environment and governance. The researcher agrees with this approach and believes that all these factors of development should be evident in all municipal Integrated Development Plans. This approach will be used to assess the development in the study area in order to find out if it meets sustainability principles.

The integrated approach has been discussed as one that promotes the development of urban areas. This approach does not only emphasis the development of infrastructures and improvement in service delivery, but it emphasis the issue of creation of economic opportunities and social inclusion. It highlights the point that all the factors of development are important and should be used in order to create user friendly areas. The researcher agrees with the integrated approach because urban areas should not consist singularly of residential land uses but should include social and economic activities.

Furthermore the transformation approach looked at the factors that will lead to change in the functioning of areas. The main emphasis of this approach is on the development of multi-functional areas. These approaches are appropriate for this study because they best explain the factors that illustrate transformation and integration, therefore they have applicability in assessing the extent to which the INK area has been transformed and integrated through the integrated development planning process.

## **2.4 CONCLUSION**

This chapter presents the key concepts that are linked to this study and explains the theoretical approaches that underpin them. The principles and concepts related to integrated development planning, the creation of an Integrated Development Plan, integration and transformation has been discussed with the aim of presenting relevant literature that has been researched in relation to this study. The discussion of concepts offered an understanding of what the research topic entails. In addition, this chapter has presented approaches that are relevant to this study. These include a sustainable development approach and an integrated and transformation approach. The approaches have been effective in explaining the form of transformation that is required in the INK area and the importance of integration of all relevant factors in development. The next chapter will present the examples of integrated development planning from developed and Developing Countries. Furthermore this chapter will discuss integrated development planning in the context of South Africa.

## **CHAPTER THREE: INTERNATIONAL AND LOCAL PRECEDENTS RELATED TO INTEGRATED DEVELOPMENT PLANNING**

### **3.0 INTRODUCTION**

This chapter outlines the international precedents related to the development of integrated development planning as well as its application and implementation in the local context. It will discuss the experience of Developed Countries in using the integrated methods of planning and considers the case of Europe and Montpelier, USA as examples. This chapter will also address the experience of Developing Countries in applying integrated methods of planning and will use the examples of Brazil, Curitiba and Mozambique. The researcher chose the above mentioned case studies with the aim to demonstrate that the integrated methods of development are adopted in other countries and demonstrate that this approach is implemented differently by each country. Using different examples also gives an opportunity to discover what is working well, for example South Africa can learn a lot from Curitiba in terms of using transport networks to achieve integrated development. In the case of South Africa this chapter will explore the history of integrated development planning and give details of the factors that are involved in the integrated development planning process. Finally the case of eThekweni municipality will be presented and evaluated as a South African example where integrated development planning has been utilised.

### **3.1 INTEGRATED DEVELOPMENT PLANNING IN DEVELOPED COUNTRIES**

The Developed Countries of the North have used a comprehensive system of planning for the preparation and development of plans. Comprehensive planning was introduced as an approach in an attempt to integrate the various development strategies and regulatory plans undertaken in municipal areas. However the approach was criticised for ignoring the needs of the poor and giving a voice to the powerful sectors of society. In addition this approach required a level of knowledge, analysis and organisational coordination that was impossibly complex (Campbell and Feinstein, 1996: 9). Nevertheless the comprehensive approach became the point of departure for most other planning approaches, such as the Collaborative Planning

approach which was adopted to consider some of the comprehensive approach elements and failures. As a result of the failures of the Comprehensive Planning approach, Developed Countries adopted a collaborative approach which is based on the tradition of public participation in the process of development planning.

Healey (1996) presents Collaborative Planning as a method that aims to integrate and meet the demands of economic competitiveness, environmental sustainability and social cohesion. The process of Collaborative Planning can be broadly classified into three phases. Firstly, there is a problem identification phase, in which stakeholders become involved and the priority needs for the region are established. Secondly, there is the direction-setting phase, in which the stakeholder group interacts in an effort to reach consensus on how the problem will be addressed. Finally, stakeholders work to implement development strategies through joint actions (Margerum, 2002:338). This approach believed in involving major stakeholders in addressing major issues related to development and function of the city. However it was criticised for being consensual rather than using the voice of the majority of stakeholders. Despite this criticism, Collaborative Planning is still used by a number of countries with the aim of achieving sustainable development. It is important to note that the countries that have adopted this approach refer to it differently and use different methods in its implementation. In further discussing the Collaborative Planning approach this study will use the case of Europe and Montpellier, USA as examples.

### **3.1.1 The Case of Europe**

The European Union (EU) was established in the early 1950's when countries of the European continent merged their coal and steel industries in the post war period (European Union, 2011:1). This integration was implemented with the aim of preventing a potential war and ensuring peace between these countries through economic cooperation. Today the European Union has grown to an economic and political partnership amongst twenty seven diverse countries that are committed to peace, democracy and integrated development (European Union, 2011:2). The EU began with six members: Belgium, France, Germany, Italy, Luxembourg

and the Netherlands. Denmark, Ireland and the United Kingdom became Members In 1973. Greece joined in 1981, followed by Spain and Portugal who joined in 1986. Austria, Finland and Sweden joined in 1995. In 2004 Cyprus, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia and Slovenia became Members. In January 2007, Bulgaria and Romania joined, bringing the EU's membership to 27 (European Commission, 2007:4). The countries that form part of the European Union are shown in Figure: 4 below. Selected members from the EU form the part of the European Commission (EC which is the executive body that represents and upholds the European interests. This body is responsible for developing and implementing legislation for the smooth running of the EU (European Union, 2011:2). In overseeing the functioning of EU, the EC monitors budget, development initiatives and programs of the EU.

**Figure 4: The European Union Countries**



Source: <http://www.cspe.tv/id51.html>

The European economy is driven by cities which act as catalysts for creativity and innovation within the wider geographical conglomeration. A large percentage of the European population lives in metropolitan areas, which in turn make a high contribution towards the European Gross Domestic Product (GDP). However these metropolitan regions are not without their own problems being characterised by economic issues related to unemployment, poverty and segregation (European Commission, 2011). In an attempt to address these issues the European Commission has recognised that urban life consists of various dimensions which include environmental, economic, social and cultural factors. This analysis is clearly rooted in the sustainability approach which echoes the same four divisions as pillars. The European Commission decided to adopt an integrated approach towards achieving successful urban development. It aims to achieve the following goals:-

- **Smart growth**, involves developing an economy based on knowledge and innovation;
- **Sustainable growth**, which involves promotion of a resource efficient, greener and competitive economy; and,
- **Inclusive growth**, which requires the promotion of a high employment economy delivering social and territorial cohesion (European Union, 2010:3).

The aim of the European Commission's integrated approach is to combine physical urban renewal initiatives together with the promotion of environmental, economic, social and educational initiatives (European Commission, 2011). This approach is intended to promote the development of strong partnerships between all public and private stakeholders, in order to enforce the integrated development approach towards successful cities in Europe. The European Commission introduced a set of strategic guidelines which they referred to as a Cohesion Policy. Its intention is to advance integrated urban policies to enhance sustainable urban development, in order to further strengthen the role of cities as engines of economic growth (European Commission, 2011).

### **3.1.2 Strategies of the European Cohesion Policy**

After the European Commission identified the challenges within its cities, the Cohesion Policy was formulated in order to promote integrated urban development. A number of strategies to inform the policy were formulated. This research will highlight two of these strategies, namely; the Integrated Investment Strategy (IIS) and Integrated Territorial Investment (ITI). The Integrated Investment Strategy was intended to ensure that the European Regional Development Fund (ERDF) supported integrated sustainable development strategies that were primarily concerned with addressing environmental, economic, and social issues (European Commission, 2011). In so doing, the ERDF was responsible for funding urban development projects related to education, employment opportunities sector development, social inclusion and institutional capacity, designed and implemented under the integrated approach.

Another interesting tool developed under this strategy is what the European Commission referred to as the Integrated Territorial Investment (ITI). Its aim is to ensure that funding is allocated to different territories within the planning region, to ensure evenly distributed resources amongst different member states. This is important for achieving a holistic or inclusive development and economic growth as well as social wellbeing. One could argue that these strategies are indeed very relevant as more often than not, governments are able to conceptualise strategies for improved development, but fail to implement them owing to lack of funding. Therefore in order to have successful integrated development it is important that the means of funding are strategically put in place and accounted for.

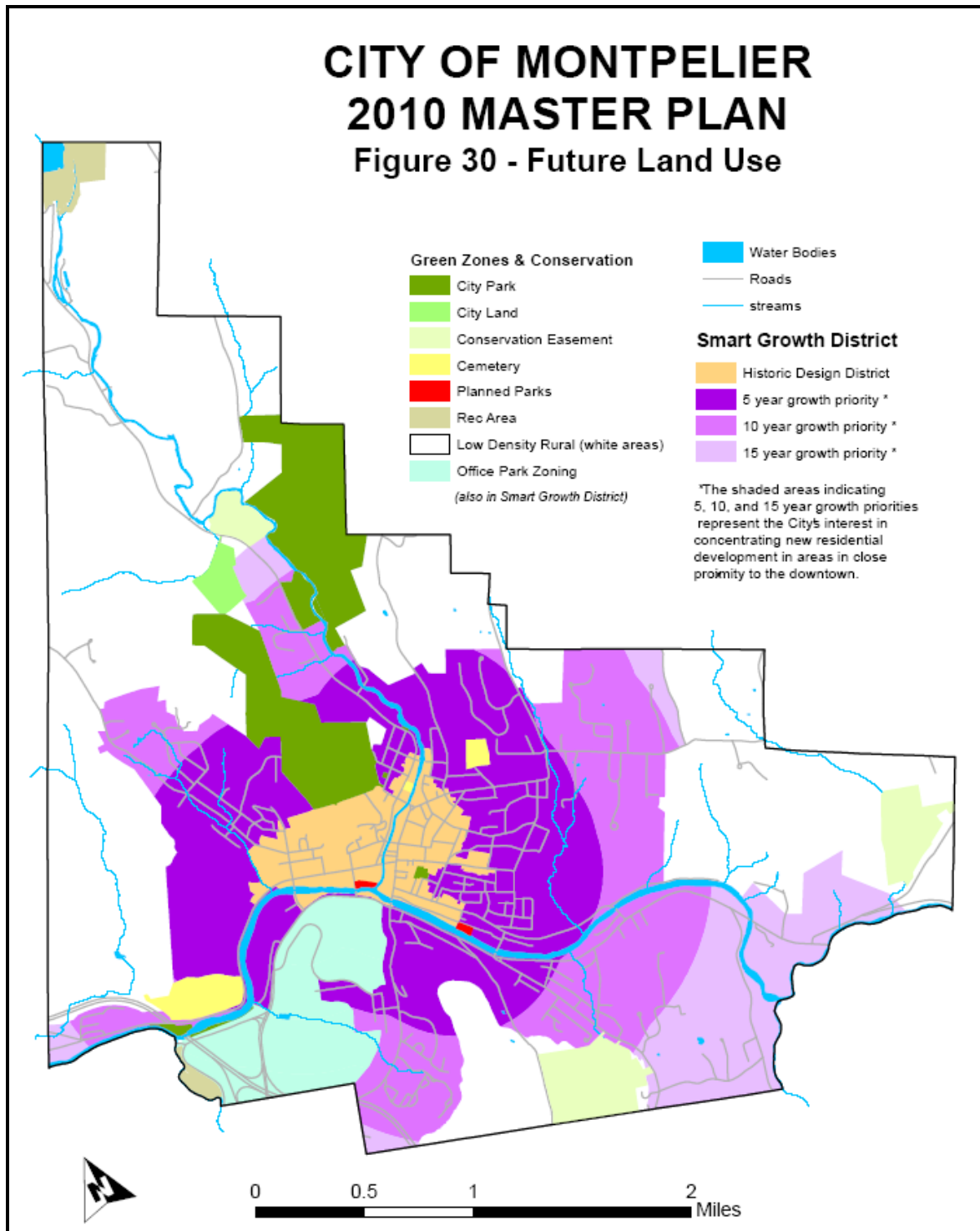
### **3.1.3 The Case Study of Montpelier in the United States of America (USA)**

Montpelier is the state capital of Vermont with a population of 8,000 and is the smallest state capital in the United States (Carus, 2010:128). The vision of this city is to *“excel as a creative and sustainable community”* (Montpelier Planning Commission, 2010:13). A main focus is to protect the natural environment, improve small-town setting and promote participation in the process. The city of Montpelier adopted a Master Plan as a method to realise their vision. The

plan is a policy based document that guides the growth and development of the city. This document describes present conditions and what the city would be like in future. In addition it includes strategies or steps to achieving the identified goals and objectives (Montpelier Planning Commission, 2010:13). The proposed development activities are illustrated spatially.

The Master Plan is created through the enVision process. EnVision Montpelier is a public engagement, planning, and a learning process for all stakeholders (Carus, 2010:128). During this process the public is invited to identify development issues and strategies to tackle development gaps within their region, the identified issues and strategies are translated into a Master Plan. EnVision covers all of the systems of the city which include - governance, economic opportunities, environmental aspect, infrastructure, and social and human development (Carus, 2010:128). The Master Plan now contains a policy direction based on enVision for a broad range of city services including biodiversity, water resource management, land use, transportation, utilities, conflict management, education, recreation, economic renewal, zero waste, energy, and housing. Figure: 5 illustrate the City of Montpelier's Master plan for future Land Use.

Figure 5: The City of Montpelier Master Plan



Source: <http://www.montpelier-vt.org/group/380.html>

Montpelier's strategic planning initiative has been a success in creating development opportunities and attracting funding for the proposed project. The city gained funding of about \$8 million federal grant from the Department of Energy for a renewable biomass district thermal energy and power plant. Montpelier has also received a \$1m grant from the US Administration on Aging to create a new complementary currency to deliver elderly care services (Carus, 2010:128). These prove that strategic planning are essential and can have positive outcomes.

### **3.2 INTEGRATED DEVELOPMENT PLANNING IN DEVELOPING COUNTRIES**

In the decades of the 1950's and 1960's, development planning was popular across many Third World Countries (Boettke, 1994: 150). This approach was adopted as a result of economic challenges, market failure, national cohesion, limited financial resources and skilled manpower (Ibid). However the most compelling need for development planning was the legacy of colonialism. The colonial objective was not to develop the under-developed countries but to exploit such countries (Boettke, 1994: 150). This is evident through the trade laws that were introduced. In addition some colonial powers provided pitiful infrastructure facilities for their labourers and invested in resources which supported the extraction of resources and settler communities. Urban areas were developed to assist with manufacturing and the export of raw materials whilst rural areas were neglected. In these areas and those located on the periphery of manufacturing centres, investment in social and physical infrastructure was minimal. This historical dichotomy persists today in the spatial differential of the core and periphery of colonial cities. Consequently, Third World Countries established new development approaches in the post-colonial period.

The development planning system utilised in Developing Countries has been influenced by decentralisation, which was enforced by the International Development Agencies and donors. Decentralisation *"refers to the transfer of political power, decision making capacity and resources from central to sub-national levels of government"* (Wilson, 2003:4). The new approaches to planning have been developed in response to the decentralisation agenda which

has expanded the scope of planning into a management tool that considers all aspects that are related to planning for development. *“These planning systems focus on coordination of activities, identifying a suitable environment for development activities, efficient allocation of resources and developing analysis and implementation strategies”* (Wilson, 2003:5).

### **3.2.1 The Case Study of Curitiba, Brazil**

The city of Curitiba, Brazil was established in 1695 and was named Vila da Nossa Senhora da Luz dos Pinhais (Our Land of Light in the Pine forest established) (Karis *et al*, 2006:3). In 1721, the name changed to Curitiba. Later Curitiba became a town and was named the capital of the state of Parana. Curitiba has a population of approximately 1.6 million (Fellow and Weiss, 2004: 4). It is located close to the city of Ponta Grossa, Joinville, Blumenau and Sao Jose. The location of Curitiba is illustrated in Figure 6. Curitiba is known globally as an ecologically sustainable city. This city is also known throughout the world for its transportation networks and urban planning. It is characterised by poverty, unemployment, traffic congestion and the growth of slums, as a result of rapid immigration after World War II. This has led to the implementation of innovative strategies and systems to create jobs, improve public transportation accessibility, promote housing development, and improve waste management.

Figure 6: A Locality Map for Curitiba



Source: <https://www.google.co.za/search?q=curitibas+location>

The Master Plan is one of the strategies that have been implemented in Curitiba to address development challenges of the city. It was developed in 1965 with the aim of addressing urban planning issues and many environmental and social issues, this plan was implemented in 1971, (Karis, et al, 2006:4). The Master Plan has encouraged changes through zoning and land use legislation, limiting development in residential areas on the fringes of the urban core and encouraging higher densities and mixed use in areas along major transit axes (Macedo, 2004: 541). Strategic, integrated urban planning is a key influence in the Master Plan. This strategy

informs all aspects of urban planning, including social, economic and environmental programs. The main focus of Curitiba's strategic plan is on development that meets the interest of the public and on integrated planning, and these influences are evident in all development aspects of the city. Infrastructure is used as a tool in dictating the orientation of spatial growth in the city's strategy. Hence the focus is on the development of infrastructure networks, tourism networks, and industry networks. In addition, this plan also takes into account the physical environment and quality of life components.

### **3.2.2 The Successes and Challenges of Strategic Integrated Urban Planning**

There are a number of successful outcomes that were achieved with the strategic integrated urban planning approach. Through the use of this planning approach the city has reached different levels of sustainability. This approach covered all the factors of development which included social, economic and environment. In terms of social achievements there has been improvement in the development of social facilities such as schools, health care, parks and infrastructure facilities. The development of transport networks has been the major successful project that has been implemented. Figure 7 demonstrate an example of the public transport system that has been implemented in Curitiba. Through this project people that use public transport increased up to 75% (Karis, et al 2006:15). This is mainly because transport is affordable and is given priority.

**Figure 7: An Example of Public Transport**



Source: <http://thecityfix.com/blog/fedex-im-off-to-see-the-wizard-in-curitiba/>

The adoption of a Master Plan has contributed to the creation of job opportunities which have generated a better quality of life for people in the region and surrounding areas. As part of the strategy for the city's development an environment protection based project has been implemented. Elements of this strategy include the development of public transport routes promoting cycling, and open space development. There has been a major increase in the development of parks and open space. This green initiative has resulted in the planting of 1.3 million trees and the development of 16 parks and 1000 plazas (Karis, et al 2006: 16). With all the success, the strategic, integrated urban planning approach has had, there are some challenges and issues that have developed. The planning approach used in Curitiba has focused more on the development of the city and has neglected the urban edge areas. This has generated more problems within the municipality. The city has experienced over population, because of the large number of people who moved to the city to access opportunities.

Furthermore there has been growth of unplanned informal settlements, an increase in poverty levels, and the cost of formally constructed houses has become expensive.

### **3.2.3 A Southern African Example: the Case Study of Mozambique**

Mozambique is located in southeast Africa, close to Tanzania, Malawi, Zambia, Zimbabwe, South Africa and Swaziland. Mozambique's capital, Maputo, is situated at the tip of the country's territory, not far from the South African and Swaziland borders (Rank, 2013). Figure 8 below shows a map of the location of Mozambique and its neighbouring countries. Mozambique experienced major development challenges in its post-colonial period that lead to its economic collapse, and which have hindered the country from providing basic services for its people. As a result of such challenges the country embarked on a wide-ranging process of reform, with the support of the international community. Mozambique's development strategies were influenced by the European Union (EU).

Mozambique adopted a Comprehensive Country Strategy which is influenced by the European Union. The European Union provides support to Mozambique in dealing with development challenges which include poverty, unemployment, illiteracy and low economic growth. This is done through promotion of fast sustainable and broad-based growth (Federal Ministry for European and International Affairs, 2010:5).

Figure 8: A Locality Map for Mozambique



Source: <http://media.web.britannica.com/eb-media/40/4240-004-42630D6A.gif>

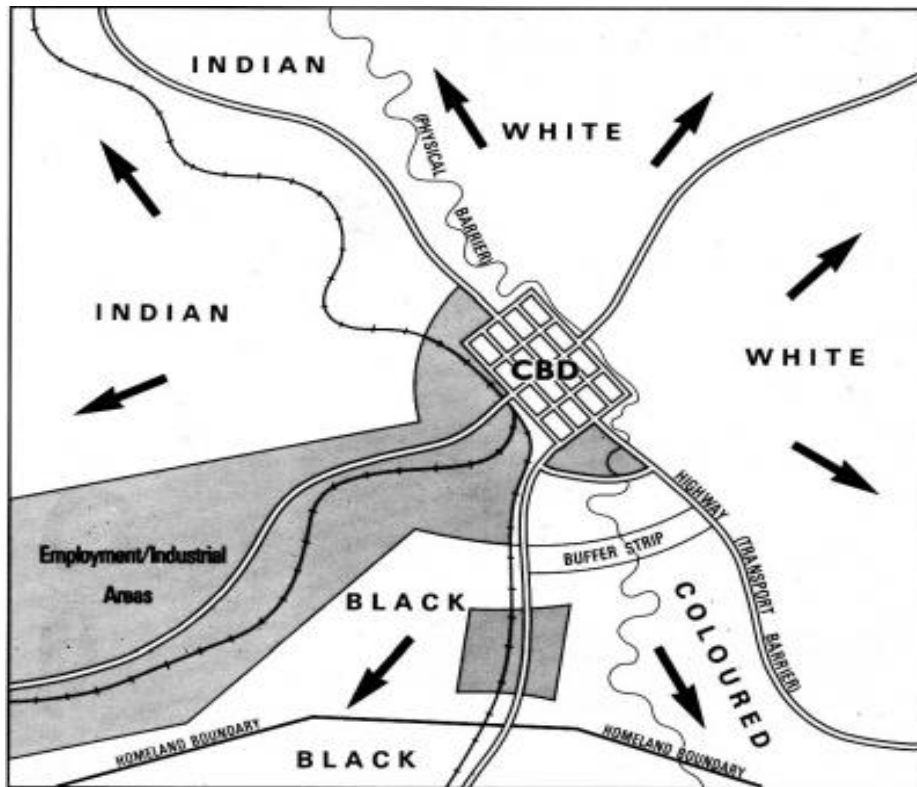
Mozambique's Comprehensive Strategy includes a Five Year Plan which highlights the key medium-term programmes. The programmes are based on three pillars: human capital, governance, and economic development, and highlights cross-cutting issues and macro-economic framework (Ibid). With this plan in place, the country intends to reduce absolute poverty and achieve sustainable economic growth through implementation of education, health and rural development (Ibid). The strategy includes components such as a financial plan which indicates the sources of funding. According to the funding plan, development projects are to be funded by the government and donors, EU being the major funders. The Five Year Plan is implemented through annual Economic and Social Plans (PES) and represents the basis for sectoral and provincial strategic plans (Ibid). The study indicates that there have been successes

in achieving its goals. There has been a major decline in the number of people living below the poverty line. The poverty line has fallen from 70% in 1997 to 54% in 2003 (Ibid). There has also been an increase in terms of basic services, less than 40% of the population has access to health services, and there has also been an improvement of water sources.

### **3.3 INTEGRATED DEVELOPMENT PLANNING IN SOUTH AFRICA**

During the pre-1994 period, South Africa focused on spatial planning which was influenced by the Master Planning model (Todes *et al*, 2010:416). Master Plans are spatial plans which are illustrated on a map for future development for the areas. This approach was initiated from Britain in the post war period. The plan has both a level of strategic intention and limited quantification of needs in terms of the allocation of land uses. It incorporates both a short term five to ten year horizon and some degree of long term planning extending for approximately twenty years. When the Master Plan was in use, planning was viewed primarily as a physical or technical activity and not much store was placed on environmental or Socio-economic concerns. In contrast, developing Comprehensive Plans is about showing expected density and intensity of various land uses and their spatial distribution (Todes *et al*, 2010:415). The main focus of Master Planning was on the physical design of area and land use management. These forms of planning were adopted by the Apartheid government in order to separate people of race. Different cultural groups were separated using physical buffers such as rivers, valley lines, ridges, and industrial or commercial areas (Louw, 2010:12). Such physical buffers ensured that each racial group had its own consolidated residential area. The physical buffers were used to ensure racial segregation is illustrated in Figure: 9 below.

Figure: 9 A Model of the Apartheid City



Source: Wills, 2010

This form of planning left a number of areas with a legacy of underdevelopment. As a result, local government agencies were faced with challenges of dealing with issues of poor linkages across areas, uncoordinated land use management approaches, service backlogs, uneven distribution of social and infrastructure services (Todes *et al*, 2010:416). The Department of Cooperative Governance (2012), further states that Apartheid planning left areas that:-

- Have racially divided residential areas and opportunities;
- Lack economic opportunities regarding travel distances to work;
- Have huge gaps in terms of service delivery between rich and poor areas; and,

- Have a high rate of informal settlements and disintegrated residential areas which are expensive to develop.

All of the above mentioned issues have required a new approach to address the development challenges in post 1994 South Africa. This has led to the formulation of integrated development planning processes, which were adopted to contribute towards eradicating the legacy of the past by providing a framework for economic, social development, environment protection and to deal with spatial and infrastructure issues in all the municipality areas.

Integrated development planning emerged in 1995 and was being promoted through the framework of the Reconstruction and Development Programme (RDP) Office (Oranje, 2000:14). It was used by national and provincial government departments to support the collaborated service delivery. However, with the closure of the RDP Office, and the creation of Transitional Local Councils (TLC's) in 1997, the role of facilitating the IDP process was given to the local sphere of government. (Oranje, 2000:14).

This local sphere of government focused on providing services and opportunities to the previously marginalised municipal areas. The role of local municipalities is to directly assist in service delivery planning, through identifying strategies for development. Furthermore local municipalities were tasked with the reform of old and the building of new institutions. The local municipality in South Africa views the process of integrated development planning as a vehicle through which municipalities prepare a strategic development plan. This is achieved through an intense consultative process with its stakeholders. The outcome is the Integrated Development Plan and its translation into a Spatial Development Framework. These plans inform all planning, budgeting, management and decision making processes of the municipality (Modimolle Local Municipality, 2010:3). According to South Africa law, integrated development planning is a legal requirement and it is informed by a number of legal frameworks. The legal framework that informs integrated development planning is discussed below.

### **3.4 THE LEGAL FRAMEWORK THAT INFORMS INTEGRATED DEVELOPMENT PLANNING**

#### **3.4.1 Local Government Transition Act (No. 209 of 1993)**

Integrated development planning emerged in 1995 as a tool to support coordinated planning and service delivery by government departments (Binns and Nel, 2002: 923). In 1996, the role of the integrated development planning focused on the local sphere of government. Adoption of Integrated Development Plans by municipalities became a legal requirement in November 1996 as a result of the passing of the Local Government Transition Act (No. 209 of 1993). This act was implemented in order to support and guide local councils in accomplishing their IDP mandate. However it did not provide detailed information on how the local councils would perform their duties, hence these issues were addressed in the Local Government White Paper published in 1998.

#### **3.4.2 The Local Government White Paper (1998)**

The 1998 White Paper on Local Government was issued by the Minister of the Department of Provincial Affairs and Constitutional Department<sup>1</sup>, with the aim of addressing the challenges of fragmented settlement patterns, backlogs in infrastructure and to provide a local economic base (Oranje *et al* 2000:4). Furthermore the White Paper on Local Government proposed the rebuilding of relations between municipalities and the local communities they served (Manthata, 2004:50). This paper highlights the significance of integrated development planning and it also provides content on developmental roles and responsibilities for local government. The White Paper was followed by a number of pieces of legislation which informed local government. For the purposes of this research the key statute is the Local Government: Municipal Systems Act which is discussed in more detail below.

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<sup>1</sup> This Department is now called Cooperative Governance.

### **3.4.3 The Local Government: Municipal Systems Act (No. 32 of 2000)**

In 2000, the Municipal Systems Act (No. 32 of 2000) came into being and provided a holistic approach that covers all aspects of development. The legislation describes integrated development planning as one of the core functions of a municipality. It defines the content and processes which should be followed in developing an Integrated Development Plan. The Act highlights the importance of community participation in the process of planning, establishes a framework for the core processes of planning, takes into account performance management, resource mobilisation and organisational change conducted in municipalities. These guiding principles have been put in place with the aim of alleviating poverty, promoting Local Economic Development, reducing unemployment, achieving sustainable development, and promoting the process of reconstruction and development.

### **3.4.4 Land Use Management Bill 2008**

The Land Use Management Bill was proposed as a replacement for the Development Facilitation Act (No. 67 of 1995) and to allow for a singular national planning legal framework. The Bill was intended to provide for a uniform, effective, efficient and integrated regulatory framework for land use and land use management. It also aimed at addressing the imbalances of the past by ensuring that land is distributed fairly and that local people benefit from it. This would be done through Land Use Schemes and Land Use Regulations, where the land use activities would be informed and monitored by municipalities. It is important to note that this Bill was never approved and was replaced by the Spatial Planning and Land Use Management Act. (SPLUMA) This is because the SPLUMA is detailed in explaining land use issues and concepts.

### **3.4.5 Spatial Planning and Land Use Management Act (No.16 of 2013)**

Spatial Planning and Land Use Management Act (SPLUMA) was promulgated in 2013 and is a national planning and development law with applicability throughout the country. It was established with the aim of addressing the spatial imbalance and segregation which resulted from Apartheid planning. This Act intends to address and bridge the racial divide in spatial terms. Further it promotes integrated spatial planning and compatible land uses. SPLUMA

stipulates policies, principles, and procedures for spatial development planning and land use management. The Act provides a framework for the monitoring, coordination and review of the spatial planning and land use management system. This act is effective in the formulation of the SDF as it provides guidelines in terms of land use location.

The legislation discussed above has an important role in guiding the integrated development planning process as it informs the activities and the decisions that are undertaken by the relevant stakeholders. The activities that are performed by stakeholders are carried out following different phases. These phases include the analysis, strategies, project, integration and approval and are discussed in detail below.

### **3.5 INTEGRATED DEVELOPMENT PLANNING PHASES**

- **Phase 1 -Analysis:-**

In this stage needs assessment is conducted and development priorities are identified. The purpose of a needs assessment is to identify problems and areas of priority. During the analysis phase the assessment of existing situations and conditions, is conducted in order to identify problems faced by the communities and the causes of the problems. The identified problems are weighed according to their importance in identifying urgent needs and what needs to be done first. Information on available resources and other resources that could be obtained is collected during this stage. At the end of the analysis phase, the municipality must be able to provide a draft of needs and issues of priority and information on available and possible resources.

- **Phase 2- Strategies:-**

Once the Municipality has an understanding of the problems affecting the local people and the causes of the problems have been identified, the municipality formulates a vision, defining development objectives, and identifying specific projects to realize development objectives and goals. The developed vision must be in accordance with the community's vision and goals.

Once the community and municipality have reached an agreement on development goals and objectives, then the municipality should establish strategies to reach the identified objectives.

- **Phase 3 - Projects:-**

This phase focuses on design and implementation of project. The municipality is responsible for the formulation of the project plans, each project plan should indicate the beneficiaries, costs, funding, duration, and project management team. The plans should also include clear targets and indicators to measure performance as well as the impact of individual projects. An evaluation plan should also be identified to measure the performance and the impact of the project.

- **Phase 4 - Integration:-**

Once all the projects have been identified, they are assessed to judge if they meet the objectives and solve the identified problems. The projects are therefore checked against identified objectives and strategies in place to address cross cutting issues and disaster management. Identified projects should be aligned with municipal objectives and development strategies and also the resource framework and must comply with legal requirements.

- **Phase 5 - Approval:-**

This phase involves presentation of the IDP to the council for consideration and adoption. The council must ensure that the IDP complies with the legal requirements stipulated in the Municipal Systems Act (No. 32 of 2000) before it is approved. In addition the council may adopt a draft for public comment before approving a finalised IDP. Once the IDP is amended according to input from the public, the Council will consider it for approval. The approved IDP becomes a guiding plan on which all development initiations should be based.

**Source:** (Cooperative Governance and Tshabalala: 2006)

These phases are followed by all municipalities in the process of integrated development planning. Hence they enable municipalities to fulfil their development mandate which is to deliver sustainable development in communities. According to a Municipal Systems Act (No. 32 of 2000), it is a legal requirement for municipalities to work according to these phases. It is also important to note that there are different stakeholders that are involved in the above mentioned phases. They include the councillors, municipal officials, and investors, provincial and national departments. These stakeholders have an important role in the process of compiling the IDP, which is to assist the community in the process of needs assessment. They are also responsible for the formulation of municipal vision and mission; development strategies; budget; and developing appropriate organisational structures and systems to realise municipal goals and vision. Table 1 on the following page further illustrates the role and responsibilities of the three spheres of government in the IDP process.

**Table 1: The Roles and Responsibilities of Government Spheres in the IDP process**

GOVERNMENT SPHERES	ROLES AND RESPONSIBILITIES
<p><b>Local</b></p> <ul style="list-style-type: none"> <li>• Local Municipality</li> <li>• District Municipality</li>   <li>• Metropolitan municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and adopt an IDP</li> <li>• Provide support to poorly capacitated local municipalities</li> <li>• Facilitate the compilation of a district framework which will ensure co-ordination and alignment between local municipalities</li> <li>• Prepare and adopt an IDP</li>   <li>• Prepare and adopt an IDP</li> </ul>
<p><b>Provincial</b></p> <ul style="list-style-type: none"> <li>• Department of Cooperative Governance and Traditional Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinate training</li> <li>• Provide financial support</li> <li>• Provide general IDP guidance</li> <li>• Monitor the process in the Province</li> <li>• Facilitate co-ordination and alignment between district municipalities</li> <li>• Facilitate resolution of disputes between municipalities</li> <li>• Facilitate alignment of IDP's with Provincial sector department policies and programmes</li> <li>• Assess IDP's</li> </ul>
<ul style="list-style-type: none"> <li>• Sector Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Provide relevant information on sector department's policies, programmes and budgets</li> <li>• Contribute sector expertise and technical knowledge to the formulation of Municipal policies and strategies</li> <li>• Be guided by Municipal IDP's in the allocation of resources at the local Level</li> </ul>

GOVERNMENT SPHERES	ROLES AND RESPONSIBILITIES
<p><b>National</b></p> <ul style="list-style-type: none"> <li>• Department of Cooperative Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Issue legislation and policies in support of IDP's</li> <li>• Issue Integrated development planning Guidelines</li> <li>• Provide financial assistance</li> <li>• Provide a National Training Framework</li> <li>• Establish a Planning and Implementation Management Support System</li> </ul>
<ul style="list-style-type: none"> <li>• Sector Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Provide relevant information on sector department's policies,</li> <li>• programmes and budgets</li> <li>• Contribute sector expertise and technical knowledge to the</li> <li>• formulation of Municipal policies and strategies</li> <li>• Be guided by Municipal IDP's in the allocation of resources at the local Level</li> </ul>

Source: IDP Guide to Municipalities

Table: 1 demonstrates that the local, district and metropolitan municipalities have a responsibility to prepare an Integrated Development Plan and therefore must work hand in glove preparing the plan. An important consideration is that the plans have to be aligned with one another so there is a need for both lateral and vertical institutional collaboration. The main aim of involving the government spheres and various sectors in the integrated development planning process is to have a co-ordinated plan and to achieve successful outcomes. It is important to understand why municipalities go through the process of integrated development planning. Other than being a legal requirement, integrated development planning has an important role in meeting the community's needs. The main reasons as to why integrated development planning is necessary are discussed in the following section.

### 3.6 WHY INTEGRATED DEVELOPMENT PLANNING IS NECESSARY?

- **It helps to speed up delivery:** There is an urgent need to address service delivery challenges; hence a number of communities are faced with backlog challenges of housing,

infrastructure, electricity, water and sanitation. In the process of integrated development planning the least serviced and most impoverished areas are identified and suitable projects are proposed considering the needs of the community. During this time, the amount of funding required for the project, and the time frames for its implementation are planned for. All these activities help to speed up service delivery and contribute to a development of realistic project proposals that are based on the availability of resources and achievable goals.

- **It helps to overcome the Legacy of Apartheid:** the integrated development planning approach has been adopted in order to address the development challenges that resulted from the legacy of the Apartheid planning system. Such areas are characterised by low levels of income, high unemployment rates and poor Infrastructure. Access to employment for residents is also often problematic because of long distances to work. Hence the main focus of this tool is to bridge this gap and extend services and local economic opportunities within the poor areas of the municipalities.
- **It promotes the Effective Use of Scarce Resources:** The integrated development planning assists the local municipality to focus on the crucial needs of local communities. In providing services the municipalities must adopt the most cost-effective strategies;
- **It strengthens Democracy:** in the integrated development planning process all the stakeholders are allowed to participate in decision making process through the IDP forum and Ward Councillors. The active participation of all the important stakeholders in the decision making process is intended to makes IDP democratic and transparent;
- **It promotes Co-ordination between Local, Provincial and National government:** It is essential that all spheres of government co-ordinate in order to tackle development needs at a local level. For example, if the Department of Human Settlement (formerly the Department of Housing) is planning to carry out a housing project it must check with other

relevant departments if they can provide services like water, sanitation, and electricity for the effective functioning of the project.

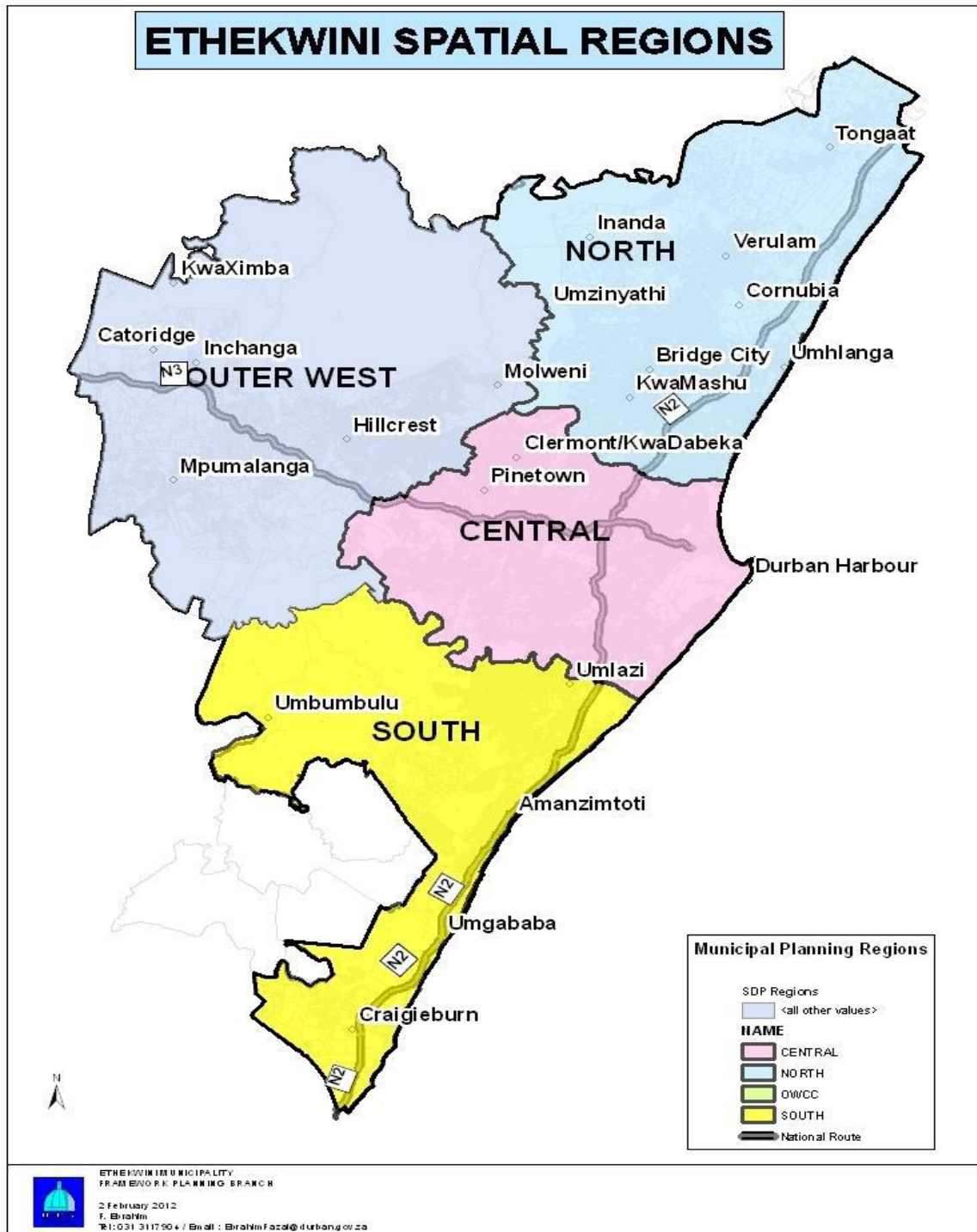
**Source: (Department of Cooperative Governance)**

The above reasons as to why integrated development planning is necessary have highlighted that it is an important approach which can deal with under-development and ensure integration. In the case of the eThekweni Metropolitan Municipality the role of integrated development planning is to ensure that balanced development takes place across the municipal area. In further exploring the context of eThekweni Municipality this study will unpack its IDP, in order to demonstrate its role in the city and to highlight how the INK area is part of this plan.

### **3.7 THE EXAMPLE OF THE eTHEKWINI METROPOLITAN MUNICIPALITY**

This section will discuss the eThekweni Municipality's Integrated Development Plan with the aim of providing an understanding of its contents and will indicate the municipal plans for the INK area. It will also begin with brief municipal geographic information. eThekweni Municipality is category A municipality located on the east coast of South Africa in the province of KwaZulu-Natal (eThekweni Municipality-IDP, 2013:14). The eThekweni Municipal is surrounded by three district municipalities, that is, iLembe in the north, UGu in the south and uMgungundlovu in the west. Figure: 10 illustrate the location of the eThekweni Metropolitan Municipality. The geographic area of the municipality is 2292 km<sup>2</sup>. It is home to about 3.5 million people. The area consists of diverse societies which face various social, economic, environmental and governance challenges.

Figure 10: The Location of the eThekweni Metropolitan Municipality



Source: eThekweni Municipality-NSDP, 2009

In responding to the requirements of the Municipal Systems Act (No. 32 of 2000), eThekweni municipality is using a package of plans which focuses on spatial and physical planning at different scales and levels of detail appropriate to the levels of development and management interventions required in different parts of the municipality. These plans are hierarchical and integrated highlighting movement from strategy through to implementation. The package of plans is set to assist the municipality to ensure that development challenges facing the municipal areas are adequately addressed. These plans include Long Term Development Framework, Spatial Development Framework, Spatial Development Plans, Local Area Plans, Functional area plans and land Use Schemes.

**Package of Plans consists of:-**

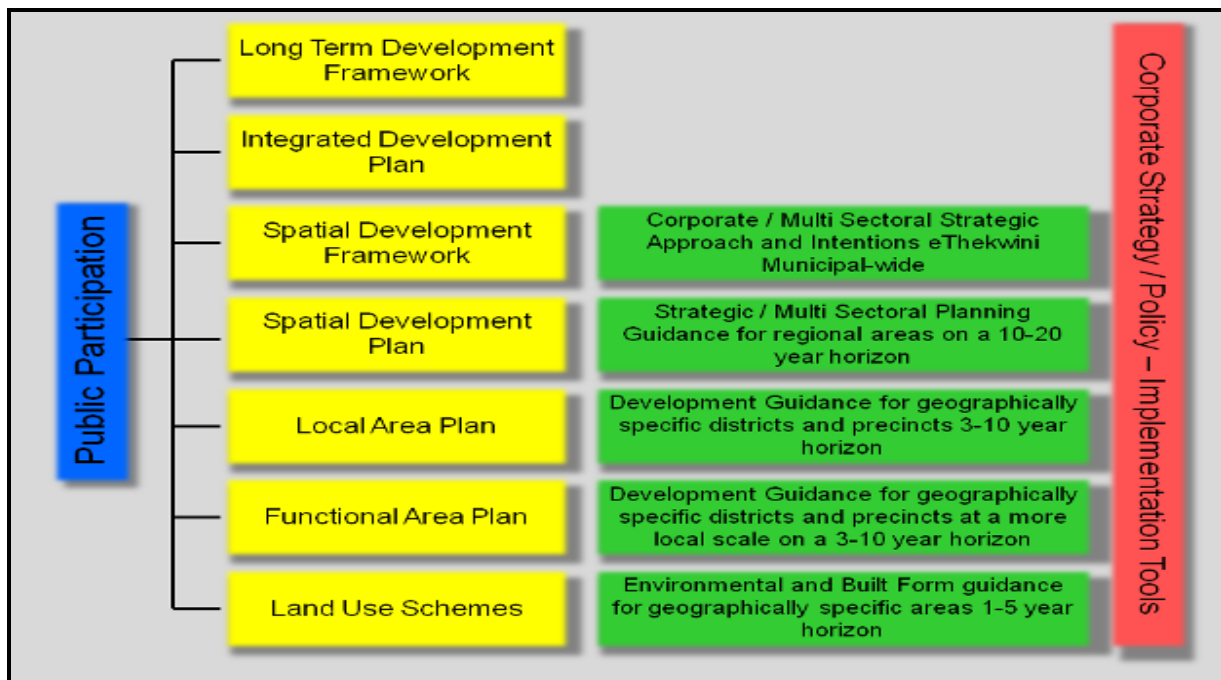
- **A Long Term Development Framework:** is a long term strategic development direction for the municipality.
- **The Integrated Development Plan:** - provides a strategic implementation direction and imperatives for the Municipality.
- **A Spatial Development Framework:** - is an important component of the IDP, which indicates its implementation in space.
- **A Spatial Development Plan:** - provides strategic planning for each region of the municipality. The SDP illustrates the proposed projects and the location according to all the four regions.
- **Local Area Plans:** - Detailed physical planning directives for a localized area which include land use guidelines, transport, environment, infrastructure to a level that informs the preparation of a land use scheme.
- **Functional Area Plans:** - indicate the development plans for the area of attention or priority. This plan shows more details in areas concerning land uses, land use management guidelines, traffic assessments and road & public transport proposals, required social facilities, Local Economic Development proposals, urban design (architectural themes, landscaping, and street furniture).

- **Land Use Management Schemes:** - more commonly known as Planning Schemes are statutory planning tools used to manage and promote development. A land use scheme is a critical component of the integrated spatial planning system and deals with zoning and built form controls.

(eThekweni Municipality-NSDP, 2012:81).

Figure: 11 below shows the Package of Plans utilised by the eThekweni Municipality for strategic, local and detailed planning and development.

**Figure 11: The eThekweni Municipality’s Package of Plans**



Source: eThekweni Municipality-NSDP, 2009

The eThekweni Municipality IDP is underpinned by a vision statement which reads as follows ***“eThekweni Municipality is Africa’s most caring and liveable city.”*** This is the fundamental starting point for all plan development. This vision statement has been translated into objectives and development strategies to support the ease of movement in the city; where the residents enjoy a safe environment in all parts of the municipal area; have access to economic opportunities; and have access to services, such as health and education (eThekweni Municipality-NSDP, 2010/2011: 9).

The analytical section of the IDP of eThekweni Municipality indicated that this municipality is facing challenges in addressing issues of high levels of poverty, high rates of unemployment, limited access to basic community services and infrastructure degradation. Furthermore unsustainable developmental practises, high levels of crime, ensuring food security, low levels of skills and illiteracy, climate change and ensuring financial sustainability are other challenges that the municipality is facing (eThekweni Municipality-IDP, 2012:10). In order to address these challenges the Municipality is working towards an 8 point plan detailed as follows:-

- Develop and Sustain our Spatial, Natural and Built Environment;
- Developing a Prosperous, Diverse Economy and Employment Creation ;
- Creating a Quality Living Environment;
- Fostering a Socially Equitable Environment;
- Creating a Platform for Growth, Empowerment and Skills Development;
- Embracing our cultural diversity, arts and heritage ;
- Good Governance and Responsive Local Government; and,
- Financially Accountable and Sustainable City.

(eThekweni Municipality-IDP, 2012:51).

These principles are translated into plans which contain programmes and projects that support each other. This integrative approach is designed to ensure greater impact in service delivery achieving outcomes of the municipality. As a method to ensure that these are attainable and in

the development reach all the areas, the Municipality has been divided into four functional areas referred to as regions. These include the South, Central, North, and West regions. Figure: 10 represent the location of the above mentioned regions. The focus will be on the northern region as the location of the study area.

### **3.7.1 Northern Region**

The Northern Municipal Planning Region (NMPR) has a boundary which extends from the Umgeni River in the south to Tongaat in the north. In the east the area is bounded by the Indian Ocean, the ILembe District Municipality is located to the west and north (eThekwini Municipality-SDF, 2012:26). The area covers 59 764 hectares (ha) of land, and contains over a quarter of the eThekwini Metropolitan Area (EMA) (Ibid) *“The north region has a population of about 1, 15 million. Some of the largest population concentrations are to be found at Inanda, KwaMashu, Phoenix and Durban North”* (eThekwini Municipality- NSDP, 2009:4). Areas such as INK have high unemployment rates of up to 56.6% and include parts that are very underdeveloped and rural in nature (eThekwini Municipality-NSDP, 2010:36). While some parts of the north region, such as Durban North, La Lucia and Umhlanga are extremely developed, and consist of a lot of economic opportunities. The Northern Region has an essential role within the broader municipal area. It has the following characteristics:-

- It is a major tourist destination and specialises in coastal tourism and recreational activities;
- It has significant residential, commercial and services function;
- It is a trade and industrial investment centre;
- has significant agricultural support function; and,
- It provides a logistics support.

(eThekwini Municipality-SDF, 2012:26)

These points illustrate that the North region has a significant role in the development of the whole municipal areas. Development plans for the north region are constituted in the Northern Spatial development Plan (NSDP) which is discussed below.

### **3.7.2 Northern Spatial Development Plan (NSDP)**

The NSDP is a document guides and determines development activities for the northern region. The process of developing this document involves a number of key sectors such as planning, environment, traffic and transportation, water and sanitation, housing and economic development. There is also engagement with provincial authorities and neighbourhood municipalities to ensure cross boundary alignment. This document has a 20 year time frame and is reviewed every five years, however minor revisions are undertaken annually (eThekweni Municipality-NSDP, 2009: 9). Minor revisions are undertaken with the aim of accommodating significant land use changes and developments, such as climate change. The NSDP is focused on land use corridors which have different characteristics and roles. The identified corridors are integrated through road and rail networks. These land use corridors have been listed as follows:-

- ***“Northern Coastal Corridor:*** - *This corridor includes the coastal areas such as Durban North, Umhlanga, uMdloti and Tongaat Beach. These areas will be combined as a mixed use, including recreation activities, mixed density residential, and will be a tourism oriented corridor.*
- ***The Northern Urban Development Corridor (NUDC):***- *This Urban Development Corridor is where development will be encouraged. The focus is on Phoenix and INK; Verulam and Cornubia; Tongaat and the Dube Trade Port (eThekweni Municipality-NSDP, 2009: 9). It is important to note that these areas comprise different characteristics and will be developed based on their features.*
- ***Northern Rural Corridor:*** - ***this corridor*** *comprises of the UMzinyathi, Buffelsdraai and Tongaat Rural Local Areas which are connected by the M25. This corridor has huge agricultural opportunities and potential to export.”*

(eThekweni Municipality-NSDP, 2009: 9-10)

### **3.7.3 Local Planning Areas**

Local planning areas play a crucial role in achieving eThekweni's development objectives and goals for the metropolitan area and ensure growth. Local Area Plans perform as part of a package of municipal plans. These plans aim at ensuring alignment and integration of spatial plans and land use management. The LAP is structured into three stages:-

- Strategic assessment- this stage is about the review of the area, where the existing development, issues and priorities are pointed out;
- Development framework- development vision and concept; and,
- Development plan- provides a strategy on how to achieve development concept and how the proposed development will be achieved.

(eThekweni Municipality LAP, 2011: 33).

A number of Local Areas have been identified each of which will require further detailed planning namely:-

- Buffelsdraai;
- Hazelmere;
- Ohlanga-Tongati; ,
- The Northern Suburbs and Umhlanga; ,
- Phoenix-INK;
- Tongaat and Dube Tradeport; and
- Verulam-Cornubia.

(eThekweni Municipality LAP, 2011: 33).

In looking at the Local area plan for the INK area, it is important to note that the study area is grouped with the Phoenix area; these areas are sometimes referred to as "PINK". With the aim

to develop these areas, the plan indicates that housing, local infrastructure; economic development and community facilities have been identified as priority. The areas of priority for INK are presented in the Phoenix-INK Local Area Plan (LAP). The details of this plan are presented in the following section.

#### **3.7.4 Phoenix-INK LAP**

With the LAP in place Phoenix-INK must be fully integrated into a mixed use development corridor if its renewal and growth are to be achieved (eThekweni Municipality LAP, 2011: 33). The municipality proposes to realise its vision through the following Spatial Development frameworks:-

- **Open Space Framework**

In terms of open space the goal is to secure and improve environmental assets and expand the existing ones. Furthermore integrate an open space system with district environmental planning requirements, with the aim of meeting the needs of the community (eThekweni Municipality-LAP, 2011: 47). The primary focus for the Phoenix-INK area is on the following project areas; Sea Cow Lake and Northern WWTW; Umgeni River Valley with Fosaville, Earlsgrrove, Westridge and Emachobeni forest areas, and untransformed spaces in the Amaothi area.

- **Movement and Circulation System**

In order to create an efficient and sustainable movement system the municipality proposes to focus on the following objectives:-

1. To **create a sustainable transport system**; where people have alternative transportation systems, to create an integrated and sustainable transport network that reduces dependency on the use of private vehicles, and will improve road safety;

2. To establish clear **hierarchy in the transport network**; this route hierarchy should direct the development of a public transport system at metropolitan and local level, and should inform a land use and density response which will strengthen the public transport system;
3. To promote **provision of safe and efficient pedestrian and cycling paths**;
4. To **reinforce the rail backbone of a high priority public transportation network**; and,
5. To enhance **mobility within local area and between sub-areas**.

(eThekweni Municipality-LAP, 2011: 51).

The plan for Phoenix-INK illustrates that there will be development and upgrading of transport routes, to promote public transport usage and link local nodes with major nodes. The focus is on the following areas Malandela Road, Inanda Rd, Provincial Main Road 577, Ntuzuma Highway, Northern Expressway and Curnick Ndlovu Highway. To provide additional linkages within the local area and with the surrounding metropolitan area three major roads will be required:

- Northern Express Way linking the Curnick Ndlovu Highway with the R102 in Verulam.
- Provincial Main Road 577 (Dumisani Makaye Drive) linking the Newlands Drive and Ntuzuma Road with Pinetown and New Germany in the south and with the R102 in the north.
- Ntuzuma Highway linking Ntuzuma with KwaMashu and Newlands using a dual carriage way road alignment allowing for road based public transport

(eThekweni Municipality-LAP, 2011: 51).

- **Land Use and Activity Framework**

The main goal for Phoenix-INK is to improve the functioning of the local area (LA) and ensure its physical integration into the Northern Urban Development Corridor. In this regard the municipality aims to identify land sustainable for the expansion of the northern metropolitan area, which will accommodate the establishment of mixed land use and a set of strategic spatial structuring

tools and associated development controls that will promote the establishment of efficient and sustainable transit oriented development and urban form (eThekwini Municipality-LAP, 2011:61). To realise land use related goals the municipality has developed the following strategies:-

- **Upgrade existing local urban nodes** of Phoenix, KwaMashu and Newlands and the Dube Village and Emtshebheni neighbourhood nodes and establish new neighbourhood nodes at Lindelani, KwaNozaza and P577 (Dumisani Makaye Drive) & Ntuzuma Main Road.
- **Stop the erosion of environmental buffers** around the Umgeni, Ohlanga and Piesang Rivers.
- **Regenerate Phoenix Industrial Park**
- **Consolidate industrial/business park** developments at Riverhorse.

(eThekwini Municipality-LAP, 2011:61)

- **Housing and Density Framework**

The primary goal in Phoenix-INK is to use housing in its various forms as a building block to create an urban form that is compact and efficient, supportive of transport oriented development and integrated into the urban systems of the metropolitan area (eThekwini Municipality-LAP, 2011:67). The plan shows that the focus is on the following areas in terms of housing provision. Bhambayi phase 1, Matamfana, Africa Inanda (Emaplazini), Amaothi (Cuba), Ntuzuma D (Phases 2-3), Bhambayi (Phases 2-3), Tambo Plaza (Phase 1), Newlands Interface, Africa, Newtown (Mshayazafe Phase 2), Ntuzuma G (Infill & Triangle), White City, Ntuzuma and Ntuzuma D (Phase 4) (eThekwini Municipality-LAP, 2011:67).

- **Landscape and Built Form Framework**

The overall goal is to create a living environment that generates a sense of dignity, identity and pride within the residents of the Phoenix-INK area, and also transform the existing landscape into an area with legibility and a sense of place (eThekweni Municipality-LAP, 2011: 71). Landscape and built forms have features such as landscaped Movement Corridors, Areas of High Landscape and Scenic quality, Gateway Zones, Urban and Suburban settlement, landmark features. To achieve the goals of Landscape and Built Form the municipality have formulated strategies to implement these features.

### **3.8 CONCLUSION**

In conclusion this chapter has discussed integrated development planning based on the experience of developed and Developing Countries. The findings demonstrate that countries across the world have adopted the integrated planning approach; however these countries refer to and implement this planning approach in different ways. In the context of South Africa this paper looked at the experience of the country in using the integrated development planning approach and looked at the eThekweni Municipality example.

## **CHAPTER FOUR: RESEARCH METHODOLOGY**

### **4.0 INTRODUCTION**

Research methods refer to the methods used in selecting and constructing research technique. Krippendorff (2004:1) asserted that methodology was a functioning framework, arranged according to facts, which give a clear meaning to the concept. It is also important to note that research methodology does not only consider research methods, but also take into account the logic behind the methods. Furthermore, it offers an explanation as to why one particular method or technique is more suitable compared to other methods.

This research has used qualitative and quantitative techniques as the main source of gathering information. Such techniques have been used to collect primary data. These methods will be further discussed taking into account the characteristics of qualitative and quantitative techniques. This section also outlines the data collection procedure, the approaches and tools that were used to collect data. The chapter finally concludes with a discussion on the methods that will be used to analyse data and possible limitations to the study.

### **4.1 SOURCES OF DATA**

The research used the case study of INK, to investigate the role of integrated development planning and its tools such as the Integrated Development Plan (IDP) and Spatial Development Framework (SDF) in transforming and integrating former Apartheid townships. Both qualitative and quantitative research techniques were used to undertake the investigation. The qualitative approach was used in this study because it offers a unique way of looking at the problem and it offers a grounding position from which research is conducted (Biber and Leavy, 2011:3). The qualitative approach has the following characteristics:-

- It provides an in-depth understanding of the situation and its uniqueness;
- The researcher is the primary instrument for data collection and analysis;

- It involves fieldwork, whereby the researcher interacts with people, to gain their perspective and observe their behaviour; and,
- It uses an inductive research strategy which builds abstractions, concepts, hypothesis, or theories rather than testing an existing theory.

(Kielborn, 2001)

On the other hand, the quantitative approach is based on the measures of quantity. This approach is based on the premise that something is meaningful only if it can be observed and counted. The quantitative approach includes several approaches such as experimental, descriptive, and causal comparison (Hesketh and Laidlaw, 2003:2). This research approach has the following characteristics:-

- *“It is usually concise;*
- *It describes, examines relationships, and determines causality among variables, where possible;*
- *Statistics analysis is conducted to reduce and organise data, determine significant relationships and identify differences or similarities within and between different categories of data;*
- *The same sample should be representative of a large population;*
- *Reliability and validity of the instruments are crucial;*
- *Comprehensive data collected by employing different methods and instruments should result in a complete description of the variable or the population studies; and,*
- *It provides an accurate account of characteristics of particular individuals, situations, or groups ”*

(Mbambo, 2009:37)

Both the above mentioned research approaches were used to collect primary and secondary sources of information. The advantage of using a quantitative approach is that it is easy to analyse because it allows the reporting of summary results in numerical terms. On the other hand, the qualitative approach has the ability to collect sufficient data with the use of strategies such as interviews and the field notes. It is important for qualitative and quantitative approaches to be integrated. In this case the information collected through these two approaches was compared; hence there has been the ability to collect diverse information.

#### **4.1.1 Primary Sources**

Primary sources provide first-hand information. Such information was collected through interviews, questionnaires and observation. Interviews were conducted with eThekweni Municipal officials, ward councillors, investors and community members; since collectively they have different information regarding development of the area. The municipal officials who are involved in the Northern Region project and the manager of Area Based Management (ABM) were interviewed in order to find out development projects that have been implemented and the plans for future development proposed for the area. These projects and proposals were evaluated against the intended outcomes of Integrated Development Plan approaches to see whether the theory and practice align. Councillors as the community stakeholders were interviewed with the intention of finding out if there has been transformation and integration in the area and if they participate in the formulation of the IDP. Questionnaires were used to understand the views of INK community members about integrated development planning process and IDP.

#### **4.1.2 Secondary Sources**

Secondary sources provide second hand information which has been collected for a specific research purpose, these include; journal articles, books, encyclopaedias, dictionaries, and reviews (Sorensen, Sabroe and Olsen, 1996:435). This research considered secondary sources such as the 2010 census data, and information collected by eThekweni Municipality for their Integrated Development Plan. Additional data was collected through the use of articles, journals and books. These sources were used to gain background information regarding the proposed research and the area being researched.

eThekweni municipal documents such as the Northern Integrated Development Plan were used to assess successes and failures in developing the INK area as well as the proposed development plans for the area. Articles, books, chapters on development and urban development journals were used to understand what theorists say about the study. Articles were also used to find out if there has been a transformation and integration project in similar areas where there is a need to redress historical spatial planning approaches at the metropolitan level of planning.

### **4.2 DATA COLLECTION**

Data is known as the information obtained during the course of an investigation or study of a particular topic (Mbambo, 2009:41). In this study, purposive sampling and snowball sampling was used to select a sample. Interviews, questionnaires and form of observation were used to obtain data relevant to the research objectives and research questions.

#### **4.2.1 Sampling Procedure**

Sample is the target population that is selected to represent the larger population. In this case the sample was selected using purposive sampling and snowball sampling.

#### **4.2.2 Purposive Sampling**

Purposive sampling may be used for both qualitative and quantitative research techniques. This sampling technique falls under the category of non-probability sampling. Purposive sampling is

most effective when one needs to study a certain cultural domain with knowledgeable experts within (Tongco, 2007:147). Babbie and Mouton, (2001:164) have stated that purposive sampling is used when a researcher wants to identify a particular type of case study for in depth investigation. The INK area of eThekweni municipality was selected because it satisfies these criteria and provides an example in which to understand the role of the integrated development planning process as a vehicle for integration and transformation. An opportunity to evaluate the role of the municipality in compiling and implementing the IDP plans is provided through this evaluation process. Community stakeholders involved in the integrated development planning process were also part of the sampling. The intention has been to understand community stakeholder's views regarding integrated development planning and their role in the process.

#### **4.2.3 Snowball Sampling**

This sampling technique, is used when the members of a population group are difficult to locate. In order to find participants the researcher uses networks, where the respondents are asked to recommend other people who meet the criteria of the research or who have information about the study (Sarantakos, 2005:165). This sample has a number of advantages. It is useful to locate a specific population if they are difficult to locate and the focus is on the population which can have the required information. This sampling procedure has been used to contact more people who have significant information about the research. It has been a useful technique in making contact with municipal officials, community stakeholders, investors, and some community members.

#### **4.2.2 Sampling Size**

The Inanda, Ntuzuma and KwaMashu (INK) area is large encompassing three individual historical settlement areas. However a manageable size of the population was selected and used as a sample group representative of the communities living there. The advantage of selecting a sample from the total population is that it serves time as well as financial and human resources. Time being an important factor since there is a limited space in which to conduct research. For

the purpose of this study the sample involved municipal officials, Ward councillor's business investors, and some community members.

At the commencement of the survey, a small pilot survey of five questionnaires was undertaken in order to test the robustness and relevance of the questions. The necessary amendments were made and then the remaining twenty five questionnaires were completed. The use of the pilot test allowed the researcher to anticipate problems and to take the necessary precautions (Bless and Higson, 2000:155). In this study the purpose of the pilot survey was to examine the information that will be acquired with the questionnaires and to test if the community understand the questions. The pilot survey was also used to establish the amount of time required to facilitate interviews, and the procedures to be followed when interpreting the research questions.

### **4.3 INSTRUMENTS AND TOOLS**

Data collection is an essential aspect of any type of research study. In this study the data was collected through interviews, semi structured questionnaires and observation instruments. These instruments were used to acquire relevant information and to control the research process.

#### **4.3.1 Interviews**

An interview is one of the commonly used methods of data collection within the qualitative approach. There are different types of interview; however the choice of the technique depends on the aims and objectives of the research. Based on the direction the study is taking the research was conducted using semi-structured interviews. Semi-structured interviews offer topics and questions to the interviewee. This type of interview is designed with the purpose of obtaining ideas and opinions from the interviewee (Zorn, 2003). Structured interviews have been used to increase the chances of acquiring relevant information. This approach allowed for the careful probing of views and opinions so as to facilitate the expansion of answers by respondents (Gray, 2009:373). The interviews were used to collect primary data from municipal

officials, business investors and Ward councillors. Those municipal officials involved in the IDP process have been interviewed to find out the role Integrated development planning has played in the INK area. The investors we interviewed to understand what attracted them to the INK area and to what extent they are involved in its development planning. Furthermore ward councillors were interviewed with the aim to get their views interns of the function of the integrated development planning approach.

#### **4.3.2 Questionnaires**

Questionnaires were used to collect information from the community members with the aim of finding out to what extent the community is benefiting from the use of IDP and if they are participating in the process of planning for development. It is usual for questionnaires to contain a number of different approaches to asking questions, the common ones being: closed questions, multiple-choice, and open-ended questions. This study used closed ended and open ended questions. Close ended questions offered the respondent choices in answering the questions. Such a controlled form of questionnaire can provide the required information if structured properly. Open ended questions allow the respondents to state their answers in the way they see as being appropriate. The reason for using open ended questions is that it allows the respondent to give more detailed information about a topic.

#### **4.3.3 Observation**

“Observation entails gathering data through vision as it main source” (Sarantakos 2005:220). This method was used to observe if there is any form of development that has or is taking place in the INK area and to observe the living conditions of the community members. Observation has been used to assess if the existing development is effective and if it is benefiting the community members.

#### **4.4 DATA ANALYSIS**

After the data had been collected it was analysed using content analysis, which is described as a method used for collecting and analysing the content of the text. Neuman (2000: 292) has stated that the content refers to words, meanings, symbols, ideas, themes or any other message that can be communicated. In this study content analysis was used to analyse both primary and secondary data. In doing so, the three steps of Gray, (2009: 500) were taken into account: these included the following:-

- Summarizing content analysis- the material was paraphrased and grouped together according to themes and, as result, irrelevant information was eliminated;
- Explicating content analysis- the unclear information was clarified by introducing context material into the analysis; and,
- Structuring content analysis- was used to identify types of formal structures in the materials.

These stages have been adopted to ensure that the collected information is presented in a clear manner. In addition, the data that was collected with the use of community surveys is presented through a column chart.

#### **4.5 THE LIMITATIONS OF THE STUDY**

The following limitations were identified at the commencement of the research process:-

- The people at grass roots level usually do not have any knowledge about the integrated development planning process because of illiteracy and lack of access to information. This lack of knowledge constitutes a limitation to the study, because it prevents some people from providing relevant information to the research.

- Another limitation is that some community members were reluctant to participate in the study, because some people do not participate in things when they have nothing to benefit.
- Illiteracy was also a limitation because it prevented some people from answering the questionnaires, because they were not able to read the research questions.

#### **4.6 CONCLUSION**

This chapter has discussed the research methodology that was used to collect data. As indicated, the study will use qualitative and quantitative methods in collecting primary sources of data. These methods are important in conducting the research because they guide the researcher in collecting data and inform the type of information the researcher will acquire. Furthermore this study presented the data collection techniques, instruments and tools and that were used. The next chapter will present the INK area in context.

## **CHAPTER FIVE: INANDA NTUZUMA KWAMASHU (INK) IN CONTEXT**

### **5.0 INTRODUCTION**

This chapter provides background information of the INK area, taking into account the history of each of the individual towns of Inanda, Ntuzuma and KwaMashu. The intention is to compare past experiences with the present, in order to assess if there has been any improvement in the functioning of the area. Furthermore this chapter will also include an analysis of the demographics of the INK area, including education levels, and economic information. This evaluation will be undertaken by using the INK SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis and existing developments will be presented. In considering this analysis, the aim is to evaluate to what extent the area has been developed and where there are still areas of weakness that need to be addressed.

### **5.1 A DESCRIPTION OF THE INANDA, NTUZUMA AND KWAMASHU (INK) AREA**

Inanda, Ntuzuma and KwaMashu (INK) are different areas that that have been combined, in order to integrate development between the three areas. The INK area is situated twenty (20) kilometres northwest of eThekweni (Durban) City Centre and comprises a mix of formal residential townships and informal settlements which are home to approximately 580 000 residents. This number represents about 18% of the eThekweni Municipality's total population (eThekweni municipality 2011: 8). The area is the second largest agglomeration of poor neighbourhoods in South Africa with an extent of 9 423km<sup>2</sup>. The INK area contains 18 voting wards (Ibid).

In respect of city wide transportation linkages, it is located in close proximity to all major movement routes. The N2 and N3 are the main movement systems within the Durban Metropolitan Area. The R102 and M4 form parallel connections that support the national and regional routes. A railway network runs parallel to the R102 and connects to INK along its eastern boundary (Ibid). The area consists of limited basic service infrastructure, inadequate recreational facilities, shortage of social facilities, and a large number of informal settlements.

## 5.2 A DEMOGRAPHIC ANALYSIS OF THE INK AREA

The size of population determines level of services that are required within the area. These can be services such as infrastructure development and social services, including sanitation, water, schools, electricity and housing. Table: 2 below presents an overview of the population of Inanda, Ntuzuma and KwaMashu. The total population of the INK area is estimated to be five hundred and eight thousand people (580,000) or 18% of eThekweni's total population. In comparing the three areas of the INK configuration, the town of Inanda has the largest population. All three areas have a predominance of females with figures above 50% compared to the male portion which sits below half. These findings demonstrate that there is a need for woman empowerment programmes to accommodate the larger population of females in the area.

**Table 2: INK Populations in Context**

	<b>INANDA</b>	<b>NTUZUMA</b>	<b>KWAMASHU</b>	<b>INK</b>	<b>ETHEKWINI</b>
<b>Population</b>	290 682	184 743	104 576	580 000	3468083
<b>%</b>	50%	32%	18%	100%	18%
<b>Gender: Males</b>	43%	43%	44%	44%	49%
<b>Females</b>	57%	57%	56%	56%	51%

**Source: eThekweni Municipality, 2011**

The age profile in Table: 3 demonstrates that there is a high population of the young residents in the INK area when compared to the older population. This trend indicates that the INK area requires significant interventions in terms of youth development and promotion of entrepreneurship. In addition, there is also a need for employment creation to accommodate the increasing percentage of unemployed youth. Provincial statistics prepared for other studies,

and the Integrated Development Plan, demonstrate that unemployment levels in the INK area are very high. Unemployment percentages by area are 57% for Inanda, 50% for Ntuzuma and 60% for KwaMashu (Urban-Econ, 2006:11).

**Table 3: The Age profile of the INK population**

AGE GROUP	%
Under 10 years	21
10-19 year	23
20-34 years	27
35-49 years	17
50-65 years	9
Over 65 years	3
Total	100

Source: eThekwini municipality, 2011

### 5.3 EDUCATION LEVELS

Table: 4 illustrates that 12% of the INK residents have had no schooling. About 38% of the population has had access to limited primary education. As a result of low level of education, there is a need for interventions in terms of skills development and even basic adult education to improve literacy in the area. Only 3% of the population have had access to tertiary level education outside of school.

**Table 4: Educational Levels of INK Residents**

<b>EDUCATION LEVELS</b>	<b>INK %</b>
None	12.4
Primary	23.9
Some secondary	38.0
Grade 12	22.0
Higher than grade 12	3.7
Total	100

**Source:** Urban-Econ: Development Economists, 2006

#### **5.4 ECONOMIC INFORMATION**

Table: 5, illustrates that the majority of people employed within the area fall into the elementary occupation category. The category of elementary occupations includes street traders, domestic workers, security guards, office cleaners and waiters. Approximately 14% of the population are employed as shop assistants or sales workers, and a similar number within crafting and related trades. It is also illustrates that the INK area has a small number (2%) of people who fall within the professional category.

**Table 5: Employment by Sector**

<b>EMPLOYMENT SECTOR</b>	<b>%</b>
Elementary occupation	33
Shop and market sales workers/Service workers	14
Related trades workers and Craft	14
Machine Assembly and Plant Operatives	12
Clerks	9
Associate professionals and Technicians	7
Undetermined	6
Proficient	3
Managers, Legislators and senior officials	2

**Source: Cooperative Governance, 2012**

The ability to meet basic needs, such as basic amenities, adequate food, clothing, shelter, is mainly determined by the level of income earned by households (Meintjes 2001:9). Hence, household income is one of the most vital determinants of the welfare of the people. Residents that earn income below the poverty line or those that do not receive an income are not able to meet their basic needs. Table: 6 illustrates that 26% of the population earns below R1 500 and 33% earns below R3 500 per month. These findings show that the majority of the population earn low amounts.

**Table 6: Income Levels**

<b>INCOME LEVEL</b>	<b>% OF INCOME PER MONTH</b>
<R1500	26.0
R1500-R3500	33.4
R3500-R6000	23.4
over R6000	17.2

Source: eThekweni Municipality, 2011

### **5.5 THE INANDA, NTUZUMA, KWAMASHU SWOT ANALYSIS**

This section presents the INK area's strengths, weaknesses, opportunities and threats or SWOT analysis. The SWOT analysis formed part of the status quo work undertaken in the preparation of the IDP. The aim of this analysis is to present the successes and the challenges in the area and the factors that can hinder the area from developing. Furthermore this analysis highlights the factors that can develop and sustain the area if used to the advantage of the study area.

#### **Strengths:-**

- Certain nodes are already developed such as KMTC, Dube Village and Emtshebheni;
- Municipal land in the KwaNozaza node presents opportunities;
- Old Sunflower factory has opportunities for the development of Lindelani node ;
- Population is fairly young, hence the availability of human resources; and,
- Income percentage spent on retail goods is significant and the area can support convenience centres.

#### **Weaknesses:-**

- Lack of available land particularly KwaMashu and Ntuzuma for further development to accommodate anticipated inflows of people;

- Currently characterised by high unemployment;
- Low skills levels;
- Lack of economic activities only limited to retail in certain areas which have recently been developed;
- Significant leakage of expenditure ;
- Low income levels have implications for location of businesses; and,
- Unattractive land tenure system in areas of KwaMashu and Ntuzuma.

**Opportunities:-**

- Construction of P577 will increase accessibility to INK hence increased economic opportunities;
- Dube Trade Port will provide some employment for INK community; and,
- Township property market is booming and presents significant opportunities for investors.

**Threats:-**

- The role of each node needs to be assessed in order to avoid them competing against each other;
- Negative effects on micro businesses such as Spaza shops and informal businesses; and,
- INK economy is reliant on employment in the rest of the eThekweni metro.

(eThekweni Municipality 2011:14)

**5.6 EXISTING AND PROPOSED DEVELOPMENTS**

In the INK area, there have been developments such as the Dube Village shopping centre, a petrol station, the KwaMashu Town Centre, and the newly built Bridge City Shopping Centre which is one of the major developments that has taken place at Inanda. There are proposals to build a hospital, a Court, railway and some residential areas next to the Bridge City Mall but

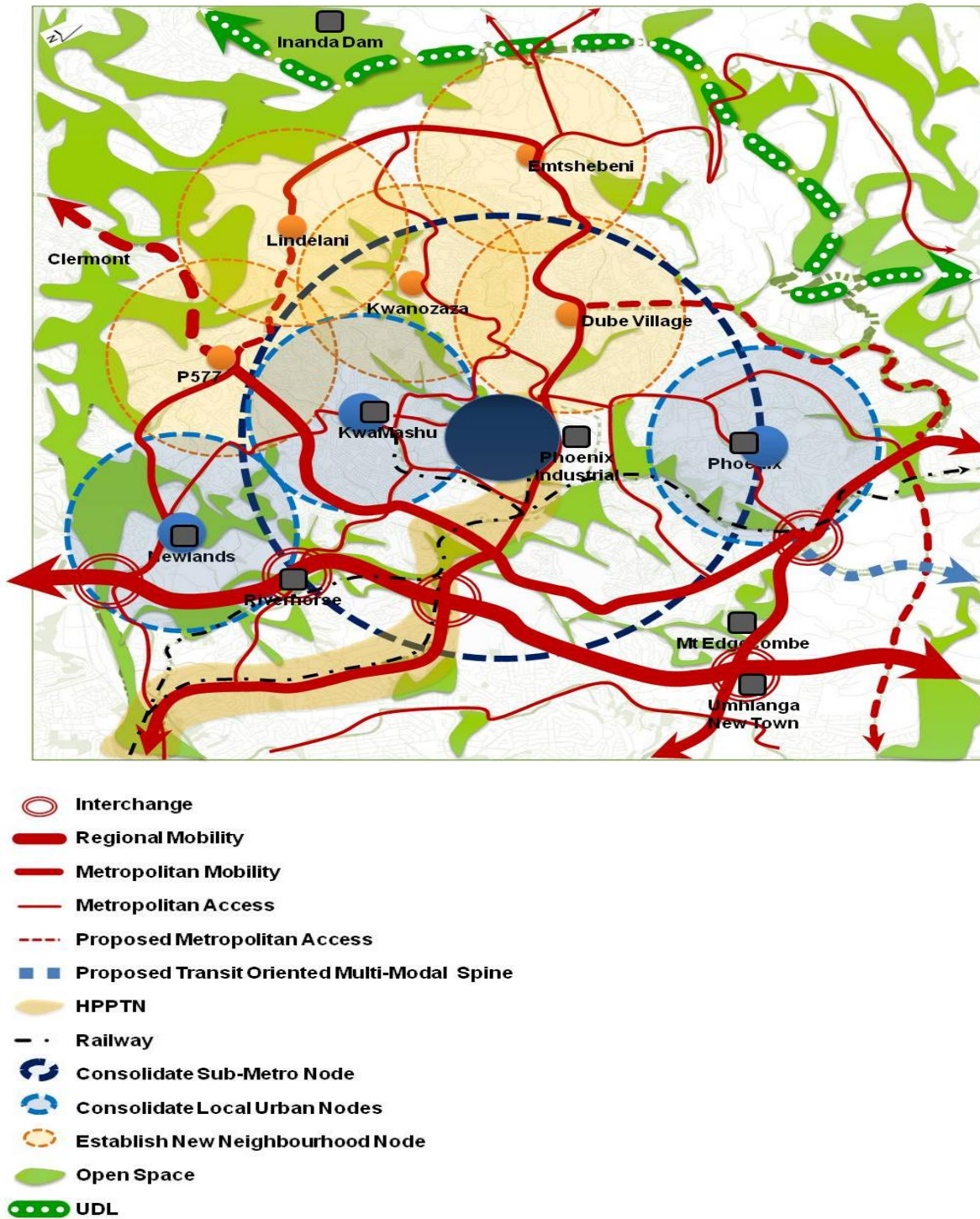
these have yet to be completed. According to Kroeger (2010: 23) the Bridge City Centre is expected to provide a sound infrastructure which will support the development of small and large businesses and create sustainable business growth and employment from its major developments. The complex is being constructed in phases. When completed Bridge City will serve as a new town centre for Phoenix, Inanda, Ntuzuma and KwaMashu (PINK) and will include a metro-rail station with associated inter-modal transfer facilities (buses and taxis), a 42 000m<sup>2</sup> shopping centre, Regional Magistrate's Court and a regional 450-bed hospital. Complementing this major mixed use development will be an additional 600 000m<sup>2</sup> of commercial, retail and residential opportunities with approximately 4 500 high density residential apartments (Kroeger. 2010:23).

## **5.7 DEVELOPMENT NODES AND CORRIDORS**

There has been a major development of nodes and corridors in the INK area with the aim of enhancing opportunities for economic growth and creating employment opportunities. Nodes and corridors form an important part of an Urban Regeneration Programme (URP). They are known as places of high accessibility which are located at important transport interchanges and characterised by a concentration of mixed uses. Corridors are mixed-use areas containing facilities such as retail, office, work, residential, entertainment and community facilities (eThekweni Municipality, 2012:82). Figure 12 illustrates the spatial distribution of the nodes and corridors in the INK area.

The illustrated nodes and corridors seek to promote local economic development, and to counteract the INK area's historical legacy of marginalisation. They are intended to redress low economic growth, poor access to urban services and amenities, and high levels of crime by ensuring access to local economic opportunities. These nodes and corridors aim to improve access to infrastructure and amenities, promote economic opportunities and reinforce tourism potential.

Figure: 12 Economic Nodes and Corridors

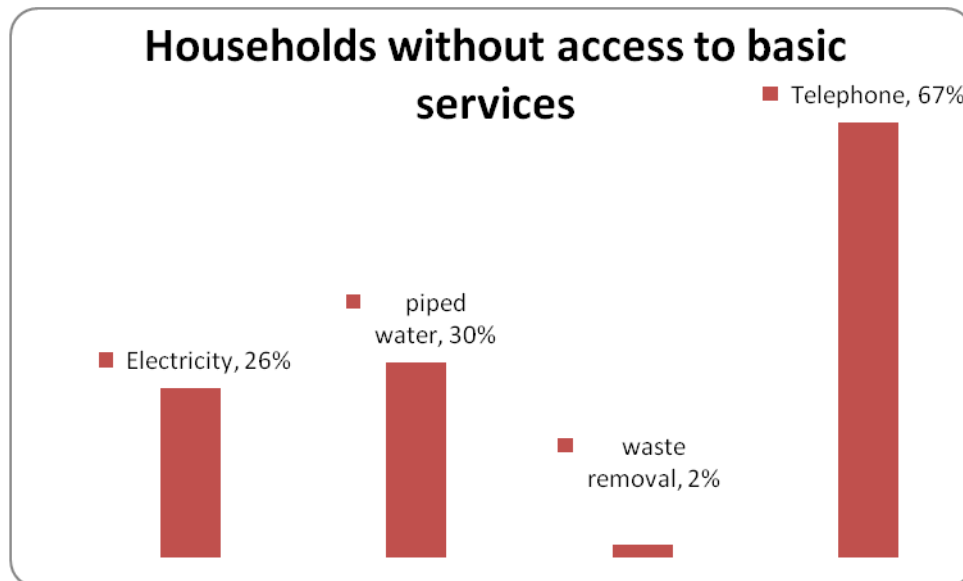


Source: eThekweni Municipality, 2010

## 5.8 INFRASTRUCTURAL SERVICES

"Infrastructure is defined as physical and organizational structures needed for the operation of a society or enterprises" (Demurger 2000:103). Figure 13 below illustrates the point that the majority of the households in the INK complex do have access to some level of infrastructural services. The area is doing well in terms of waste removals since only 2% of the households do not have access to this service. Intervention is required in addressing the issue of the lack of telecommunication services, since 67 % do not have access to such a service. This figure does not include mobile services which individuals may have purchased for themselves.

**Figure: 13: INK households without Basic Services**



Source: Department of Cooperative Governance, 2007

## 5.9 SOCIAL FACILITIES

Social services are very important for the functioning of a community. Table 7 below shows the social facilities that exist, are proposed, are required and that are lacking in the INK area. This table demonstrate that there is a great deal that needs to be done because there are only a small number of facilities that exist relative to the large population of the INK area.

Furthermore, a large number of social facilities are required, however no projects have been proposed in terms of the IDP to fill the gap of the services which are lacking.

**Table 7: Social Facilities**

<b>FACILITIES</b>	<b>EXISTING</b>	<b>PROPOSED</b>	<b>REQUIRED</b>	<b>SHORTFALL</b>
<b>EDUCATIONAL FACILITIES</b>				
Crèche	Not known	0	186	186
Primary School	137	0	266	129
Secondary School	66	2	124	58
<b>HEALTH FACILITIES</b>				
Satellite Clinic	25	3	93	68
Primary Health Care Clinic	0	3	0	3
Community Health Centre	5	0	9	4
Hospitals	4	0	2	-2
<b>SOCIAL FACILITIES</b>				
Cemetery	5	0	9	4
Community Hall	21	1	47	25
Library	12	4	93	77
Old Age Home/Welfare	Not known	0	37	37
Worship	Not known	0	466	466
<b>PUBLIC SERVICE AND CIVIC FACILITIES</b>				
Fire Station	2	2	9	5
Police Station	8	0	41	33
Post Office	Not known	0	93	93
<b>CULTURAL OPEN SPACES</b>				
Food Gardens	Not known	0	155	155
Market -Trading Spaces	Not known	0	93	93
<b>SPORTS AND RECREATION AMENITIES</b>				
Sports fields	91	0	88	-3
Play Areas	209	0	373	164

Source: eThekweni Municipality, 2010

## **5.10 CONCLUSION**

This chapter has discussed the INK area within its context, taking into account the background, demographic analysis, service delivery backlog, existing developments and the SWOT analysis. The findings that have been presented highlight that there is a need for more economic activities since the majority of the population is unemployed. Furthermore there is a need for improvement in terms of service delivery. The following chapter will present the research findings and analysis where the ability of the IDP to be a vehicle for these needs to be addressed is examined in greater detail.

## **CHAPTER SIX RESEARCH RESULT AND ANALYSIS**

### **6.0 INTRODUCTION**

This section presents the findings of the research that was conducted in the Inanda, Ntuzuma KwaMashu (INK) area during June 2012. Essential information on the role of integrated development planning initiatives in assimilating and transforming the Inanda, Ntuzuma and KwaMashu area has been obtained, by using interviews and community questionnaires. This chapter will discuss the perceptions of the municipal officials, investors, community councillors and community members on the role of IDP in the INK area. The information will be presented in the form of tables, graphs and images as well as direct quotations from the interviewees.

### **6.1 DATA ANALYSIS**

#### **6.1.1 eThekweni Municipal Officials Perceptions of the Role of IDP initiatives in the INK Area**

eThekweni municipal officials and the INK Area Based Management (ABM) team were interviewed regarding the role of IDP initiatives in transforming and integrating the INK area. The first question posed was how the INK area is perceived. The INK area is seen as an extremely disadvantaged area. It consists of three former dormitory townships that served to house labour during the Apartheid era. The area has historically been located relatively far from city services and employment opportunities, but with current and future development focused on the Northern Region of the metro, the opportunities for integrating the area into a functioning urban system are increasing. The Urban Renewal Programme (URP) and Area Based Management (ABM) are part of the Municipality's initiatives which are intended to bring development in the area.

The Urban Renewal Programme is a holistic approach to development which focuses on social inclusion, investment attraction and job creation. This programme aims to eradicate poverty and address issues of underdevelopment, build socially united communities, ensure equity, and ensure integration of resources across the spheres of government and other agencies

(Cooperative Governance, 2007: 23). Furthermore the Urban Renewal Programme intends to advance the method in which government supports township renewal across the country.

In terms of the INK area, the Urban Renewal Programme intends to improve infrastructure, economic opportunities, social services and spatial integration to ensure the flow of services to all the neighbourhood areas. There is an emphasis on meeting the basic needs of communities, with a strong focus on infrastructure upgrade and development, and the provision of public services such as schools, clinics and pension points. The economic development plans for INK area include the development of employment opportunities, skills training and the promotion of both internal economic opportunities and linkage opportunities to the North Coast Corridor development.

Area Based Management (ABM) is another programme that is being used in the INK area. INK was identified as one of five pilot areas for the municipality's ABM Programme in 2003. The ABM programme is a mechanism to implement the municipal IDP at sub-municipal levels. The main goal of ABM is to integrate the initiatives of various departments with those of the private sector and other spheres of government in developing the targeted areas (Cooperative Governance, 2007: 23). The ABM programme is playing a huge role in developing the area and empowering the community. A key focus of the INK ABM is to generate economic activity, and to revitalise residential and community areas. According to the community survey that was conducted by Pillay (2007:3) in the INK area, *"the ABM brings together the public from the three areas to share resources and cooperate in development, the ABM brings training and skills development for business management; in leadership, financial management, structuring business plans, and company profiles"*. It also brings information about economic opportunities and helps the community to access funding.

Another question examined is the role of integrated development planning in township areas. The respondents stated that integrated development planning is a tool that is used to plan for future developments in areas; however the focus is on the township areas that were

marginalised as the result of Apartheid planning. The role of integrated development planning is to mobilise and to allocate scarce resources to meet the needs of priority areas. A key outcome is intended to be the allocation of resources in the INK area with a focus on the development infrastructure services, commercial nodes and delivery of social services. Integrated development planning ensures that the plans reflect the priority needs of the municipality and its residents and ensures that available resources are used in an objective orientated manner. The other role of integrated development planning at a local level is to ensure the participation of community members. Future developments are planned for taking into account the views of the people and the needs that they have identified. The municipal officials further stated that the integrated development planning tool gives residents a sense of hope because they can see the INK area as part of priority areas that require development and also see that development is taking place.

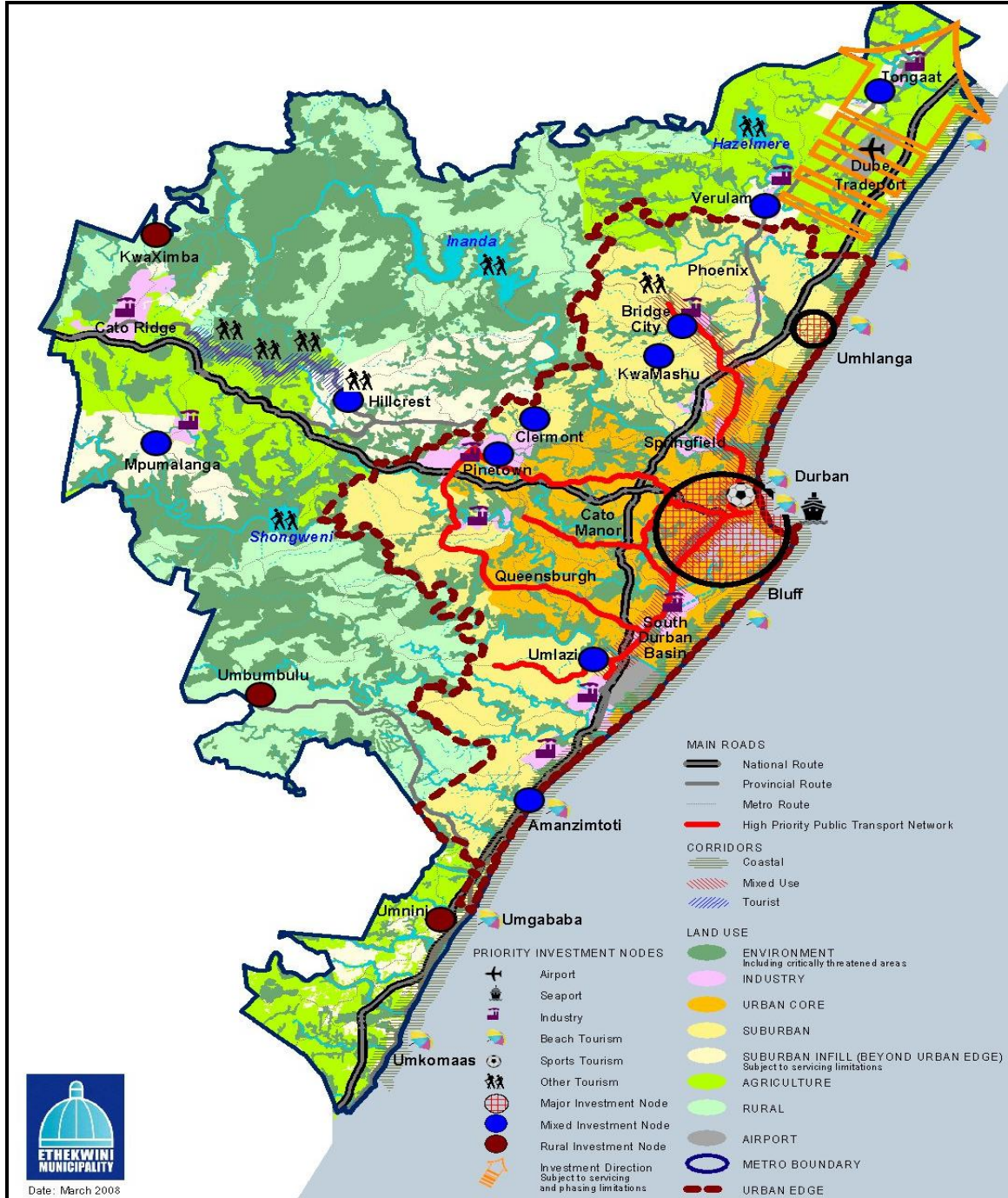
An Integrated development planning process has an important role in promoting and formulating initiatives for Local Economic Development (LED). LED is one of the initiatives being used by eThekweni Municipality to improve the quality of life for the local people? *“This strategy is used to promote autonomy at a local level, to renew and develop economic, social and physical development potentials for people at grassroots level”* (Zondo, 2010). An integrated development planning process also ensures sustainable development by taking into account all the factors that affect development including social, economic and environmental factors.

The eThekweni Municipal officials were asked to respond to the following question, namely - who are the participants that are involved in the integrated development planning process? The respondents stated that the integrated development planning process requires the involvement of various role players, which includes the municipalities departments, provincial and national government departments, stakeholders, Ward Councillors and community members. All these participants have important information and skills that they contribute to this process, however the community members also play a critical role. The community

members are responsible for identifying their needs, which are integrated into projects. This kind of information is attained through the public conventions or imbizo's with the shareholders within that municipality.

The researcher also asked the municipal officials to what extent the INK area is a part of the eThekweni Municipality's Integrated Development Plan (IDP). In their responses, officials indicated that the INK area is a huge part of the eThekweni Municipality IDP; hence the area is identified as one of the priority areas that are in the process of being developed. In the Spatial Development Framework (SDF), the INK area has been identified as an area of priority that requires economic and social development. Figure 14 of eThekweni municipality Spatial Development Framework illustrates the development areas identified by the Municipality. In the Spatial Development Framework Bridge City and KwaMashu are identified as major investment nodes of the INK area. It is a strategic framework that illustrates how IDP procedures should be carried out in space; to guide the inclusive spatial distribution of existing and anticipated land uses in the municipality. The SDF gives effect to the vision, goals and objectives of the municipal IDP (eThekweni municipality, 2012:10). The municipal officials stated that in Framework Planning, they are guided by the Northern Spatial Development Plan, the Northern Urban Development Corridor (NUDC) plan and the INK Nodal Study. The proposed developments for the area are illustrated in the LAP. All of these plans align with and reflect the strategic intentions of the SDF which is a component of the IDP.

Figure 14: eThekweni Municipality's Spatial Development Framework



Source: eThekweni Municipality-SDF

Another question looked at are the projects that have been implemented in the INK area. The eThekweni municipality have a number of plans for the INK area and there are projects that have been implemented as a result of the integrated development planning process being in place. These projects that have taken place are guided by the desire to integrate and redevelop INK into the larger economy and space of the metropolitan city. The following projects have been implemented.

- **The KwaMashu Town Centre**

KwaMashu Town Centre was opened in October 2005 with the aim of providing a sustainable platform for socio-economic development (eThekweni Municipality-Business Plan, 2011). This was to be accomplished by providing space for social service providers and investors. The town centre offers activities such as a shopping centre, community health care centre, social welfare offices, small business centre and police station. The services that are located in the town centre are illustrated in Figure: 15. The development of the KwaMashu Town Centre benefits the residents of KwaMashu and some parts of Ntuzuma and Inanda. It provides access to better social infrastructure and commercial facilities; access to employment and business opportunities; access to land for business development and urban housing.

**Figure: 15 KwaMashu Town Centre Development Plan**



Source: Department of Cooperative Governance, 2007

- **Bridge City**

Bridge City is a development which is run jointly by Tongaat Hullett and the eThekweni Municipality. Bridge City is strategically located to the main development corridors and transport networks notably the N2, MR93 and North Coast Road, and provides a platform for socio-economic services at district level (eThekweni Municipality-Business Plan, 2011). This project is still in progress as some of the activities are still in the construction process. However the Bridge City shopping centre is one of the projects that have been implemented. This project is showing a sign of success as it is used by a number of people. The project plans to be a mixed used centre that offers various activities. Plate: 1 demonstrates the Bridge City Shopping Centre.

**Plate 1: Bridge City Shopping Centre**



**Source: Mngadi, 2012**

- **Dube Village**

The Dube Village is an economic node that is located along the KwaMashu Highway (MR 93) opposite the Gandhi settlement (eThekweni Municipality-Business Plan, 2011). Development of the new mall has unlocked the economic potential of this node, including LED, and the attraction of investors and the creation of job opportunities. Dube Village provides facilities for retail shopping, a petrol station, banking (ATM) and a post office amongst others. Furthermore this node includes the construction of a taxi rank. Dube Village accommodates opportunities for informal traders to operate alongside more formal business thereby offering more opportunities for the community. Plate 2 shows the Dube Village Mall from the main entrance.

**Plate 2: Dube Village Mall**



Source: <http://farm2.staticflickr.com>

- **The Development of Infrastructure**

Infrastructural development is an important factor of development because it channels and links development activities and it also ensures access to the provision of services. There has been a development of infrastructure such as roads and sidewalks, and a rail line in the INK area. Plate 3 shows an example of a road upgrade taking place in the KwaMashu area (Bhejane Road). The Bhejane Road project includes a road link to Bridge City. In addition there has been installation of street lighting, landscaping of areas through paving and tree planting, the construction of sidewalks, bus and taxi stops. Another major infrastructure development is that of the Bridge City rail station. The station was officially opened on 19 October 2013 by President Jacob Zuma. Plate4: demonstrate the opening of the Bridge City Station.

**Plate 3: Bhejane Road Upgrade**



**Source: eThekweni Municipality**

**Plate 4: Opening of Bridge City Station**



Source: <http://www.thepresidency.gov.za/>

- **Housing Development**

According to the Housing act (No. 107 of 1997) housing development is about the establishment and maintenance of liveable and sustainable housing structures and ensuring convenient access to economic opportunities and services such as health care, education facilities and other social amenities. In the INK area there have been a number of housing developments in different areas. Housing projects have been implemented in INK areas such as Inanda (Emaplazini, Congo, Bhambayi, Ohlange), Ntuzuma (Lindelani, Ntuzuma Section D) and KwaMashu L section, Plate: 5 shows examples of Ohlange housing development.

**Plate 5: Ohlange Housing Development**



**Source: Mngadi, 2012**

In terms of sustainable development, the success of a project is measured by the degree to which the development meets the needs of community members and uplifts them to better their lives. Thus it can be argued that the above mentioned projects have been a success. This success has been manifested through sustainable growth, job opportunities, and growth. The implemented projects have created opportunities for the local people to run their own businesses. Additional support has been offered through the business development support programme for small and micro businesses. These projects have created job opportunities for the community members. The KwaMashu Town Centre has drawn a substantial portion of their employees from the local community. However factors such as land availability, time frames and financial resources have had an impact on the implementation of projects and their success. Bridge City has been slow to emerge due to lack of resources. For example, the

implementation of the hospital, which is a major component of the development, has been put on hold due to lack of financial resources. Other projects did not reach their implementation stages due to the lack of land. The redevelopment of the Nozaza Mall was not implemented because the land owners refused to sell the land to the municipality when they realised that the property would be worth more if they developed it themselves rather than selling it to a developer or the city. This caused a problem with the development programme which assumed a successful land sale.

The final question which was posed asked - to what extent have the implemented projects contributed to the integration and transformation of the INK area? The respondents stated that it is not easy to see if the implemented projects are contributing to the integration and transformation of the INK area. This is because there is a lot more that needs to be done in the area for it to be completely transformed and integrated. Furthermore it was stated that integration and transformation will be greatly accelerated by the Integrated Rapid Transport Networks (IRPTN). Access to rail transport and the linked envisaged economic development in the Northern Planning Region should contribute towards the INK area being more of a central point for both transportation and economic activity. In terms of transformation of the INK area, there has been improvement in terms of service delivery, accessibility, quality of life and the area presents opportunities with the development activities that have been implemented.

## **6.2.2 INK Investors' Perceptions of the Role of IDP Initiatives in the INK Area**

### **6.2.2.1 Tongaat Hullett Development Arm**

Tongaat Hullett is a major land owner and developer within the Northern Region of eThekweni. It is not just a sugar company but functions as a land developer and private sector partner with the city in shared projects. Tongaat Hullett Development was interviewed as the major company that is part of a number of projects that have been implemented in the INK area.

The Effingham Development Joint Venture partnership was entered into between eThekweni Municipality and Tongaat Hullett in 2000 to establish the River Horse Valley Business Estate. The second leg of that Joint Venture was to convert the existing Phoenix South Industrial Park (PSIP) into a new town centre, mainly because the PSIP had not sold many sites since its development. In 2005, eThekweni Municipality and Tongaat Hullett signed a joint agreement to undertake the development of the Bridge City Project. The Development Executive of Tongaat Hullett stated that the Bridge City Town Centre development had been initiated because the INK region needs and deserves a town centre and it made good financial sense to invest in this project.

The second question asked about the other projects that the Tongaat Hullett Developments are involved in within the INK area. Tongaat Hullett is currently involved in Bridge City Town Centre and Business Estate. Bridge City Business Estate is a 12 hectare initiative by Tongaat Hullett and the eThekweni Municipality; it represents the next phase of the unique development Bridge City that links Inanda, Ntuzuma and KwaMashu (INK) and Phoenix. According to Tongaat Hullett Development Executive, Brian Ive, the Bridge City Business Estate is one of the few business estate sites currently available in KwaZulu-Natal. It has 150 000 m<sup>2</sup> bulk and offers investors and tenants a wealth of opportunity (Tongaath Hullett, 2012). Bridge City has been earmarked as a channel for economic growth in the area. The intermodal transport hub of Bridge City will ultimately comprise a railway station (scheduled to open in 2013) as well as taxi and bus facilities. Plate 5 illustrates what Bridge City will look like in future.

**Plate 6: Bridge City in the Future**



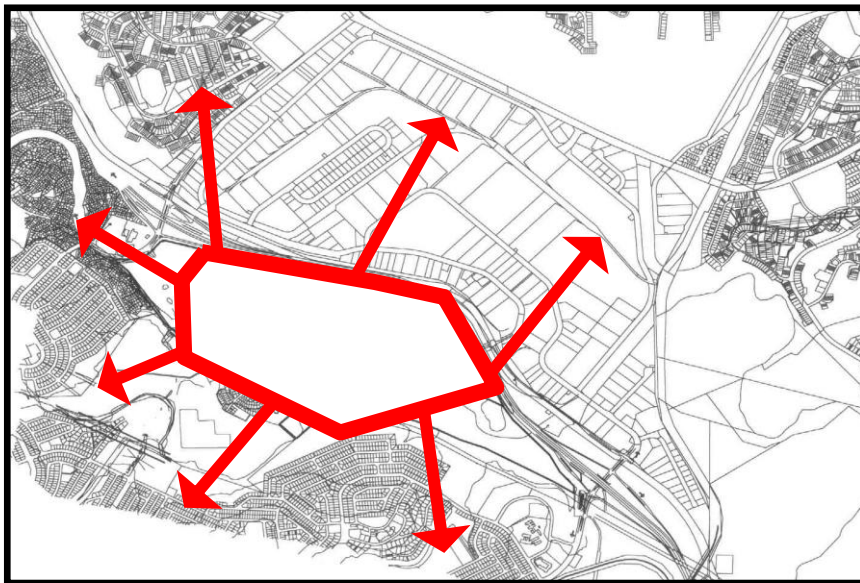
**Source: eThekweni Municipality**

The community members have and continue to benefit a lot from these projects. The shopping centre that opened in October 2009 has already proven itself to the surrounding residents and justified to stakeholders the value of creating a town centre in this region. When completed, Bridge City will provide first world retail, commercial and residential opportunities within easy access of the people of the INK region as well as access to a regional Magistrates Court, Regional State Hospital, direct rail access into the Durban CBD and southwards, and access to the new dedicated Bus Rapid Transport system that will start construction late next year, as part of the Integrated Rapid Public Transport network (IRPTN).

Tongaat Hullett as the investor in the INK area was asked if they are involved in the IDP formulation process. The respondent stated that Tongaat Hullett, as a major developer in the north of eThekweni, and was afforded the opportunity of commenting on the draft IDP but is not responsible for the final document. In cases where the local municipality does not have the resources to address development priorities Tongaat Hullett makes contributions to the development of areas such as INK.

The last question asked is if there has been transformation and integration in the area. The respondent stated that there has been transformation in the function of the area because people are able to access services within their residential areas. In terms of integration the three areas have been integrated into a single area. The implemented projects such as Bridge City are used to integrate all the surrounding areas. Through this development, integration between KwaMashu, Ntuzuma, Inanda and Phoenix will be achieved. Figure 16 shows how the surrounding areas are to be integrated through the Bridge City development.

**Figure 16: Integration of Inanda, Ntuzuma, KwaMashu and Phoenix**



Source: eThekweni municipality, 2006

### **6.2.3 INK Ward councillors Perceptions of the Role of IDP Initiatives in the INK Area**

The Ward Councillors of the INK area were interviewed to ascertain what their views were on the role of integrated development planning initiatives in transforming and integrating the INK area. Interviews were conducted with the Ward Councillors from Emtshebheni, KwaMashu, Bridge City and Ntuzuma areas. The INK ward councillors view the area as diverse, and as an area that offers choice of places, lifestyles, activities and interaction opportunities. They believe that the area has an important role in the eThekweni Municipality because of its history, tourism activities and existing developments. Ward Councillors were asked about their view of the role of the IDP. Based on the respondents views it was highlighted that the IDP had played a huge part in the way the area is now being developed and improved. It is perceived that the role of the IDP is to provide integrated and well planned services that meet the needs of all community members. It also contributes to the enhancement of the value of life and living conditions of the community for which the planning is undertaken.

The Ward Councillors indicated that they are involved in the formulation of the IDP. In the metro, Ward Councillors play a primary role in the integrated development planning process. Their role is to garner community needs, synthesis them and submit them to the relevant departments. Mqulwana (2010:50) states that the integrated development planning is not only an approach through which decisions are made; it also contains community needs and development strategies. Therefore, it was crucial to also have the input of the Ward Councillors, to ensure that their communities' problems are well reflected and addressed. After the document has been compiled the Ward Councillors will have the opportunity of reviewing it before it is approved. They have the power to change the document depending on the votes in the matter.

It is vital for Ward Councillors to know the following about the communities that they are representing:-

- *“who the people are in the ward (spread of age groups, gender, employment status);*
- *what problems they experience and their needs;*
- *what their attitudes and opinions are towards council plans and proposals;*
- *the environment of the ward (types of housing, services provided or not provided, for example, water, sanitation and electricity, schools, hospitals, clinics, shops, markets, factories, places of worship, community halls, access to transport); and,*
- *what is happening in the community (what organisations or bodies exist in the community: political parties, cultural groups, civic forums, business, youth organisations, women's organisations, NGOs, traditional leaders, gangs, crime, sport, school governing bodies)” (Cooperative Governance)*

The above mentioned factors will ensure effective service delivery and allow the Ward Councillors to be able to perform their role in the IDP formulation process. It was pointed out that there are challenges in the Ward Councillors’ experience in performing their task. The bridge City Ward Councillor stated that *“The main challenge is that people do not understand the IDP process, it takes time for the project to be implemented and the community members keep coming to ask about promised services and this creates mistrust and conflict between us and community members because they do not understand that IDP is a five year plan and it involves different areas of the municipality”*. There is also an issue of resources which slow the process of service delivery.

The Ward Councillors were asked if there have been changes in the community with the IDP process in place. In answering the question, the respondents gave a background on what the area used to be like and how it is now. Historically the INK area experienced apartheid neglect and the political imbalance. This resulted in the area having limited services, poor road infrastructures, crime; the area was dominated by informal settlements and it lacked economic activities. However there has been a great change in the community with the implementation

of projects identified through the DP. In the area integration is visible through projects that allow for economic and social activities that compliment residential uses.

In addition, there has been investment and the development of the movement networks. Movement networks offer alternative routes that people can use to access services; such routes are also used to channel services and opportunities in the area. Furthermore, movement network in the daily operation of an area is essentially to enable the convenient, efficient, affordable and safe movement of people, goods and services (Department of Housing, 2005:3). There has been an improvement in the access to public facilities; people have access to facilities such as schools, post office, health care, police stations, libraries and shopping centres.

A number of projects have been implemented which have been referred in the section where the interviews of the eThekweni Municipality Officials perceptions of the role of IDP in the INK area have been summarised. These projects are leading to the creation of job opportunities for the community members and people from neighbouring areas such as Phoenix. There is development of business opportunities. Services have been brought closer to people, so they do not have to travel long distances to access them which enables residents to save on travelling costs.

The research conducted by the eThekweni Municipality discovered a number of development gaps in the INK area. These development gaps include high unemployment and low income, infrastructure and service backlogs, inadequate housing, crime and security, HIV/AIDS, low skills level, and limited international economic activity. Table 8 provides an overview of these development gaps identified by the eThekweni Municipality in the INK area. Interviews conducted in the INK area by the researcher confirmed these findings. The community stakeholders stated that informal settlements are a major challenge in the INK area. Inanda is the most disadvantaged area in terms of housing delivery. As a result of a growing population of the youth there is a need for a tertiary institution for further educational opportunities and

to develop the skills of the youth and to create opportunities for them to be employable. The findings also identified the need for industries in the community since the majority of the population is unemployed and those that have employment travel long distance to their jobs

**Table 8: Development Challenges in the INK Area**

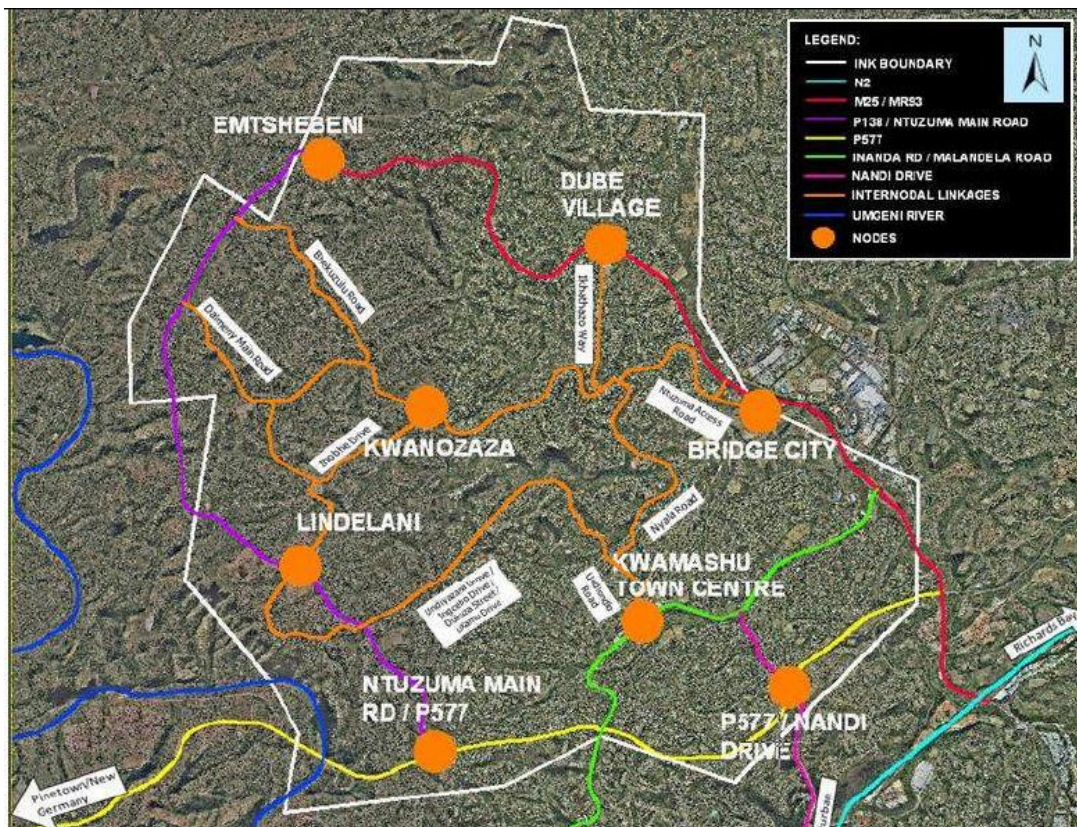
DEVELOPMENT CHALLENGES	
High unemployment and low income	INK faces high rates of unemployment and poverty
Infrastructure and services backlogs	There is imbalance of infrastructure and service provision; hence, main roads between KwaMashu and Durban are well developed in comparison to the roads within INK which are unpaved or in disrepair. Additionally, water and electricity remain one of the main critical issues in the communities, and large sections of the population still do not have such services.
Inadequate housing	There are several crowded informal settlements with extremely poor living conditions; complicated by land tenure issues. Sufficient housing provision remains a major challenge for INK.
Crime and security	Crime has greatly improved the redevelopment of the KwaMashu Town Centre; however, the area still has high levels of crime.
HIV / AIDS	In a country with one of the highest rates of HIV infection in the world, KZN is the most infected with INK as one of the most infected areas within the province.
Low skills level	Due to poor education levels and poor skills development (from trade skills to business skills), INK has limited capacity for self-initiated improvement.
Limited international economic activity	The majority of consumer spending escapes from the INK areas while the economic activity that would allow for large-scale employment generation is non-existent.

Source: Department of Cooperative Governance, (2007: 10)

### 6.2.4 INK Residents Perceptions of the Role of IDP Initiatives in the INK Area

This analysis section will report on the perception of the INK residents about the role played by integrated development planning initiatives in area. In order to collect this information, the researcher distributed thirty questionnaires to INK community members. Ten questionnaires were distributed in each area. This survey was conducted at the Bridge city mall. Bridge city is located at about 17 kilometres from the Durban city centre. Figure: 17 Location of bridge city and sounding areas. The researcher chose this area because is the central place for the INK areas, integrates the communities of Inanda, Ntuzuma and KwaMashu and Phoenix, linking them into the urban system. Conducting research in this area gave equal chance for the community of INK areas to be part of the study. It also gave the opportunity of getting genuine response from the respondents.

**Figure17: The Location of Bridge City and the Sounding Areas**

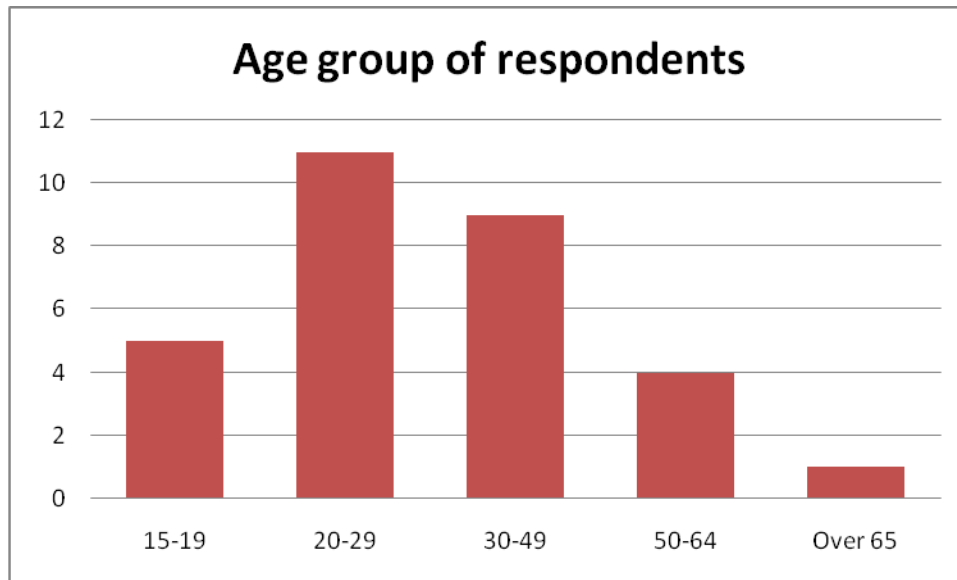


Source: eThekweni Municipality

The responses received from other sections of Inanda, indicated that residents felt that development had not spread to all areas. They indicated that development is confined to specific areas in the area, e.g. Inanda (Mtshebheni and Bhambayi). Ntuzuma respondents mentioned that they do benefit from the development located in the surrounding areas and expressed the wish for development activities in their area as well. The KwaMashu respondents had a lot to say about development activities located in the area mainly the Bridge City and KwaMashu Town Centre.

An overview of an age related breakdown of the groups of people who participated in the community survey is shown in Figure 18. The group of people between the ages of 15-19 was represented by five respondents. Eleven respondents fell into the category of 20-29 years. This group had the highest number of respondents in the survey. The majority of this age group had relevant information and could respond well to the questionnaire as the result the work experience and their education level. In the age group 30-49 there were nine respondents. The two groups of 20-29 and 30-49 highlighted that there has been a major change in the functioning of the area; however there is a huge gap in the availability of employment opportunities. There were only four respondents in the age group of 50-64 years. In the group aged over 65, there was less representation because there was one respondent representing their views. However the respondent gave effective information in terms of how the area has transformed over the years, because the respondent has lived in area for a long time compared to other respondents.

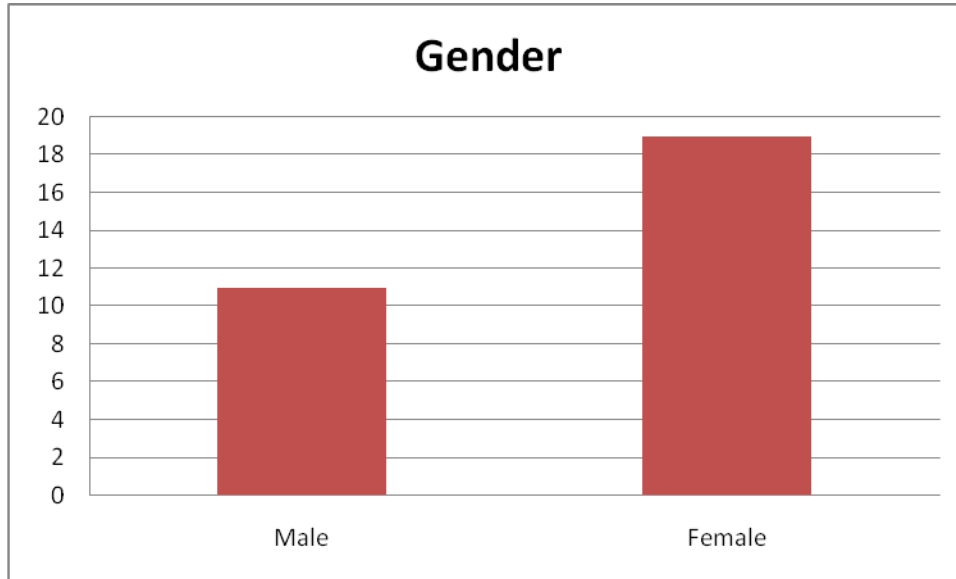
**Figure 18: Age Group of Respondents**



**Source: Mngadi 2012**

Figure 19 shows the breakdown of the respondents according to gender. The research group had more female respondents than males. Nineteen respondents were female and eleven were male. The statistics also illustrate that there are more females in the INK area than males. This means there is a need for local economic development activities and woman empowerment initiatives to accommodate a large population of females.

**Figure 19: Respondents according to Gender**

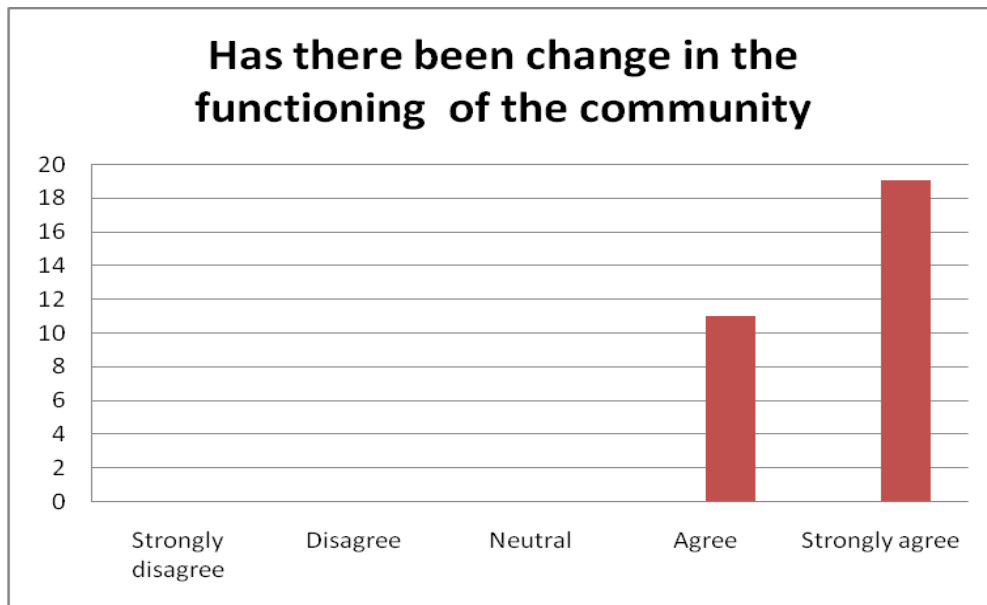


**Source:** Mnagdi 2012

The community members were asked about their understanding of an Integrated Development Plan and the process associated with the production of the document. Eighteen of the respondents did not know about the IDP process at all. Those who knew about the integrated development planning described it as a process of planning for development of townships and other areas in need. Other respondents described the integrated development planning process as the method of identifying community problems and solutions for those problems. However, integrated development planning is also known *“as a process aimed at integrating sectoral strategies, in order to allocate scarce resources between areas in a manner that promotes sustainable growth, equity and the empowerment of the poor and the marginalised”* (Gibbens, 2008:31). One respondent stood out from the rest of the group. She had the most knowledge about the integrated development planning process and is also a Municipal Official.

When the respondents were also asked if they have been involved in the IDP process, most of them answered no to the question. They indicated that they have never participated in any of the IDP processes. One respondent indicated that she has participated in the IDP formulation process but clarified that her participation was as a municipal official, not as a resident. The findings demonstrate that people do not know about the IDP. It is known by those who are working with it such as municipal officials, and Ward Councillors. This is as a result of the lack of participation in matters related to the IDP despite this being a mandatory component outlined in Chapter 7 of the Municipal Systems Act.

**Figure 20: Perceived Change in the Functioning of the Community?**



**Source: Mngadi 2012**

All of the respondents acknowledged that there has been change in the functioning of the community. Figure: 20 illustrates the point that twelve (12) respondents agree that there has been development in the INK area and 18 respondents strongly agree. The major change in the functioning of the area is as the result of the development project that has been implemented. There have been some regeneration programmes by eThekweni Municipality, which include

KwaMashu Town Centre, Dube village, Mtshebheni and Bridge City. There have also been some road upgrades, but this is limited as a number of areas do not have access to proper roads. The community members also highlighted that there is limited housing provision.

There have been a number of projects that have been implemented in the INK area with the aim of improving the living conditions of the residents. However the question that needs to be answered is how such project are benefiting the community members. The respondents indicated that they are benefiting in terms of job opportunities, access to better social services, infrastructure and commercial facilities. Residents are also able to access services closer to home without having to travel long distances. This also enables them to save traveling costs, however there is little involvement of community members in driving the project. The projects are largely driven by the private sector hence there are limited community benefits in the form of economic opportunities.

### **6.3. A SYNOPSIS OF INTERVIEWS RESPONDENTS ANSWERS**

A synopsis of of the responds received from the various stakeholders , local residents and officials is presented below. It is grouped according to theme to illustrate that there were common concerns expressed by the various groups and individuals that were interviewed during the research process.

**Table 9: The Views of the Respondents**

KEY DISCUSSIONS	RESPONDENTS VIEWS
1. Stakeholders understanding of IDP	<ul style="list-style-type: none"> <li>• <b>Municipal official:</b> The respondents stated that integrated development planning is a tool that is used to plan for future developments of municipal areas.</li> <li>• <b>Ward Councillors:</b> The role of the IDP is to provide integrated and well planned services that meet the needs of all community members</li> <li>• <b>Community members:</b> The respondents who had an understanding of IDP described it as a process of planning for development of townships and other areas in need of development.</li> </ul>
2. Stakeholders Role in the IDP process	<ul style="list-style-type: none"> <li>• <b>Municipal official:</b> prepare and adopt IDP.</li> <li>• <b>Ink Investors:</b> as a major developer in the north of eThekweni, investors get an opportunity of commenting on the draft IDP but they are not responsible for the final document.</li> <li>• <b>Ward Councillors:</b> The Ward Councillors indicated that they are involved in the formulation of the IDP. Their role is to garner community needs, synthesis them and submit them to the relevant departments.</li> <li>• <b>Community members:</b> identify their development needs.</li> </ul>
3. Role of IDP initiatives in developing the INK area	<ul style="list-style-type: none"> <li>• All the respondents pointed out that the IDP had played a huge part in the way the area is now being developed and improved.</li> </ul>
4. Major project that have been implement through IDP	<ul style="list-style-type: none"> <li>• With Regards to project that have been implemented the respondents provided a common response, it was pointed out that there has been development of KwaMashu Town Centre, Bridge City ,Dube Village and housing development in some areas.</li> </ul>
5. To what extent are the community members benefiting from those projects	<ul style="list-style-type: none"> <li>• The community members are benefiting through job creation opportunities, Ink Investors raised the point of easy accessibility to shopping facilities and transport networks.</li> </ul>
6. Development gaps	<ul style="list-style-type: none"> <li>• According to all the respondents development gaps in the INK area include infrastructure and service backlogs, inadequate housing, high unemployment level low skills level, and limited international economic activity. However the community members are mostly concerned with limited employment opportunities and inadequate housing.</li> </ul>

Source: Mngadi, 2013

#### **6.4 A SYNTHESIS OF THE RESEARCH FINDINGS**

This section has evaluated the research findings in order to identify if the IDP initiatives have been successful or have failed to transform and integrate the INK area. In assessing the research findings the researcher will integrate the information collected from the municipal officials, the investors of the INK project, community stakeholders and the community members. The findings of the research will also be assessed to identify the successes and failures of integrated development planning as a planning approach. They will be compared to the literature presented in chapter two and approaches in chapter three, to further discuss the extent in which integration and transformation has been evident in the area.

Based on the feedback by the respondents in terms of the role of integrated development planning initiatives, the respondents had different views about the role of the IDP initiatives. The community members understood the IDP as a process that is aimed at creating job opportunities and improving service delivery. The eThekweni Municipalities officials, the Ward Councillors and the INK investors had a holistic understanding of what integrated development planning process is intended to accomplish and what its role is in terms of delivery and development. Community members on the other hand did not have such a comprehensive view of the process.

The major role of the IDP is to correct poor planning of the past and ensure that development is planned in an integrated manner and to improve service delivery through coordination of all government departments, taking into account the available resources. There are a number of initiatives that have been undertaken with the aim of developing the INK area. The findings also all show that the initiatives of integrated development planning are contributing to the integration and transformation of the area in terms of its performance.

In Chapter Two this study looked at the concept of integration with the aim of using it to assess if integration is evident in the INK area. Based on the discussions of what constitutes integration, it is evident that there is some form of integration in the INK area. There has been

restructuring and redevelopment in the area to ensure that development includes all the aspects of sustainability including social, economic, and environment. It has been stated that integrated development incorporates all the pillars of sustainability, and offers mixed used services rather than having residential uses only. Integrated townships typically comprise of residential, commercial, recreational and other elements necessary to create an environment that is conducive for living. The redevelopment of the area also focused on road linkages to ensure that people have alternative routes and are able to have access to other areas for opportunities.

Furthermore Chapter Two considered the concept of transformation. The relevant form of transformation in this study is that of urban transformation. In relation to this concept there has been transformation in the INK area. The community has access to a variety of services, there is improvement in terms of transport networks and there are a number of projects that have been implemented which have contributed to the creation of employment opportunities. This includes Bridge City, KwaMashu Town Centre, Dube Village, and the Emtshebheni economic node. With these projects in place, the local people do not have to travel long distances to access job opportunities, social and economic facilities. The public is able to access other services outside their area with efficient transport networks. This proves that the IDP initiatives are meeting the objectives which are to *“provide faster, more appropriate and more effective service delivery; promote local economic development; bring about changes to the structure of the organization; and ensure land use development opportunities which redress the imbalances of past segregation”* (Gibbens, 2008:43). Even though the area demonstrates signs of change and improvement, there are gaps in terms of creation of more job opportunities, infrastructure development, housing development, and structures to address the problems created by the HIV/AIDS epidemic. These are as the result of challenges such as insufficient financial resources, high level of poverty, spatial disintegration, and low level of human development.

The main challenge that slows down the process of transformation is the lack of resources. From the interviews with Municipal officials and Ward Councillors it was stated that there are a number of plans that the eThekweni Municipality has for the area but these have not been implemented due to lack of financial and other resources. This is a challenge for many municipalities and not for eThekweni alone. There is so much to be done with little funding.

A high level of poverty is another challenge that slows the process of transforming the INK area. Poverty in the INK area is manifested through unemployment, lack of proper housing, lack of access to social services. According to (Heintz and Jardine, 1998: 5) if the area has the following factors they can be categorised as impoverished: - *“a lack of income, hunger and malnutrition, lack of access to education and other basic services, inadequate housing, and unsafe environments.”* It is stated that poverty is characterised by lack of participation in decision-making and in social and cultural life. Poverty is a challenge for the larger part of the township; this is as the outcome of the lack of opportunities to better their situation. In considering these factors it has been illustrated in this research that there is more that needs to be done because poverty does not include only one element but various factors. Dealing with all these factors is a challenge for the municipality and it hinders the area from progressing.

The community surveys show that there is limited public participation in activities of integrated development planning. Most of the community members did not know about integrated development planning, and the few people that did know about it are not involved. This could be as a result of low level of human development. The majority of the population do not have tertiary education and the people that have some form of education only hold primary and secondary levels of education. There are also community members that have never been to school. The lack of education prevents the public from participating in issues related to community development. However, it is the responsibility of the Municipality to ensure that the public is educated about such initiatives, so that they are able to participate. This a mandatory responsibility assigned by the Municipal Systems Act to local government and one

which can be scrutinized to assess the level of involvement by communities during provincial assessments of the IDP.

## **6.5 LESSONS LEARNED**

From the research process the following lessons can be highlighted:-

1. Integrated development planning is an effective tool that has the potential to provide integrated development and improve the functioning of the area.
2. The community has a vital role in the IDP procedure, and they need to be given an opportunity to participate, because they have valuable information on what can improve the functioning of the area.
3. It is important for the role of all stakeholders that participate in the IDP process to be made clear, because some of the respondents did not know about their role in the IDP formulation process.
4. Integration and transformation of township areas cannot be manifested over a short period, because there is a lot of damage that was created as a result of apartheid planning.
5. Sustainable development is the indicator of a successful project, and it should be evident in all implemented projects.

## **6.6 CONCLUSION**

Integrated development planning has been a positive initiative that has been adopted by the South African government to improve service delivery and overcome poor planning of the past. The INK area is one of the areas that have received attention in terms of development as it has been identified as a mixed investment node. This has led to an implementation of a number of economic activities and infrastructures to ensure accessibility to economic activities and social

activities. However other initiatives need to be adopted to deal with the challenges that were identified during the study.

## **CHAPTER SEVEN: CONCLUSIONS AND RECOMMENDATIONS**

### **7.0 INTRODUCTION**

This study has managed to analyse and evaluate the different facets of the integrated development planning strategies with regards to post-Apartheid townships in South Africa. The main objective of the study was to assess the role of integrated development planning initiatives in transforming the Inanda, Ntuzuma and KwaMashu (INK) area so as to ascertain the success and failures of the approach. This research has addressed this issue by taking into account some of the key characteristics of integrated development planning which include the creation of locally based opportunities and to develop the standard of life for the community. This chapter provides the closing summary of the dissertation and will include the highlighting of areas that require further research in relation to this study. It will also provide some recommendations which have resulted from the research findings.

### **7.1 AN OVERVIEW OF FINDINGS**

This study demonstrated that integrated development planning initiatives have been effective to a certain extent in terms of transforming and integrating the INK area. In addition this approach has contributed to sustainable development in the area. These conclusions were made considering information presented in all the above chapters. The significance of the study was outlined in Chapter One, where the research goals, objectives, key research questions and the hypothesis of the study were identified. This study also presented a conceptual framework, theoretical framework and precedent studies on integrated development planning, which provided insights into how the process and models of integrated development planning have been used elsewhere. The use of precedents provided an overview of international experience in using this approach. Furthermore the methodology chapter presented the techniques that were used to collect data. The INK area analysis chapter presented the background information with the intention of comparing past experience in the

functioning of the area and the current situation. The findings and analysis section discussed the information that had been collected regarding the study.

The study introduced several sub-objectives which were concentrated on assessing the influence of integrated development planning and the concept of integration, transformation and township in the context of the Inanda, Ntuzuma and KwaMashu area. Some of the objectives aimed at assessing forms/types of socio-economic and spatial development, have taken place. The previous chapters provided the information necessary to achieve the objectives of the study and highlighted areas of concern that need to be considered. Chapter Two presented the discussion of concepts which included integrated development planning and the concepts of integration, transformation and township. These concepts had impact in achieving the objectives of the study because they highlighted the initiatives and processes of IDP, and allowed the researcher to compare how similar concepts are understood in South Africa. The concept of integration and transformation provided criteria against which to assess whether progress had been made in the case study of the INK area.

The findings of the research were obtained based on the main research question, which set out to assess the extent to which Integrated development planning initiative in eThekweni Municipality for the Inanda, Ntuzuma and KwaMashu areas had been successful in transforming and integrating these former apartheid townships. The research question guided the direction of the research and assisted in obtaining the relevant information. It also guided the researcher in achieving the research goals and objectives in this study. The research questions also informed the questionnaires and interview schedule that was used to collect data.

Based on the discussion of the concept of township presented in Chapter Two, it has been highlighted that township areas still suffer from the inequalities and injustices of the past and as such there is a need to redress what integrated development planning can offer. However it is important to understand that there is a great deal that needs to be done in terms of development and that integrated development planning initiatives require time and financial

resources in order to be implemented. Transformation cannot be manifested overnight. Nevertheless the findings of the research have revealed that the integrated development planning strategies have been effective in bringing change and integrating the INK area. There are a number of opportunities that have been created within these areas, including development of economic opportunities, tourism activities, education facilities and infrastructure development. Some of these opportunities were influenced by the neighbourhood developments located in the North region, which include Mhlanga node, Gateway, River Horse Valley, Dube Tradeport and the new King Shaka Airport.

The hypothesis of the study asserted that the integrated development planning approach has played a major role in improving the social, economic and spatial aspects of development in the INK area. As motivated in the hypothesis the research findings revealed that there has been transformation in the functioning of the area; people are able to work, live and play within their own local communities and there is a reduced dependency on other areas. There is an improvement in the provision of residential, recreational and social facilities such as housing, education facilities, health care and parks. The development of economic activities, such as the shopping centres and offices, has created employment opportunities and are contributing to the growth of tax revenues. Spatial development has enhanced economic efficiency, facilitated the provision of affordable services, and reduced the costs incurred through commuting and enabled social development. The integration of transportation routes is manifested through the new linkages that connect the area with adjacent neighbourhood areas and are supported through the allowing of mixed use development and compatible activities along areas of high traffic and in appropriate nodes.

However there have been some failures in terms of services delivery. This is as a result of lack of public participation, and community empowerment initiatives. The research findings demonstrated that the community is not involved in the integrated development planning process. There is limited consultation and transparency in the planning of the projects.

Strategies to support the development of local small business is negligible and this contributes to the high poverty rates in areas such as Bhambayi, Stop 8 and Emtshebheni which are located in the centre of Inanda. Public participation is a vital aspect of the integrated development planning and for this reason it should have the potential to develop a clear sense of direction for communities. This will help to reduce the level of misinformation and create a better understanding of an IDP linked projects and its objectives for communities. Finally, future research in the INK area should focused on issues that impede public participation in the process of integrated development planning. Hence public participation if one of the important initiatives that need to be undertaken during the integrated development process. The discussion in the following section will provide detailed recommendations on how to tackle the issues that have impacted in transforming and integrating the INK area.

## **7.2 RECOMMENDATIONS**

The study has presented concluding discussion which highlighted some of the challenges that have impact in the development of the INK area. This section will discuss a set of proposed recommendations on how the integrated development planning initiatives can be effective in bringing sustainable development and improve service delivery within the INK area. The researcher recommends that public participation be promoted in the integrated development planning process. There is also a need for public education about the Integrated Development plan, poverty alleviation and community empowerment initiatives and these activities should be a priority. In terms of economic opportunities, there should also be development of light industries and offices to promote mixed use development and create economic and job opportunities in line with the nodes and corridors concept utilised in the plans for the area. These recommendations can be effective in improving service delivery and bridging development gaps.

### **7.2.1 Public Participation should be Promoted**

Public participation in the integrated development planning process is one of the requirements of the Municipal Systems Act (No 32 of 2000). The findings demonstrate that there is little participation of community members in the process of integrated development planning. Most of the community members do not know about the IDP and their role in the whole process. This proves that Ward Councillors and municipality officials are not doing their job properly, which is to ensure that community members are informed about the IDP process. The Ward Committees are responsible for communicating with the community on behalf of the municipality about development matters and yet this research suggests that they are not able to undertake this task effectively.

The municipalities claim that meetings (Imbizo) are held to ensure the involvement of the public in the IDP process; however such meetings have not been evident in the INK area. Hence it is recommend that the municipality and Ward Committees ensure that IDP meetings take place, where the public will be informed about the integrated development planning process, participate in identification of project and decision making process. It is important to point out that for these meetings to be effective Ward Committees need to be well trained in terms of IDP matters, especially their role in addressing the public.

### **7.2.2 Public Education needed for the Integrated Development Plan**

Educational programmes need to be developed for the wider residents of eThekweni. They need to address the processes involved in integrated development planning. It was evident during interviews with the general public that many did not have an in-depth understanding of the IDP in terms of what it is, its functions, and how they can be involved in its processes. An educational programme will need to be formulated where the process and procedures involved in integrated development planning will be discussed. Education on integrated development planning can help people not to only participate in its processes but to make informed contributions and thereby contribute to improved results. It will also be beneficial for both the community members and municipal officials, in that it will promote joint ownership and

cooperation which will make it easier to implement official development initiatives. In the eThekweni Municipality, particularly Inanda, Ntuzuma and KwaMashu (INK) need to establish a public participation directorate to directly conduct and implement public educational programmes within local communities. Such programmes should be used to ensure that people are well informed and have the required knowledge to participate.

It is therefore recommended that the eThekweni municipality conducts workshops where people will be educated about their role in the IDP process. It is noted from the research findings, that community members have an important role to play in the process of needs identification. Therefore, public participation whereby community members identify problems in their local areas and give suggestions to officials regarding what can be done to address identified issues must be a priority. That implies that it is important for the community members to be well informed about their role in the IDP process. Furthermore, it is also recommended that pamphlets explaining the IDP process should be distributed to the community members. These pamphlets should be in a simplified language, summarising integrated development planning process and the roles of all participants. This would be in order for the community to be well informed about this approach and all the processes involved.

### **7.2.3 Poverty Alleviation should be prioritised in Integrated Development Planning**

Poverty is a challenge for a number of Municipalities in South Africa; hence strategies are put in place to tackle this issue. In looking at the eThekweni municipality most of the areas that form this part of this Municipality have a high level of poverty. Similar circumstances are found elsewhere in the metro in areas such as Cato Manor, Umlazi, Newlands, and Chesterville. The INK area is not alone as being one of the areas affected by poverty. Poverty in such areas is manifested through unemployment, exploitation, hunger and lack of access to clean water, sanitation, informal settlements, lack of health care and education facilities. Looking at the study area the majority of poor people are in the Inanda area mainly in Bhambayi and Mtshebheni. People live in overcrowded and squatter settlements and often do not have access to basic infrastructure and services. The eThekweni Municipality is taking initiatives to

provide a formal form of housing. However the process of providing houses and infrastructure services is slow. It is recommended that the municipality must place more focus on poverty alleviation as well as job creation. This could be done by developing the economic development strategies which can impact in alleviating poverty.

The community economic development strategies, as noted by Blakely (1994), are aimed at increasing the local community's control over the local economy, at generating employment, inspiring self-help and co-operative group-orientated assistance, and promoting democratic management and control of enterprises. The social development strategies are orientated towards empowerment of communities through quality of life improvements, addressing development backlogs (Zondo, 2010:21). Community economic development strategies and other poverty alleviation strategies can be achieved through the use of various economic development strategies, including skills development of small and medium enterprises, women and youth empowerment initiatives.

#### **7.2.4 A Community Empowerment Initiative**

Based on the findings of this research it has been identified that there is little evidence of community empowerment initiatives, the focus is on the development of the shopping centres, infrastructure and housing projects. Blakely (1994) argues that *“uneven spatial economies, housing backlogs, high unemployment rates and local area deterioration are the main focus for current development interventions in peri-urban communities”*. However it is important to note that there is a need for community empowerment with initiatives such as a skills development programme, co-operatives support programmes and, SMME development. Such initiatives will provide capacity building for the unemployed, and mostly poor and illiterate people in the community. This is necessary in the INK area since the majority of poor people do not have formal qualifications or basic education to secure jobs or to create their own businesses.

### **7.2.5 The Development of Light Industries and Offices**

In the INK area there are limited job opportunities and the opportunities that are available include working at fast food outlets and clothing stores. Hence there is a need to take initiative to develop mixed land uses that will create a variety of job opportunities that pay well and will enable the community to improve their living conditions. It is suggested that, the eThekweni Municipality make plans to develop light industries and office use which will create more job opportunities. By light industries this study refers to the development of manufacturing businesses that do not have an environmental impact and do not destroy the living conditions of the community. The definitions of what activities can be allowed in light industrial areas vary in local zoning ordinances and statutes. *“Light industrial land uses typically include clean manufacturing, wholesaling, warehousing and distribution, and the sale and servicing of vehicles and equipment” (Cotter, 2012:1).* This form of development will go together with the residential areas, and it will have a huge impact on the lives of the community members and the whole area. Industrial businesses typically generate more tax revenues and pay for the cost of the municipal services utilised by their activities. In addition, industrial uses provide employment opportunities for residents and encourage investment in the area which will lead to the local economic development of the INK area.

### **7.3 CONCLUSION**

This chapter has presented a set of conclusions and proposed recommendations on how the integrated development planning project can be effective in bringing sustainable development and improve service delivery within the INK area. These recommendations are also aimed at integrating and transforming these areas. Overall findings revealed that integrated development planning approach has played a major role in transforming and integrating the INK area, hence there has been improvement in the social, economic and the spatial development aspect.

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## APPENDIX: 1

UNIVERSITY OF KWAZULU- NATAL (Howard College)

School of Built Environment and Development Studies

Questionnaires for residents

You are requested to participate in a study that looks at The role of Integrated Development Plan in the integration and transformation of former apartheid townships. The broader question that the study aims to answer is what is the role of the Integrated Development Plan in assimilating and transforming the Inanda, Ntuzuma and KwaMashu area?

Your participation will be appreciated.

### 1. Age

15-19	
20-29	
30-49	
50-64	
Over 65	

### 2. Gender

Male	
Female	

### 3. Area

Inanda	
Ntuzuma	
KwaMashu	

4. What is your understanding of Integrated Development Plan/s (IDP)?

.....  
.....  
.....

5. Have you been involved in the IDP process?

Yes

No

Explain

.....  
.....  
.....

6. Has there been change in the functioning of the community since 1994?

Strongly disagree	Disagree	Neutral	Agree	Strongly agree

7. What projects have been implemented in your area in the past 10 years?

.....  
.....  
.....

8. How has the community benefited from the implemented projects?

.....  
.....  
.....

9. Have you been involved in the planning processes for any project in your area?

Yes

No

Explain

.....  
.....  
.....

10. Do you know of any projects proposed in your area?

Yes

No

Explain

.....  
.....  
.....

## **APPENDIX: 2**

### **Questions for eThekweni Municipality officials**

1. How does eThekweni municipality perceive the INK area?
2. What role does the Inanda, Ntuzuma and KwaMashu (INK) area play in the city of eThekweni?
3. What is the role of IDP in townships areas?
4. To what extent is the INK area part of the eThekweni Municipality IDP?
5. What plans does the municipality have for the INK area?
6. What project has been implemented with the IDP in place?
7. To what extent has the implemented project been a success?
8. Have the implemented projects contributed to the integration and transformation of the INK area?
9. What other future projects does the Municipality plan to implement?

## **APPENDIX: 3**

### **Questions for INK Ward councillors**

1. What is your role in the INK area?
2. What is the role of the IDP in the community?
3. Are you involved in the formulation of the IDP?
4. To what extent are you involved in the IDP process?
5. Have there been changes in the community with the IDP in place?
6. What project that has been implemented through IDP?
7. Is the community benefiting from the implemented project?
8. Are there development gaps?
9. What strategies can be used to tackle the gaps of development within the area?

## **APPENDIX: 4**

### **Questions for INK investors**

1. Why did you choose to invest in INK development?
2. Which project are you involved in?
3. To what extent are the community members benefiting from those projects?
4. Are you involved in the IDP formulation?
5. Is the IDP contributing to the integration and transformation of the area?