

TITLE PAGE



UNIVERSITY OF KWAZULU NATAL

**THE VALUE OF SUSTAINABLE URBAN SPACE DESIGN AND MANAGEMENT
IN REAL ESTATE: SOUTH AFRICA DURBAN'S UMHLANGA RIDGE**

By

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A dissertation submitted in partial fulfilment of the requirements for the degree of

Master of Business Administration

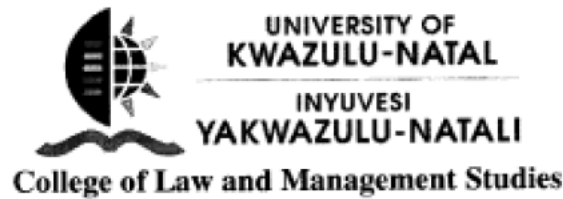
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Abstract

Urbanisation continues to be experienced in South Africa and the United Nations forecasts that over 70 % of the country's inhabitants will reside in urban regions by 2030. It is vital that urban space design and management is reviewed in order to preserve and enhance property values in urban areas. Cities around the country have urban development framework plans but because of the challenges of ethnic separation amongst others the cities are not able to manage the urban spaces which leads to property and urban space decay. This research study was about the significance importance of sustainable urban space design and management to preserve natural resources, enhance property values and improve quality of life. A qualitative research approach using interview questionnaires to gather data from a sample of nine experienced and relevant stakeholders was applied. The results were then analysed using a qualitative thematic analysis. From the three research questions, six sub-categories, and six major themes were developed. Through the analysis, it was discovered that all participants believed that there is value in sustainable urban space design and management. Another finding was that all participants believed in the importance of the establishment of their own homeowners' association. The third major theme that followed was observing that the cities are currently considering urban space design and management urgently; however, the main barrier experienced was dealing with resource allotment issues. In terms of how the barriers can be addressed, it was discovered that there is a need to keep a close partnership between the government and private institutions to successfully maximize the resources of the area/s. Finally, the participants believed that retaining the current property taxation is not unfair to owners as both parties are benefitting from the growth under the practice of urban space management. This study is then valuable to the property industry and should enlighten investors and government about the importance of urban space design and management. Lastly, the report enlightens a larger audience on the importance of inclusive rather than exclusive approach to spatial design and management for Umhlanga Ridge.

CHAPTER ONE: Introduction

1.1 Introduction

This chapter covers the introduction, background, problem statement, rationale, focus of the study, research questions, objectives, proposed methodology and conclusion. The concept of urban space design and management has emerged as an important issue not only in local and national but also international development arena owing to the increasingly global nature of economic as well as social aspects of urban life. Around the world, few cities have taken a lead in the urban planning and spatial design and precinct management to produce favourable results for the local economic and social welfare along with optimum utilization and preservation of resources of the city areas. The eThekweni Municipality is one such city, which has taken a lead in this respect. However, in order to sustain the lead it needs to overcome the challenges and barriers on the way and produce a mechanism wherein the urban spatial design and precinct management process becomes an ongoing participative activity of the various stakeholders in the development process of the city.

1.2 Background of the Study

Urban space design and management has come to be appreciated as means of optimizing the urban resources and thus mitigating the problems arising out of unplanned growth. This also makes up for the lack of economic resources for various underprivileged sections of the urban society, providing them with the requisite support needed to sustain themselves socially and economically and also providing the necessary infrastructure in an economical manner. Urbanisation continues to be experienced in South Africa and the United Nations forecasts that over 70 % of the country's inhabitants will reside in urban regions by 2030 (COGTA, 2014(a)). It is vital that urban space management is reviewed in order to preserve and enhance property values in urban areas. Cities around the country have urban development framework plans but because of the challenges of ethnic separation which is a racial divide in communities that was caused by apartheid, amongst others, the cities are not able to manage the urban spaces. This leads to decay of spaces and properties.

Neighborhood parks provide recreation opportunities for residents close to them and also improve the quality of the environment and life (Chen & Jim, 2010). Nevertheless, like many other public goods, urban spaces can be taken for granted. Although there are examples of

successful participation of local people in green space management, the design and provision of urban spaces is typically the preserve of municipal parks departments and architects. Umhlanga Ridge being part of the city and a constituent of the Greater Durban area is facing problems of urban design and management owing to the socially discriminatory past. The environment of the location of the property and property values is what drives the Real Estate investment. Investors' lack of confidence causes a sluggish economy for the nation which in turn is responsible for the slowdown in Real Estate. Government ends up collecting less revenue from property taxation because taxation is directly linked to the value of the property.

Therefore, it was important to keep these philosophical and architectural function perspectives in mind during the research process. The general aim was for the research to collectively take all these consideration into account, and to essentially remain astutely aware of the role of urban space design and management in the first place. This posits staying abreast of the needs of the commons both commercially, and residentially. Through working with pre-existing design, or maintenance of urban architecture already in place, urban space managers must focus upon limitations and access usage. Property owners and communities are then forced to create other vehicles like homeowners associations, urban improvement precincts or city improvement districts to manage their urban spaces because cities have no capacity and their priorities are on redressing apartheid regime system of inequality and poverty.

1.3 Problem Statement

Following up on the background provided concerning this research topic, there is reflectiveness that currently cities are battling to design and particularly manage urban spaces in a sustainable manner. This is because of lack of capacity and other priorities that face the cities to try and redress racial divide in communities that was caused by apartheid. This now forces communities to set up their own associations to look after the urban spaces in a sustainable manner in order to preserve and enhance their property values. This exercise comes at an additional cost to the communities and has its own benefits which are understood to outweigh those costs like security, safety, tourism, economic and social benefits. Therefore, this research study is about the significant importance of sustainable urban space design and management to preserve natural resources and enhance property values for the benefit of the society. In addition to this it is also about improving the quality of life and educating of relevant stakeholders about the value of facilitative urban space design and management.

1.4 Rationale for the Study

The background gives an indication that lack of urban space design and management leads to economic challenges for the property owners losing value and for the government collecting less taxation because property taxation is based on property value. The other reason behind establishing the value of urban space design with respect to the Durban's Umhlanga Ridge lies in the fact that Umhlanga is a planned residential, commercial and resort city of Greater eThekweni region and has a great potential to contribute to the local economy. By virtue of it being a place of tourist attraction, it has the capability to attract and retain international business which will benefit not just the city but also the provincial as well as national economy. The challenges and barriers in establishing and implementing a sound urban space design and management mechanism for Umhlanga need to be understood and the urban design strategy needs to be adjusted accordingly by taking the stakeholders into confidence as to the value of the same. Also, the distinctive and upmarket nature of Umhlanga Ridge is creating a perception of exclusivity, whereas in order to integrate it within the city's overall planning, it needs to be inclusive and not exclusive. Thus a study striving at integrating the urban spaces of Umhlanga with rest of the city and its spatial design is warranted.

1.5 Focus of the Study

The issue of urban space design and management is a topical issue throughout the world and can be attacked in different ways by different countries, cities and regions. This study however only focuses more on the Umhlanga Region in the northern part of Durban. This is due to limited time constraints and logistical issues. It is known that different results can be obtained from different regions due to various reasons like disparities brought about by the apartheid regime.

1.6 Research Objectives

Emanating from the study rationale, this research has been conducted towards the fulfilment of the following objectives:

- a) To determine to what extent property developers, owners and investors financially support the urban space design and management concept.
- b) To get a better understanding of what the city of eThekweni plans to do about the management of urban spaces and their constraints.

- c) To understand how the first and other third world countries are dealing with this matter.
- d) To explore barrier reduction options where they exist and propose the best way forward for all stakeholders taking into account the challenges faced by those stakeholders.

1.7 Research Questions

The study will primarily seek to answer the following broad questions as mentioned below.

- (1) The first research question is whether or not there is value in sustainable urban space design and management for Real Estate and whether the current practice of communities establishing their own homeowners association is sustainable?
- (2) In addition to that it is important to ask whether the cities are considering addressing this matter urgently and what are the barriers facing the municipality.
- (3) Urbanization is growing, if the cities are not organized, how are these precious resources going to be managed and how will the property taxation be retained or enhanced by cities?

1.8 Proposed Methodology

A qualitative research approach which produces descriptive data has been used for this study. Qualitative research approach is concerned with development of explanations of social phenomena aimed at helping us to understand the social world in which we live and why things are the way they are (Hancock, Ockleford, Windridge, 2009). The study commences with a comprehensive literature review on the subject of urban space design and management. The sources are published academic journals, reports, books, and public policy documents which cover international and local trends. In order to understand the nature of the problem the original data collection follows with qualitative research methods (Sekaran & Bougie, 2013). This includes the use of an interview survey to gather open-ended, rich information from purposively selected subjects (Lee & Lings, 2008).

Targeted relevant role-players in the industry have been interviewed on a one on one basis to elicit their opinion on the value of sustainable urban space design and management in Real Estate. The combination of literature review and interviews helps to better understand the area of research concerned and encourages the development of knowledge on the topic. All respondents have been asked the same questions regardless of which organisation they serve

in. The respondents range from eThekweni leadership, Urban Designers and Architect, Management Associations and Urban Improvement Precincts (UIPs) leadership, Property Developers, Land Owners to Estate Agents.

The location of the study is Umhlanga Ridge which is located approximately 20 kilometres north of Durban CBD which is a popular high end residential, resort and commercial city. The population of Umhlanga as per the statistics conducted in 2011 was 24 238 people with 53.3% of the population being white. This area is approximately 16.75km² in extent with a density of 1400 per km². The participants in this qualitative research study were the designated and relevant role players in the industry. This was to make sure that influential or decision makers are all participating in this process for better outcomes. Collated data from these participants has been scrutinised and tested, making certain that only clean data is used, to compare the observations against the objectives of the study.

1.9 Limitations of the Study

Although the study shall provide valuable insight on the topic of study, however, there are few inherent weaknesses owing to the research design as well as certain factors extrinsic to the study. The study has an exploratory design and the survey formulated as part of the study is more subjective than objective. Thus the data collected through the survey shall be less suitable for quantitative analysis and the accuracy of the data shall prove to be less reliable owing to researcher as well as respondent biases which are very likely in such cases. Moreover, the time and resources available for conducting the study being limited, the sample size chosen is relatively small for implications of the study. However, a larger size is beyond the scope of this study and it relies more on subjective assessment of the experts though small in number to fulfil the research objectives.

1.10 Chapter Outline

The study is presented in a sequential order, divided into various chapters in a logical sequence as follows:

Chapter 1: is an introduction that provides an outline of the study and how the study will be conducted. It describes the problem statement, rationale for the study, states the research questions and objectives, focus for the study, research methodology and limitations of the study.

Chapter 2: is the review of literature providing a theoretical framework and context for the study. It explores the background of the urbanisation and significance of urban space design and management. It looks into the importance of sustainable urban space design and management and attempt to ascertain the role of urban spaces, their impact to property values and environment it explores how the developed countries deal with this matter and what are the challenges towards the design and management of urban spaces in a sustainable manner.

Chapter 3: explains the research methodology used to collect and analyse data from the sample population. This enabled the researcher to make extrapolations concerning the value and sustainability of urban spaces given the urbanisation rate

Chapter 4: presents the results from the collected qualitative study data. Key findings from the interviews are scrutinized, interpreted and discussed in this chapter including analysis of the findings drawn also from the review of literature done in chapter 2.

Chapter 5: is the recommendations and conclusions chapter. The entire research is looked at and suggestions emanates from the study with strategies being formulated to address the urban space sustainability matter.

1.11 Conclusion

In this chapter an outline of the research field study has been provided covering the background. The problem statement, rationale and focus of the study have been put into perspective. The objectives of the study and research questions were listed. Afterwards a narrative of the proposed research methodology and limitations of the study were specified. Finally a brief synopsis of each chapter was presented. Chapter two will provide a review of the literature to understand the value of sustainable urban space design and management to Real Estate and identify possible solutions to the challenges.

CHAPTER TWO: Literature Review

2.1 Introduction

“Economic activity in the property sector contributed R191.4 billion to the economy in 2012 and the value of this sector in South Africa has improved in the preceding four years from R4.9 trillion to R5.8 trillion, as investors carry on to dispense billions into property investments” (Moneyweb, 2016). It is therefore important for the country to take this into consideration when looking at the issue of urban space design and management because if decaying of properties continues, the value of property will drop and the contribution to economic activity will be reduced. Sustainability matters are also becoming more and more prominent globally so it is important that urban spaces are taken care of in a sustainable way.

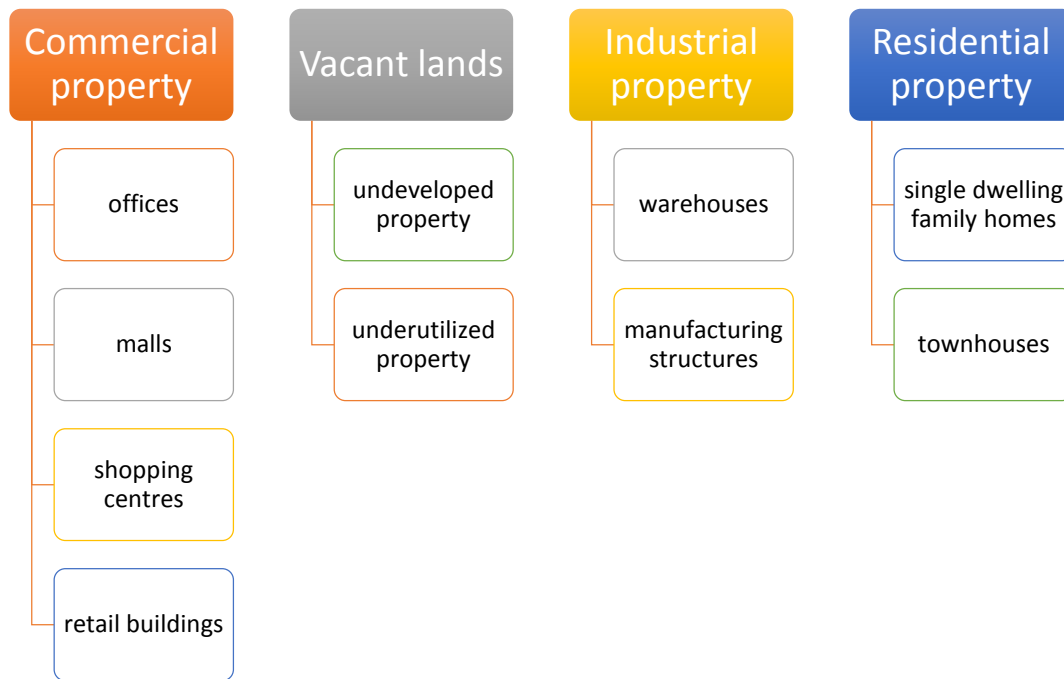
This study tries to arrive at a model for decision making for the city authorities as well as other stakeholders to plan and implement the spatial design changes and precinct management framework that is required for sustainable urban space design and management. The model shall serve as a theoretical framework for the city to ensure the smooth planning and implementation of the spatial design and precinct management objectives of the city. The model shall also serve as a guideline for other cities striving to optimize and smoothen their urban space design and management.

Studies on the public space and sustainable development, indicate that the world is increasingly becoming urban. In fact urbanization is fast becoming a global driver for development and there is increasing focus on public space. Furthermore public spaces are becoming an emerging global agenda. Urbanization is now a key driver for economic growth and socio cultural transformation around the world (UN-Habitat, 2015).

2.2 Real Estate and Sustainability

According to (Oprea, 2010) “Real Estate is a piece of ground and all natural together with human made enhancements attached to it, which remain during acquisition with a bundle of rights like use, possession, enjoyment, control and disposition”. The categories of the real estate property are reflected in Figure 2.2a below.

Figure 2.2a. Categories of Real Estate Sector



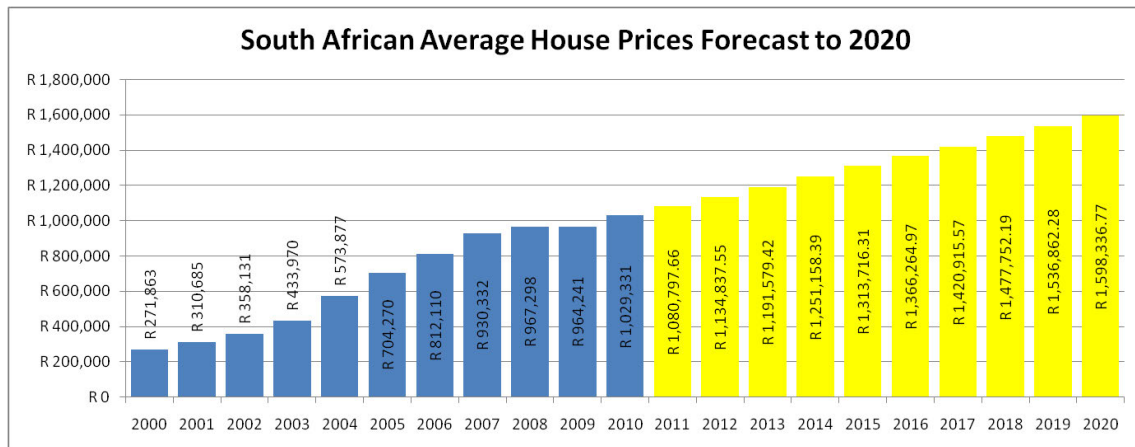
Source: Author compiled from property knowledge and experience

Real Estate in this study is referring to a property comprising of land (improved or unimproved) and the structures on it, together with its natural resources and minerals. Real Estate can be categorised into four types being commercial, residential, vacant land and industrial properties.

- Commercial property generally comprises of offices, malls, shopping centres and retail buildings. Block of flats which are used for habitations are at times referred to as commercial property simply because they are used to generate income.
- Residential properties are commonly known as single dwelling family homes. There are however others like duplexes and townhouses. These are used for non-business uses.
- Industrial properties comprises of warehouses and manufacturing structures for fabrication, packing, and dispersal of merchandises. They are in a way used for commercial gains though zoned differently.
- Vacant land refers to undeveloped or underutilised property where there is no activity taking place. The land can be zoned for a particular use but for that period in time there won't be any activity taking place in that piece of ground.

The process of improving a vacant land to one of the other uses mentioned above or further improving residential, commercial or industrial property, is referred to as Property Development. The words Real Estate and Property Development in South Africa are used interchangeably. Figure 2.2b contains data on the house prices in South Africa.

Figure 2.2b. Forecast of house prices in South Africa



Source: Real Estate Investor Magazine (2016)

Sustainability according to the International Institute for Sustainable Developments (2016) is “the development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. The design and management of urban space therefore need to be cognizant of the needs of the future generation knowing that urbanization is growing. Sustainability of urban space design and management in the case of this study is focusing at how best urban spaces can be designed and managed in a manner that is consistent and resilient for all stakeholders.

“While environmental considerations are often the focus of attention, the triple-bottom-line definition of sustainability is a broad concept. In addition to the preservation of the physical environment and stewardship of natural resources, sustainability considers the economic and social context of doing business and also encompasses the business systems, models and behaviours necessary for long-term value creation” (Gabrusiewicz, 2013).

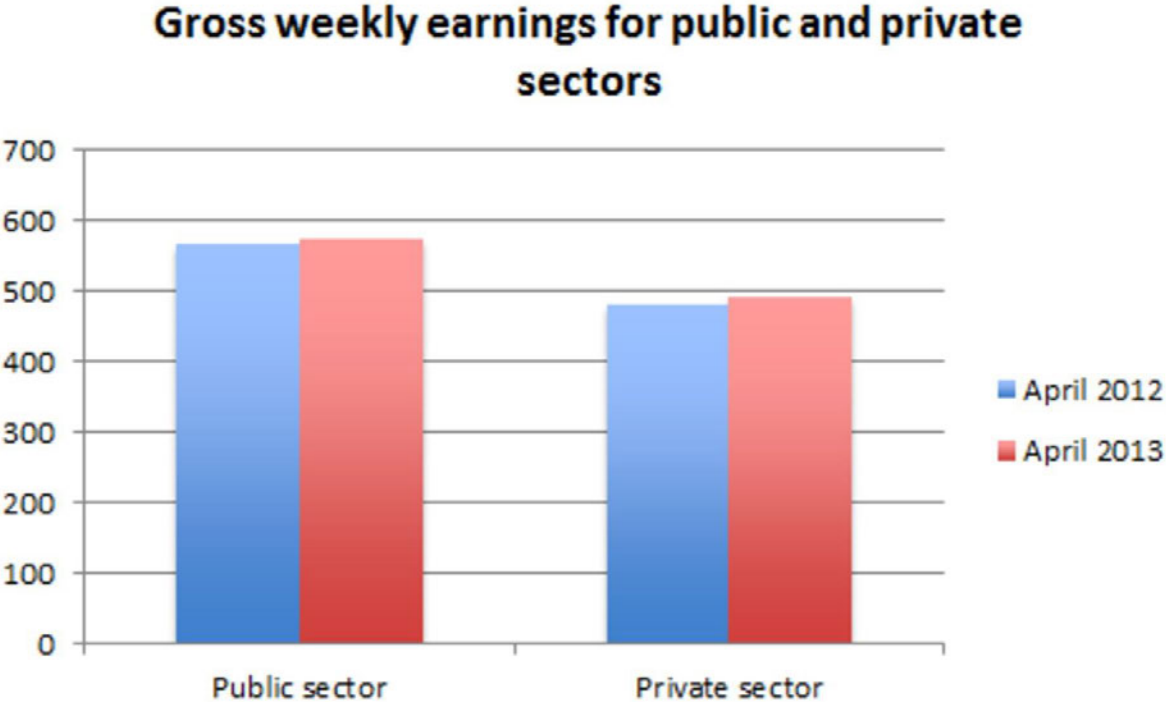
2.3 Relationship between Private Sector and Public Sector

“Cities are the engine of economic growth, and home for approximately 60% of South Africans. At the same time, cities do not currently work for all its inhabitants, with vastly different experiences of public space, facilities and transport across the city. The eradication of spatial inequality is a national priority, and chapter 8 of the National Development Plan highlights the need to invest in public spaces that would significantly improve the life of poor communities who cannot afford private amenities” (Treasury, 2016).

Public Sector or government has a role of making sure that they eradicate poverty and deal with issues of inequality and spatial divide brought about by apartheid regime. They however also want a stable economy which is growing and cities are at the centre of that economic growth. This economic growth is however as a result of private sector (property developers and investors) investing in Real Estate which is the largest sector together with Finance and Business Services seating at 21.6 percent according to Statistics South Africa (Stats SA, 2016). Public Sector, therefore, needs to create the necessary environment for this sector so that it can continue to grow and support government and National Treasury is already engaging key stakeholders.

Private Sector can only invest where there is potential for returns and less risks but also in an organised environment. Unity amongst the private sector is of importance to the success of their investment. Continued engagements, partnerships between government and private sector to form the non-profit companies which collect additional rates for top-up services is important for investment. This happens already in other countries and in big metropolitan cities of South Africa. With that, it is quite important to note the difference in the public and private sector of the economies. It is reflected in Figure 2.3 below.

Figure 2.3. The comparison between public and private sector revenues



Source: Global Property Guide (2016)

2.4 Urban Space Management

According to Davey (1993) “urban management is concerned with the policies, plans, programs, and practices that seek to ensure that population growth is matched by access to basic infrastructure, shelter, and employment. While such access will depend as much, if not more, on private initiatives and enterprises, these are critically affected by public sector policies and functions that only government can perform”. In most cities around the world urban space management is controlled by the local governments which have their own challenges and priorities. Traditionally, urban space management stood identical with municipal administration.

In Europe, developing old-fashioned cities secured more or less their local self-government, partially because the city environment necessitated interventions that municipal or local government was not able to deliver and to some extent because communities were able to provide means of improving the civil services. This repeated itself in industrial metropolises of Europe, America and Asia (Davey, 1993). In South Africa there are Urban Improvement Precinct (UIPs), City Improvement Districts (CIDs) and Management Associations which are

formed to close the gap left by local authority. Although these are registered non-profit companies they operate under no national legislation in terms of collecting funds as additional rates to supplement the services offered by local government. The government however has policies in place for special framework planning which is reasonably followed and properly managed by local authorities.

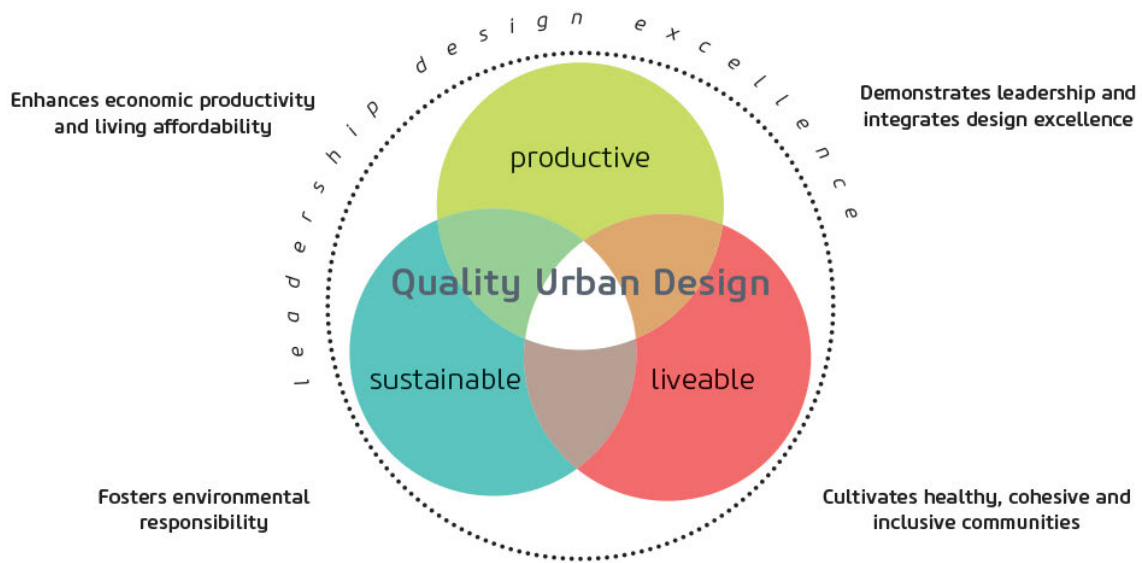
Urban space management strive to achieve the following amongst others:

- Regularise the zoning and use of different land areas to avoid chaos.
- Backing methods through which municipalities find better ways of matching the necessities and urban growth pressures.
- Deal with the metropolis rapid urbanisation challenges in a structured and coordinated manner, which generally places enormous pressure on local government.

2.4.1 Role of Managed Urban spaces in Property Development

“Beside improving the quality of life and the environment, well managed urban spaces have a major role in residents’ daily lives especially in medium and high-density housing environments and can be associated with environmental benefits for residents such as reducing air and noise pollution, improving air and sun rays and setting the local temperature” (Mani, Hosseini & Abdullah, 2012). One of the key concepts in urban design and planning is that of space. The effectiveness of construction of the urban design space depends on some crucial factors as it is reflected in Figure 2.4.1a.

Figure 2.4.1a. Principles of the perfect urban places



Source: National Capital (2016)

However, the theoretical designs and the related concepts in the field have remained superficial and disorganized so far. Usually the theories concentrate on only two or three aspects of the design. By contrast, within the purview of the planning theory, the geography and urban sociology, there is much more standardization of theoretical approach. However this remains of little value if any to the practitioners of spatial designing. In recent times a new theoretical approach has emerged which has to do with the modal logic as attributed to the urban spatial planning. Increasingly the urban space is being considered in terms of the possibilities of human interventions and resultant elements of trust and fear owing to the perception and conception of new ideas (Lapintie, 2007).

From a historical perspective, the invention of wheeled and motorized transport caused the pedestrian character of the streets take a backseat. The shape of the streets with the pavements, their width, the intersections, the slope and various other spatial characteristics became important parameters of urban planning. It was as early as the beginning of the twentieth century that the city planners began considering the segregation of traffic as vehicular and pedestrian with a view to abate the speed and volume of traffic. This thinking was based on the grim picture that was emerging from the statistics pertaining to the vehicular and pedestrian traffics and the resultant fatalities of the time. This also had to do with the degradation of the social environment of the street as compared to the volume of the traffic.

Recent literature on the spatial discourse suggests that there is a general consensus that the planning approaches to the laying of road networks in cities generate problems that hamper the connectivity and increase disorientation and danger of fatalities.

The transition from exclusive space design to one that is inclusive in nature has of late taken off as a preferred premise on which the urban design thought is based. The property developers, the owners as well as the investors are likely to respond differentially to the inclusive designs. It requires a change in the mindset to primarily bring about a change in the built environment. However this inclusive design is not a niche activity and on the contrary is a movement to ensure building and space design outcomes that are catering to a much wider range of users. In that sense, the urban users stand to gain much and are more likely to endorse urban space design principles currently being adopted around the world.

There are many arguments that are forwarded by designers and scholars alike. First comes the societal argument, wherein the need to cater to the changing needs of various societies is a paramount. The society in and around Durban is one characterized by such changing needs. With years of facing societal disparities and a renewed focus to restore and build social balance, it has become apparent that the said society is in a need for the societal approach to achieve socio-cultural reformation. The next argument that is put forth is that pertaining to the sociological aspects. Increasingly, the Durban populations are demanding higher building and public space design standards and less willing to accept substandard norms. Though this is so around almost all the developing societies and already existent in the developed ones, the developing ones are adopting the approach at a much greater speed (Carmona, Tiesdell, Heath & Oc, 2010). The fluctuation of the demands of local population of Durban to the urban design is seen in the Figure 2.4.1b This figure supports the idea that view of Africa is changing.

Figure 2.4.1b. Durban's proposed R6 Skyscraper due to urbanization



Source: Business Tech (2016)

The cities and towns grow and prosper through the investments in land and property thus the investments compose the built environment and are related to the urban space design and management. The value of property is one of the major drivers as well as indicators of growth in a given city or economic area. Significantly, the value of the properties in South Africa reassert and reinforce the value of the segregation of the Urban spaces according to the racial, economic and usage based factors. Thus in turn contributes significantly to the urban space design in South Africa. Thus property development and Urban design evolution in South Africa is together governed by the socio economic and ethnic factors. As per a study, the built footprint of most South African cities grows by 3-5% per year. This contributes significantly to the property value in the cities. Both the private investors as well as the local governments have a vested interest in maintaining the growth characterized by the urban design and development (COGTA, 2014(b)).

In a developing socio economic entity like South Africa, where the municipalities are suffering from a shortage of funds, the focus on establishment of minimum standards of use of public space can be really challenging. However, it needs to be understood that such a focus on public space design can in the long run be especially beneficial to both, the municipalities as well as the public and the property investors owing to the manifold increase in the value of the property. A sound urban design and management policy incorporating enhanced and suitable public

design can help improve not just the social fabric, but also provide economic opportunity by maximizing the value of the limited public resources and thus enhancing property values in the area. This implies an interest on the part of the property owners and Real Estate developers in the enhanced effort in the direction of urban space design and management (UN-Habitat, 2012).

“What describes a personality of a city is its open space, not its secluded universe. What describes the worth of the secluded properties of the space are not the properties alone but the shared properties. The worth of the open space have emotional impact to the worth of the private property. We need to show every day that public spaces are an asset to a city” (Matheu, 2011). South Africa in general and Durban in particular have been witness to socio economic upheavals owing to a history of apartheid. This has deferred the development of the area also casting a shadow on the urban space design in the Area. For instance the Durban CBD city planning faces hurdles in the form of the structural obstacles that drives the nature and composition of the city’s land use pattern.

A land use system based on apartheid traditionally ensured that the business hubs were kept separate from the residential facilities. However the rising demand for housing space especially after 1994 with the end of apartheid, the demography of the area began witnessing a rapid change. The group areas act ensured that the CBD is predominantly black now after almost twenty years. The growing need for both qualitative and quantitative accommodation of the needs of the various ethnicities has necessitated an enriched planning of the urban space (S4 Brown University, 2009).

International research has shown that in the process of globalization, the role of urban planning is important and thus enhancing the competitive place of the cities in the global scenario. International investors looking for investment hubs find it favorable to choose cities with the good infrastructural facilities, sound urban design and management principles as suitable for their official needs to set up official hubs in a given area. Thus cities are increasingly becoming the objects of focus for both the investors as well as urban planners.

However, the need for a planned approach though realized is hardly or partially fulfilled owing to a paucity of the theoretical frameworks for the effective utilization of the effort, time and resources to achieve the best outcome of urban space design management. Evidently the sound theoretical bases for the urban planning and space design can play a crucial role in Real Estate

development in a given region and contribute handsomely to the appreciation of property values in a given area (Sarvari & Majedi, 2011).

So far the discussion on managed urban spaces has yielded an overview of the needs of and the role of managed urban planning on the property development with of course the underlying economic benefits to the different stakeholders of the process of economic development at city level. In this context, however it is important to point out the various systematic measures that have been taken to help improve the overall contribution of spatial design to development at the basic level through urban planning. In South Africa, based on the public private partnership (PPP) model various agencies both public and private as well as voluntary bodies have joined hands to contribute to the development of the city to compensate for the lack of resources that the municipalities usually face if left to tackle the situation on their own. One such mode is the Urban Improvement Precinct (UIP). This is a term given to the vehicle or means used to manage the public spaces.

The UIP type program has been implemented throughout South Africa after resounding success in the developed countries around the world. Umhlanga is no exception to the same. Under this program the property owners in the key economic nodes come together to fund the public space management structures in the respective areas. The same is based on the Municipal Property Rates Act of 2004, which requires the formation of Non Profit Companies (NPC). The UIP NPC consists of board of directors constituted by the property owners in the purview of the UIP. The board provides financial accountability to the functions of the UIP. The UIP also provides a number of community services such as dedicated cleaning and maintenance and dedicated management of public area services and management (Umhlanga UIP, 2014).

Similarly, another vehicle working for improvement for the socio economic development at city level through management of urban space design is the City Improvement District (CID). The CIDs, also known as a Special Ratings Area (SRA) are non -profit organizations working within a defined geographic area within the precincts of which the property owners are ready to pay a levy for the additional services for the improving the physical as well as the social environment of the area (Geocentric, 2016).

The Lot/Home owners associations in South Africa are tying up with the municipalities and various commercial bodies to identify opportunities and bring about business expansion and growth in the cities. The effort involves business retention and expansion programs to improve

the local economies. The eThekweni Municipality is taking a lead role in such initiatives to improve the overall condition of the city by greater initiatives for improving the socio-economic environment of the city (eThekweni Municipality, 2016). The Umhlanga Ridge area has been developed by Tongaat Hulett and through a condition in the sales agreement and title deed homeowners are obliged to become members of the association and contribute a levy towards the management of the urban spaces (Tongaat Hulett, 2016).

2.4.2 The impact of Managed Urban Spaces on Property Values

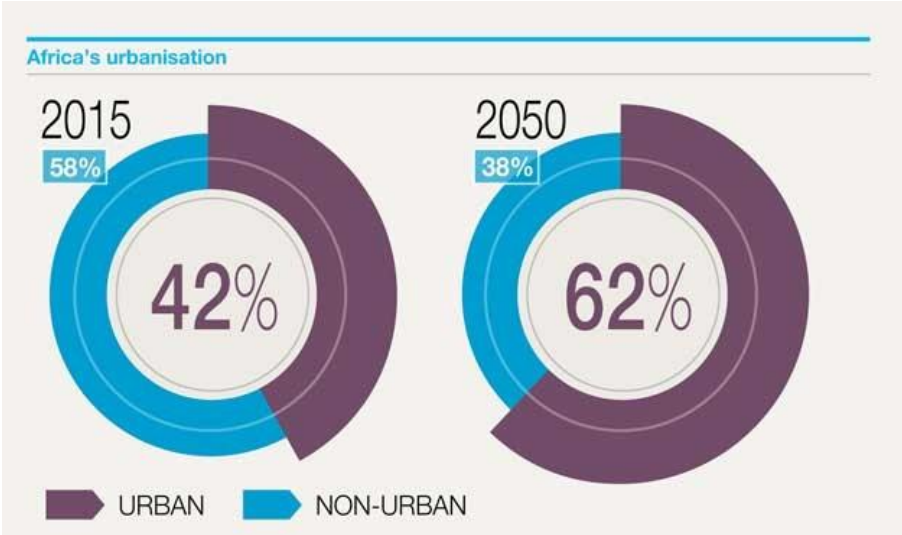
Managing urban spaces consists in managing the increasing urban sprawl which on its own tends to spread up in an unsystematic and rather unplanned manner. The urban periphery in the eThekweni municipality consists of various sections of housing development which are isolated and are segregated from each other by roads or open spaces. The urban sprawl leads as described above to increased cost of infrastructure and residential development reduction in transportation effectiveness and community development costs, greater stress on public resources. It is important to note that transportation and the patterns of land use are interdependent. A transportation based on automobiles leads to a greater need for construction of roads rather than other forms of construction. The process of densification needs to be assessed on the basis of restructuring of cities so that they are able to better respond to challenges owing to population expansion and other factors and improve overall performance (Yusuf & Allopi, 2004).

A study done by Lutzenhiser and Netusil established that well-designed urban parks escalate the worth of properties by 1.8 percent within 457m (Mani, Hosseini and Abdullah, 2012). The experimental discoveries derived from 1471 transactions in a district showed that managed neighborhood parks could enhance price by 16.88 percent with parks attracting the heaviest investment intention in purchasing a home compared with other elements of the landscape (Chen & Jim, 2010). A well-designed urban space on the other hand reduces crime according to (Kuo, 2003) because it discourages people from being criminals. “The overall result is that when crime rate is low around the urban spaces, the urban spaces have a positive effect on the value of the properties around them” based on a study done by (Troy and Grove 2008 cited by Mani, et al., 2012).

“The beautification of Singapore and Kuala Lumpur, Malaysia, was one of the factors that attracted significant foreign investments that assisted rapid economic growth and today still,

indicators are very strong that urban spaces and landscaping increases property values and financial returns for land developers, of between 5 and 15 percent” (Haq, 2011). With that, it should be noted that urbanization continues to rise in Africa as it is presented in Figure 2.4.2a below.

Figure 2.4.2a. Ongoing trends of urbanization in Africa



Source: Fin24 (2016)

As per studies, the South African property market is increasingly being characterized by strong macro-economic trends and environment. From a micro economic view the demand for the industrial and office space continues to be encouraging in eThekweni market. The spatial planning of the city is being increasingly influenced by above factors as well as development of new airports in the area. The success of the metropolitan property market is also based on effective integration of the city spaces in the form of home, work and play based on different income groups. The eThekweni municipality needs to optimize the development process along with job creation as well as residential redistribution opportunities for the residents. The retail developments in the area are influenced by the performance of the shopping catchment areas or the purchasing power of the local population. The Durban property market continues to offer visible opportunities in terms of retailing activity. Similarly the office and the industrial sectors have also witnessed an upward trend in the growth of the property market (eThekweni Municipality, 2007).

The eThekweni Municipality has designed the urban spaces within the context of new urban landscapes. The process of refinement of the spatial footprint through exclusion of the rural

and agricultural through means other than the open space plan which is characterized by an open space network of nine park systems within the municipal area, runs parallel to the implementation processes and tools such as land development right transfers, property rate rebates, environmental charges, zoning regulations, offering incentives to land owners as well as land acquisition means as deemed suitable in Durban. A system of Incentives and disincentives that provide a way of practicing sound and sustainable land management is in place. Whereas positive incentives lead to enhanced development, disincentives prevent poor use of land. However there are incentives that can be categorized as perverse and can lead to loss of biodiversity. The use of property taxes to penalize owners of undeveloped land has potential negative effects on the conservation of biodiversity and supply of environmental products and services to the city residents (eThekweni Municipality, 2016).

There has been a notion of giving a legitimate basis to the existence of the informal settlements through up gradation which has been looked at as having negative perceived impacts on the property values in the area. The municipality has adopted a policy of zero rating the municipal property taxes which has an effect of lowering the property rates in the area. Another important aspect of the urban design policy has been to upgrade informal settlements rather than relocating them has also been achieved through a detailed audit of all the informal settlements in the area. There has been a system of prioritizing these developments keeping in view the limited resources. However as mentioned above this audit and refurbishment of existing rather than developing newer neighborhoods has contributed negatively to the property prices in the city (Marx & Charlton, 2003). In order to maintain urbanization in the region, eThekweni has adopted specific plan of the development of the districts. The plan is presented in the figure below.

Figure 2.4.2b. Durban's 5 year development plans



Source: Urban Earth (2016)

2.4.3 Role of Managed Urban Spaces to the Environment

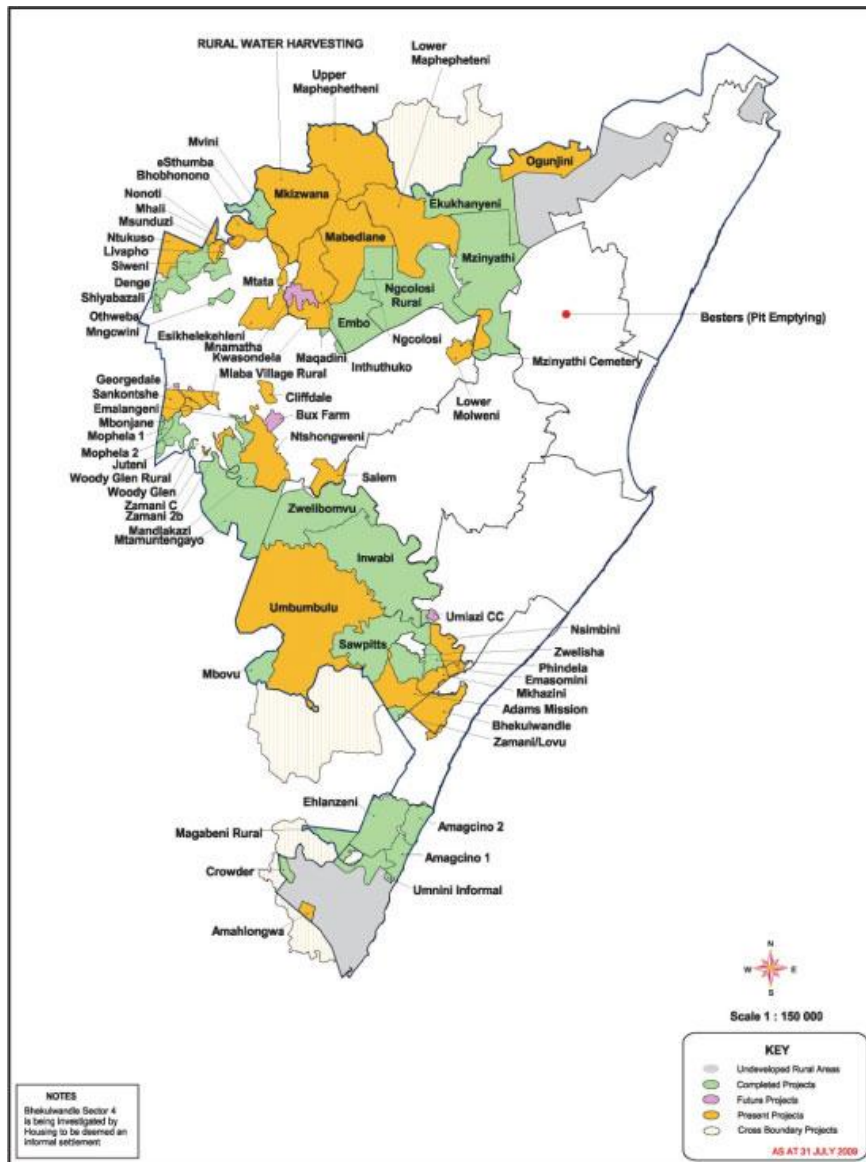
Urban space management accomplishes many tasks that benefit human being's quality of life. Countries globally are battling with the challenges of adequate development of sustainable cities. There is consensus about the importance and value of urban spaces in cities towards planning and constructing sustainable or eco-cities of 21st century. Steadily growing traffic and urban heat especially in the developing countries is not only damaging the environment but also incur social and economic costs (Haq, 2011). Urban spaces provide cities with ecological services extending from biodiversity to urban climate regulation. Air pollution reduction of approximately 85% according to research is trapped by vegetation which occurs in well-designed and managed urban spaces. This air pollution happens a lot more in cities because of factory emissions and the many vehicles that emit carbon monoxide and dioxide. Vegetation contributes in the reduction of energy use because building are cooled down through vegetation which is a cost effective method (Haq, 2011).

The city of eThekweni plans to initiate a developmental environment with skills development in order to provide an enabling atmosphere for the innovation and technological advancement in the city. A large portion of the Land in the municipality is designated as an environmental asset. The commercial and industrial land uses are split up alongside the main road in various developments and this promotes convenience as well as environmental preservation. The municipality is using the urban edge concept as a tool to minimize the urban sprawl which

affects the environment adversely. The aim is to achieve compactness in the urban designs and achieve better states of being for the agricultural and other environmental assets. The emphasis on environmental assets preservation and the accessibility and convenience in urban areas is contributing favourably to the protection of the natural environment and resources (eThekweni Municipality, 2008).

There has been considerable progress in adaptation to climate change in the city of Durban since the launch of the Municipal Climate Change Program in 2004. Though there were initial challenges in gaining the attention of the main sectors within the purview of the municipal authorities, a greater range of understanding was exhibited along with higher level of adaptation to address the said challenges. Also, there has been a finer understanding of the potential strengths and weaknesses in the path of community led and based adaptation to the environmental changes in the city and surrounding area. There has been certain opposition from some land and property owners to the efforts to conserve the natural environment and enhance the ecosystem. There is a set of well identified approaches in urban design that help build support within the municipal government to adaptation for climate and environment change (Roberts & O'Donoghue, 2013).

Figure 2.4.3 eThekweni policy plan in preservation of natural environment



Source: Scientific Electronic Library (2016)

The natural environment of eThekweni is in need of natural conservation owing to the huge pressure on its natural assets by the rapid urbanization and industrialization. The environmental assets have been degraded and have in turn undermined the wellbeing and economic progress of the citizens. Although the city's natural environment is stressed, there have been certain measures taken to protect the same which have reaped benefits. There has been an increased local implementation and the enforcement of the environmental regulations. The city of eThekweni exercises great influence over the preservation of the resources in the region. The changes in the policy of the region as to the sanitation and other activities are presented in

Figure 2.4.3. The municipality has made many urban design changes including the reforestation, the Durban Open Space Systems and Community Adaptation programme. The city can improve its management of the urban spaces through the basic services delivery as well as upgrading the informal settlements and thus contribute to environment protection. The city of eThekweni has played a pioneering role in the conservation of the city natural resources in Africa (World Bank, 2016).

The spatial plan has been seen from an environmental point of view and has similarly been approached. The main initiative in this respect has come in the form of the Durban Metropolitan Open Space System (DMOSS). The spatial extent of the same is 75,000 Ha. The focus of the program is to protect the environmentally sensitive areas. The implementation of the program requires strict rules for the sub-divisional layouts to include the environmental buffers protecting streams, rivers and the wetlands. The Spatial Development framework of the city strives to promote a city form which is compact enough to intensify development through the high accessibility routes. This is to implement the strategic densification of the residential development as well as limiting and curtailing the urban development footprint in the area. The challenge however lies in the lack of political will to implement this sustainability driven concept of economic development. The framework encourages the creation of social facility networks including shared public spaces. This serves to improve the urban quality especially with respect to the new housing developments (Gordon, 2013).

In Durban, South Africa, people at all levels of society use the urban space in a manner which is creatively superior to other similar cities in the region. As an enriching example of the same, the Warwick Junction can be cited wherein the poor and less fortunate residents of this part of the city use the public space in ingenious ways to help establish trading activities which though informal in nature, are contributing to the economy of the city in a meaningful way. As a response to these activities, the municipality has adopted a number of measures to encourage and promote such innovative use of public space. This has made Warwick Junction an important economic hub of the area. It was in 1996, that the city authorities launched an initiative aimed at providing safety, security, cleanliness as well as trading, employment and transportation opportunities among others.

The initiative dealt with issues such as curbside cleaning, pavement sleeping, ablution facilities, childcare and reduction of crime. The initiative achieved spectacular success within three years

and at the time supporting the local and informal trading community. In contrast to the traditional use of urban space design in large squares or boulevards or up market residential pockets, the above project illustrated that the design principles can be used in small and less prosperous neighborhoods successfully (Robinson & Dobson, 2016).

2.4.4 Challenges towards Management of Urban Spaces

High rate of urbanization is caused by people moving from rural areas coming to the cities for better lifestyles and due to shortage of infrastructure, this movement leads to clogged traffic and ecological dilapidation in the cities. Asia is faced with a challenge similar to eThekweni which is over urbanization where agricultural land is converted to urban zone uses. Cities are focusing their energy and limited resources on previously disadvantaged people in rural or on the peripheries of the urban areas living these urban areas unattended to. 'National Treasury South Africa states that cities are the engines of economic growth and home to 60% of South Africans, and eradication of special inequality is a national priority therefore municipalities lack resources to support the operational management of urban spaces' (Treasury, 2016).

The international business and global competition has caused the urban planners to take note of the growing need to adhere to international standards of efficient urban space planning and management. The issue has emerged as a significant one in the international development scenario. Public spaces help integrate the environment of a city, its sense of community, safety and agreeability for use in a given area. The various challenges faced in the development of public spaces include lack of definition of uses of the spaces. The public spaces are being used by a range of people. The needs of the users of the urban spaces need to be defined more clearly.

A public space could comprise of something as simple as a space beneath a tree and we need to define public space usage in as simple terms as this. Coming up with grandiose ideas of public space usage might be attractive but not have the same utility as small practical solutions such as up gradation of informal public spaces. The lack of clarity itself becomes a challenge at times. The changes in public space usage have to be economically viable to the local population. In order to have a clear vision of the public space we need to stand by a single definition of the same which is clear to all. Scholars have agreed on what should comprise of public spaces. They include the Architecture, Parks and Recreation, Transport, Safer cities,

Libraries and Heritage Real Estate and Development Management (eThekwini Municipality, 2013). Further, a single driving force or leadership to coordinate the efforts of various departments is wanting. The responsibility needs to be clearly defined and a competent city manager is required who has a clear understanding of the public spaces. The eThekwini Municipality however has achieved a lot in the last five years as reflected in the figure below.

Figure 2.4.4. Achievements of eThekwini Municipality

Duration of the program	Existence for the last five years
Economy	Increase of the rate of economic growth and development
Achievements:	<ul style="list-style-type: none"> • Installation of 1000 new street lights • Expansion of electricity coverage • Reduction of water supply backlog • Improvement of access to acceptable sanitation backlog • Saving of water costs • Upgrade of rental units and hostels
Road	<ul style="list-style-type: none"> • Construction of new roads • Creation of new pedestrian bridges • Development of several kilometres of sidewalks
Environment	Promotion of safe, health and secure environment

Source: eThekwini Municipality (2016)

The sidewalks of the eThekwini municipality area have been characterized by congestion and millions of pedestrians traverse the district each day. Many of the pedestrians commute to underserved residential areas. The people commuting to these places receive temporary incomes and this prompts a pattern of daily purchase. The local economy is oriented to serve the large number of people commuting and transacting in the area. The challenge lies in the

effective communication between different departments responsible for implementation of urban space planning programs. There is a need to achieve the establishment of departmental intelligence networks. The informal economic activity that has emerged in the last few decades has resulted in what is termed as district distinctiveness, which has been identified by the authorities as distinctive set of features. However, the distinctiveness has apartheid origins and political overtones which need to be overcome to derive benefit for the spatial design programs in the city (Dobson, 2015).

eThekweni has a unique spatial geography and this traditionally had until recently impacted the planning and management of the city spaces. The core of the city is densely urban whereas the periphery is less dense agricultural space. The structural composition of the city spaces goes back to the Apartheid era. After 1998, the rural periphery was incorporated into the city municipality. This raised challenges pertaining to the understanding and interpretation of the term urban. A state of confusion as to what would be seen as urban or rural.

Another challenge in terms of the implementation of the spatial planning of cities in South Africa in general is as defined in the constitution their respective duties and powers are same irrespective of the various different conditions in different parts of the country. Although there is enough evidence that eThekweni being a strong municipality has taken a lead in the urban spatial planning, it still faces implementation challenges. Various other forms of development challenges have also been identified which have a direct impact on the spatial planning of cities.

The challenges include high rates of unemployment and low economic growth, basic service levels and limited access to household services, degradation of infrastructure and climate change. All these factors affect decisions regarding the urban planning and management (Sutherland, et al., 2013). There has been a shortage of housing and socio spatial segregation in South Africa and in Durban. The rural periphery has also seen rapid densification and is another cause for concern. The Engineering services of the municipality have adopted a differentiated service model based on the spatial features of the city. This differentiated approach has significant challenges foremost being that of perpetuating inequality, however, it represents innovative governance and shall be adjusted to suit the needs of the city at large.

Apart from the management and implementation challenges, there are environmental challenges being faced by the eThekweni municipality. The authorities had responded to the challenge by an effort named Municipal Climate Protection Program (MCP) in 1994 itself.

The aim was to harmonize the local urban responses to climate change with main economic developmental priorities. Given the fact that all international community stands to the protection of the environment in view of the climate change issues, the city of Durban follows the same approach.

Global climate change has been a cause of concern especially for the coastal cities. As part of the challenge, the current modelling limitations exist which need to be understood and addressed. In order to address the same the climate models need to be implemented down the provincial as well as metropolitan levels. The same needs to be designed such that the suitable climate information can be shared and incorporated into the short as well as medium term spatial development plans. The barriers can be further reduced by ensuring that the land use zoning rules are strictly enforced and that the urban land use planning takes into account the impacts of climate change (ICLEI, 2012).

In general, the stakeholders of the process of urban spatial design and management stand to gain from a good design in terms of the economic, social and environmental aspects. The benefits accrue for example in the form of improvements in return on investments, delivery of an area that can be let off easily. Moreover the productivity of the work force of the city is increased manifold and lifestyle costs are reduced to a great extent (Telford, 2001).

2.4.5 Urban Space Management in Developed Countries

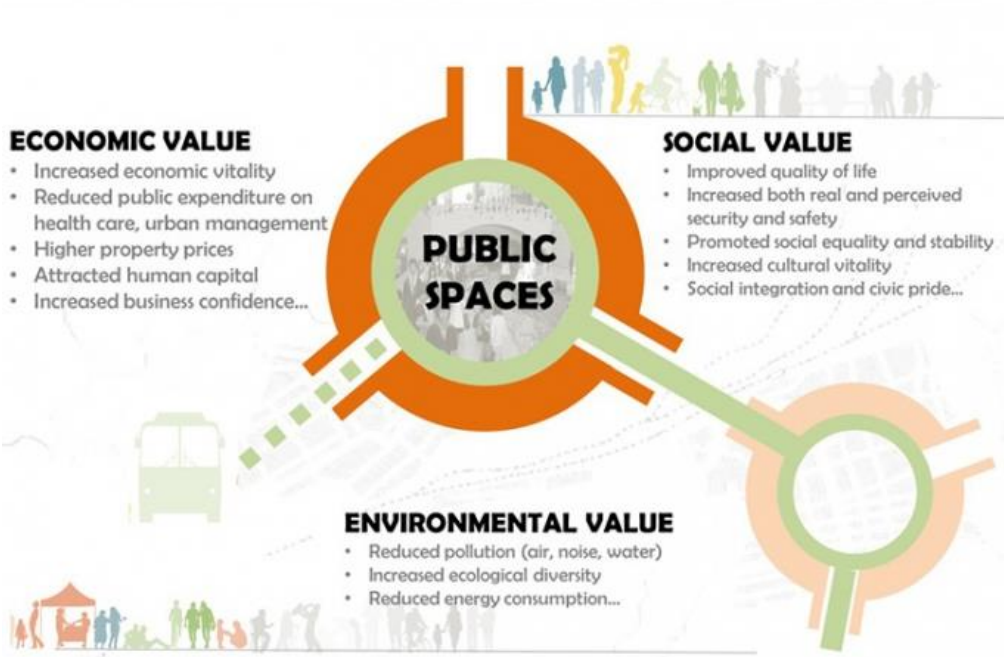
As per the world report on the public space and sustainable development, the world is increasingly becoming urban. In fact urbanization is fast becoming a global driver for development and there is increasing focus on public space. Furthermore public spaces are becoming an emerging global agenda. Urbanization is now a key driver for economic growth and socio cultural transformation around the world (UN-Habitat, 2015).

In general citizens of the developed countries are seen to welcome responsive urban planning. Additionally, they also show a propensity to accept radical measures such as limiting automobile use though with the condition that they are perceptibly fair. Although the number of destitute or poor people are very few but they do exist and their views and concerns must be taken into account while doing urban space planning. Additionally the migrants in these countries usually come from very diverse backgrounds and this has its own challenges.

Environmental concerns are usually very vocal in such countries and thus have to be a part of any or every urban spatial design and planning (Garau, 2009).

Within the context of how developed countries deal with urban space management issues, it is important to consider a report from UK government on the topic. As per the report, the terms ‘public space’ and ‘urban space’ widely used to connote open spaces, streets and squares etc. However, the study points out that the term shared space might mean different things to different people. Thus the report suggests widening the scope of shared and urban space to include spaces such as walkways and spaces in shopping centres, the transport policy aspect of urban design which attempts to curb the domination of streets by cars, also a shared space concept which involves sharing the benefits of improving or maintaining it with different stakeholders (UK Department for Communities and Local Government , 2012). The approach of the developed countries to the maintenance of the public space design development is presented in Figure 2.4.5.

Figure 2.4.5. Role of public space management in developed countries



Source: World Bank (2016)

Urban space is considered as the scarcest resource in the developed world as the cities are seen to be in a state of constant flux. In fact if their dynamism fails them they risk facing decay and downfall. Fast growing cities around the world such as Chicago and Berlin, this dynamism can be overwhelming and the cities are increasingly competing for highly mobile professional

workers and global businesses owing to lack of urban space particularly for business. All these cities have planned and formalized the plans in the form of zoning and environmental rules however, the urban space being very scarce is very expensive and the costs keep on rising in rapidly growing cities. Land valuation and taxation have been two most crucial problems of cities in developed world which are faced by urban planners and tend to restrict the productive use of spatial design. The cities have struggled to find creative solutions to these problems for many decades now (Hall & Pfeffer, 2000).

The developed countries have erected the sophisticated and complex urban structures as a product of the process of urban development and suburban expansion characterized by redevelopment. However, the environmental and economic as well as cultural constraints have rendered the adaptability of urban spaces redundant. Thus the developed countries need to tackle the problem by adopting technology that is concerned with environmental risk management and keeps into account the regeneration features along with cultural and historical features (Hanaki, 2008).

McPhearson, Hamstead & Kremer (2014) in a valuable current literature contribution discuss the urban ecosystem-services in New York City and suggest best practices in urban management approaches. They recommended that the urban management approaches be directed more to coordination of multiple scales management systems promoting best practices. These systems should therefore function in a way that urban leaders can take advantage of them to ensure that nature and ecosystem processes are protected in cities in supporting the delivery of fundamental urban ecosystems. The way this functions in New York is according to the assumptive challenge of the city as a kind of complex organism in itself, dynamically connecting to components of urban resilience both socially, and in terms of linking an ecosystem framework.

City planning in New York has taken account of its greenways for many decades, especially given the factor of a growing population of millions of residents and businesses. As the most densely populous city in the nation, (McPhearson, et al., 2014) point out that despite its colossal size and heavy population, New York City (NYC) has a high percentage of open space than any other major city, comprising 27% of the city.

Private sector plays a pivotal role in the management of urban spaces alongside government. Policy and urban space management go hand-in-hand and these are not left to chance in NYC. “Funds for urban space design and management are raised through competitive grants and programs at the State and Federal levels, tax levy dollars, and bonds, as well as through sponsorship and naming rights” (Village of Ossining, 2014).

2.5 Conclusion

This chapter which deals with literature review reveals that urbanisation is a key driver of economic growth and socio cultural transformation around the world. This means that it is important for every city to design and manage the urban spaces sustainable because population growth in cities is inevitable. Well managed urban spaces have a major role in residents’ daily lives with reduction in air and noise pollution. Shortages of resources from the local municipalities who are focussing on eradication of special inequality caused by apartheid regime takes priority. A sound urban space design and management policy is lacking and this has implications to the economy and property values which drives investors elsewhere.

Umhlanga precinct in South Africa similar to other precincts in other developed countries have formed non-profit organisations to contribute and tackle the issue of lack of resources from local municipalities. Urban sprawl needs to be managed to avoid unsystematic and unplanned spread of the city. Beautification of cities attract foreign investment which helps economic growth and returns on Real Estate increases. Quality of life are improved through design and management of urban spaces and there are ecological benefits that come as a result. EThekwini is making strides in urban spatial planning and to manage urban spaces but they have limitations and serious challenges like high unemployment, degradation of infrastructure, basic service levels and limited access to household services. High urbanisation rate is one of the challenges facing eThekwini. In developed countries private sector plays a pivotal role in the management of urban spaces alongside government. It is evident from the foregoing literature review that there is no easy solution to the matter and it’s a challenge worldwide and each country is unique with its own challenges and priorities however it is also clear that government alone cannot resolve the matter they need private sector involvement. The next chapter will focus on the methodology that was employed in undertaking this research study.

CHAPTER THREE: Research Methodology

3.1 Introduction

The reviewed literature in chapter 2 recognised the prevailing challenges and styles relating to the value of sustainable urban space design and management and implications thereof. This chapter details the research method used in this study on the value of sustainable urban space design and management in Real Estate. It provides an overview of the research instrument development process, as well as the data collection process for the research using the interview questionnaire. One on one interviews were selected as the most effective method of investigating the research problem in this study. The study required a level of industry and technical knowledge thus the method used being the purposive sampling method which allowed property industry experts to be interviewed. A comprehensive argument of each of these aspects is presented below in this chapter. The aims and objectives of the study are described. The application of the research design and methodology is to respond to the main research problem.

Research is an organized, systematic, data-based, critical, objective, inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it. Research provides the necessary information that guides managers to make informed decisions to successfully deal with problems. Identifying the critical issues, gathering relevant information, analysing the data in ways that help decision making and implementing the right course of action, are all facilitated by understanding business research (Sekaran & Bougie, 2013).

3.2 Aim of the Study

This study aims mainly to enlighten investors, property developers and government on the status, value and implications of lack of sustainable urban space design and management in Real Estate. This study will also influence the cities to review their policies and revisit their capacity and priorities when doing their annual budgets with investors and property owners also being encouraged to see what value urban space design and management does to their communities and the economics of the country at large. The ultimate goal is that both public and private sector appreciate these implications and therefore work together in finding tangible solutions.

3.3 Objectives of the Study

Emanating from the literature review which reflects that there are challenges regarding the design and management of urban spaces and this problem exist worldwide, this research is conducted in the Umhlanga Ridge area to understand the value of sustainable urban space design and management in order to fulfil the objectives as mentioned below.

- a) To determine to what extent property developers, owners and investors financially support the urban space design and management concept.
- b) To get a better understanding of what the city of eThekweni plans to do about the management of urban spaces and their constraints.
- c) To understand how the first and other third world countries are dealing with this matter.
- d) To explore barrier reduction options where they exist and propose the best way forward for all stakeholders taking into account the challenges faced by those stakeholders.

3.4 Participants and Location of the Study

The study will be conducted in Umhlanga Ridge which is located approximately 20 kilometres north of Durban CBD on the western side of Ruth First Highway (M4) but east of N2 freeway from the Main Road 94 (M41) or Gateway interchange intersection. Umhlanga is a wealthy residential, resort and commercial city known for being a home to the largest shopping theatre Gateway in the southern hemisphere and also for the tallest skyscraper (Pearls) in KwaZulu Natal. There are several international and JSE listed regional office firms that are located in this precinct like Sun International, Tongaat Hulett Developments, ENS, Growth Point, Liberty Life, Investec, First National Bank to mention a few. The population of Umhlanga as per the statistics conducted in 2011 was 24 238 people with 53.3% of the population being white. This area is approximately 16.75km² in extent with a density of 1400 per km².

The participants on this research study were the designated dominant investors, property owners, urban designers and architects, land owners, urban improvement precinct leadership, homeowners' association leadership, estate agents, industry bodies and eThekweni Municipality leadership. This was to make sure that industry and experienced and influential or decision makers are all participating in this process for better outcomes.

3.5 Research Method

Research methodology is the procedure followed to gather facts and statistics for decision making purposes. The methodology may include publication study, consultations, investigations and other research techniques. There are three main approaches to research which are quantitative, qualitative and mixed research methods. The third method which is the mixed method is actually the combination of the two above methods.

3.5.1. Quantitative Research

Quantitative research approach is pre-set and a large number of respondents are involved. By definition, measurement must be objective, quantitative and statistically valid. It is about figures and objective hard data. The sample size for a survey is calculated by statisticians using formulas to determine how large a sample size will be needed from a given population in order to achieve findings with an acceptable degree of accuracy. It refers to counts and measures of things and more of a scientific approach which provides numerical values.

The disadvantages of the quantitative research approach method are as follows:

- Has very complex processes and methods of calculation.
- Require an automatic tool to ease the complex process.
- There are no acceptable standards for method implementing.
- The process handles a long time.
- The results are presented only in financial values and are not easy to understand by inexperienced people.

The advantages of the quantitative research approach method are as follows:

- Risks are arranged through their monetary effect, assets through their monetary worth.
- The outcomes can be stated in an explicit administration language.
- The assessment and the outcomes are founded on unbiased approaches.
- A financial exploration can be applied for selecting the best fit methods.

- Administration performance can be diligently observed and data accuracy can be confirmed.

3.5.2. Qualitative Research

Qualitative research approach is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. This approach is much more subjective and participants in this approach support a way of looking at research that honours an inductive style which focuses on individual meaning. The researcher makes an interpretation of the meaning of data in this type of study. The nature of this type of research is exploratory and open-ended. Small numbers of people are interviewed in-depth and/or a relatively small number of focus groups are conducted. Participants are asked to respond to general questions and the interviewer or group moderator probes and explores their responses to identify and define people's perceptions, opinions and feelings about the topic or idea being discussed and to determine the degree of agreement that exists in the group. The quality of the finding from qualitative research is directly dependent upon the skills, experience and sensitivity of the interviewer or group moderator. This type of research is often less costly than surveys and is extremely effective in acquiring information about people's communications needs and their responses to and views about specific communications. Basically, quantitative research is objective; qualitative is subjective.

The disadvantages of a qualitative research approach method are as follows:

- The assessment of danger and its outcome is subjective.
- It is conceivable that the actuality is inaccurately stated because of the biased viewpoint of the writer.
- The presentation of threat administration are difficult to track because of their subjectivity.
- A financial value scrutiny is not applied, only a biased method of the writer and that creates challenges in application of control measures.
- Inadequate separation between main dangers.
- Outcomes rest on the quality of threat administration team.

The advantages of a qualitative research approach method are as follows:

- This research method makes it easier to comprehend and perceive risk level.
- Calculation techniques are not difficult to understand and apply.
- It is not required to compute threats occurrence regularity.
- Determination of the assets monetary worth is not needed.
- Information's financial worth is not determined, which makes the examination method easier.
- Quantifiable calculation of regularity and bearing are not necessary.
- Expected measure fees that should be employed are not considered.
- The most vital parts of threats are appraised.

The research approach that was used in this study is the qualitative research methodology which produces descriptive data. According to Hair, Samouel and Page (2007) qualitative research is explorative, discovery oriented and based on inductive reasoning, building a theory from the data collected. Qualitative interviews and questionnaires gather their first hand experiences in a particular environment or circumstance (Lee & Lings, 2008). Due to the nature of the research topic and privation of available research material on this topic it was appropriate to use the qualitative research approach. This gave an opportunity to the researcher to explore and uncover the value of sustainable urban space design and management in Real Estate which could not be easily identified by the interviewees. "A qualitative researcher is interested in understanding the meaning people have constructed, that is, how people make sense of their world and the experiences they have in the world therefore a qualitative study explores and analyses a phenomenon being studied using words, images and themes" (Merriam, 2009).

Apart from a thorough review of relevant literature on the topic, qualitative data has been obtained through a number of voluntary open ended questions that are in the survey questionnaire. Authorisation to conduct the research study within the organisations' development, managed space and boundaries was sought first and written correspondences were received from all grating permission for the study to proceed.

3.6 Sampling

According to Kumar (2011) the main aim of research is to find ideologies that can be applied generally. It is not practical or possible to study the entire population in order to arrive at a conclusion. Samples are therefore used to enable researchers to draw valid inferences use the findings in order to come to a generalisation on the basis of interpreting carefully the variables

within a small proportion of the population. It is argued by Kumar (2011) that prior to the researcher compiling a sample, population characteristics should be known so that a representative sample is drawn up accordingly. The population size for the study is estimated to be fifty. The characters of the relevant participants can only be drawn from leadership in the Real Estate industry around the region who are involved in the area of the study.

3.6.1 Sampling Strategy

There are in the main two types of sampling designs namely probability and non-probability sampling.

Probability sampling plans can be divided into different types being unrestricted or simple random, systematic, stratified (proportionate or disproportionate) and cluster samples. In probability sampling there is a known chance that each population element can be selected as a subject i.e. there is no zero chance of being included in the sample. For non-probability sampling, it is not known whether an element has a chance of being selected as a subject (Sekaran & Bougie, 2013). Non-probability samples rely on personal judgment somewhere in the process and according to Churchill & Iacobucci (2010) though the judgment samples may yield good estimates of the population characteristic they do not permit an objective evaluation of the adequacy of the sample. Using probability sampling the outcomes can be generalised to the population with a degree of confidence.

Non probability sampling can be divided into convenience and purposive (judgment and quota) samples. In non-probability sampling, it is impossible to estimate the probability of any population element being included in the sample which is representative of the population. All non-probability samples depend on personal judgment, which might yield good assessments of a population, however they do not permit objective evaluation of the adequacy of the sample (Churchill & Iacobucci, 2010). Non-probability samples have no controls included in the sample which means the sample may not be representative of the population and that the researcher is unable to generalize the results of the sample to the population (Page & Meyer, 2000). The findings from this study therefore cannot be confidently generalized to that of the population.

Qualitative sampling is different to quantitative sampling in that it does not work with figures and numerical handling, as is the case with quantitative research. As a substitute, it uses non-numerical confirmation and does not essentially follow the methods of science. Data generation

nature and clarity gaining phenomena in qualitative research lends itself to a purposeful as opposed to the random selection. A qualitative approach is best suitable where little is identified around a problem or previous research only partially covered the research question (Hair, et al., 2007). Due to the lack of available research material it was essential to use a qualitative instrument to gain an understanding of the local context for the value of urban space design and management in Real Estate and economy of the country. Sekaran & Bougie (2013) assert that in the exploratory phase of getting to grips with the “phenomena of interest” purposive judgement sampling allows for the selection of a limited number of specific subjects who are best placed to provide the rich information.

The study utilizes purposive judgment samples in which the samples are handpicked in order to serve the research purpose and because it is believed that they are most informed and experienced experts on the subject matter. The researcher used the purposive judgment sample approach because of the interest in sampling those who can offer some perspective on the research question rather than a cross section of opinion. In the process of judgment sample, a snowball sample arose from referrals of the initial set of respondents who identified others with the desired characteristics (Churchill & Iancobucci, 2010). Due to the nature of the study and taking the above theories into account, ten purposely selected role-players who are influential in this study were identified within the industry and approached for an interview. The plan was from the onset to get a minimum of eight positive responses.

3.7 Development of the Instrument

Research instrument is the fact discovery tool for data collection. The tool used by the researcher may be a questionnaire, interview, observation or reading. The tool used to collect data must be relevant for that particular study. A questionnaire which is a primary data source is an effective statistics gathering instrument (Sekaran & Bougie, 2013). It may be constructed as structured or closed form whilst others are constructed as unstructured, open ended form. Structured questionnaires are generally short and require a yes or no answer and can also be multiple choice options where the respondent choose an answer from a list of options. Other questionnaires may however be unstructured and these ones are also referred to as open-ended or unrestricted type questionnaires. The respondent answers the questions but they have an opportunity to express their opinions without being limited to certain options.

Interviews which are a primary data source are a useful tool for data collection (Sekaran & Bougie, 2013). Interviews are essential when the writer sees the necessity for face to face interaction in generation of ideas. Oral questions are prepared and posed by researcher to elicit responses from the respondent. The questions are structured to bring the relevant information and this needs to happen in a conducive atmosphere. Interviews can be unstructured or structured where in unstructured interviews there are no set of questions prepared before the interview to be asked the interviewee whereas in structured interviews the questions are known from the very outset and what information is required.

The research instrument used in this study was a structured interview tool where a list of predetermined questions were sent out to the respondents who were identified beforehand and requested formally by the researcher to participate in this study. The study questions were constructed and outlined in a chronological order within the restraints of the study objectives. The questions were rearticulated where necessary to assist with understanding and to make certain that they remain relevant and valid for all the respondents from different departments. The questions on the attached 'Appendix A' at the back of this report were sent to respondents and asked at the interview sessions.

3.7.1 Pretesting and Validation of Interview Questionnaire

Two test interviews were conducted with two Executive working for Tongaat Hulett Developments which is a large Real Estate operation from Umhlanga and a subsidiary of a Johannesburg Stock Exchange listed company. This provided for any problems with the phrasing of the questions to be clarified upfront. This also allowed the writer to rehearse his interview method and advance his awareness in terms of expectations to question answering and possible downsides on his side. There were no serious concerns raised by the two Executive except their uneasiness on the length of questionnaire.

3.8 Data Collection

Data Collection is information gathering process in a research study. It is a vital part of study design with problem researched through the correct tool greatly enhancing the investigation value (Sekaran & Bougie, 2013). Data can be collected from primary or secondary sources. Primary data refers to first-hand information gathered by the researcher through examination while secondary data refers to data collected from already existing sources like archives, books,

company records, publications and websites (Sekaran & Bougie, 2013). Primary data can be gathered from the sources in different ways and settings. Data collection methods include interviews which can take the form of face-to-face, telephone, computer assisted and electronic media.

Questionnaires can be administered personally, sent through the mail or electronically. Information can also be gathered through observation of individuals groups or events without audio taping and a variety of other motivational techniques such as projective tests (Sekaran & Bougie, 2013). Interviews have the advantage of flexibility in terms of adapting, adopting, and changing the questions as the interview advances, questionnaires have the advantage of obtaining data more efficiently in terms of researcher time energy and cost (Sekaran & Bougie, 2013).

Primary data collection predominantly was through one on one interviews since access to most of the targeted relevant key role-players like the experienced Urban Designers and Architects, prominent Property Developers, Homeowners & Urban Improvement Precincts (UIPs), Land Owners, Property Agents and eThekweni Municipality were within reach. A minimum of 9 leadership role-players were interviewed and all represent different relevant key stakeholders to the study. Questions were prepared by the researcher in order to try and obtain responses to these questions and the questionnaire administered. The interviews were recorded and transcribed subject to participants' consents. The participants were informed in advance of the type of questions to be asked so that they can apply their minds appropriately and not get any surprises. Data acquired through voluntary interviews has been clustered into common subjects or themes.

All relevant study participants were formally requested via email for an interview on the research topic and the ethical clearance, brief objectives of the study and consent letter were attached to the email. The interview questionnaire was attached to the email and it was made clear that the interview was voluntary and recorded but privacy being upheld. Interviews were held in each interviewee's preferred office or location but the environment needed to be conducive to an interview and recording. All interviews were conducted in English with each interview session being initially booked for a minimum of thirty minutes. Each of the interviewees were selected on the basis of the position they hold and their significance and relevance to the topic of study.

Only two respondents were not able to make time for the one on one interviews, the researcher requested for telephonic interviews with questionnaires sent upfront and one of the two respondents participated.

3.9 Validity and Reliability

Validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure while reliability is a test of how consistently a measuring instrument measures whatever concept it is measuring (Sekaran & Bougie, 2013). This means that validity is focussing on measuring of the correct concept while reliability focusses on consistency and stability of the measurement.

Validity tests may be grouped under three broad headings: content validity, criterion-related validity and construct validity. According to Sekaran & Bougie (2013) it is key to state that validity, though essential, but it is not an adequate condition of the goodness test measure, a measure must also be reliable and that is possible if it provides consistent results.

Reliability tests can be divided into two sets of stability: test-retest reliability and parallel-form reliability. The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across various instrument items. There are several data quality matters facing structured interviews; these matters are associated to reliability, practises of bias, validity and generalisability. Reliability is concerned with whether different studies would divulge comparable material (Saunders, Lewis, & Thornhill, 2003). Bias can present itself in various ways. Researcher bias can be presented over remarks, character or non-verbal actions which can sway the participant's answer. The researcher may enforce their personal opinions and or frame of reference through the questions asked. There is a likelihood also that bias can be presented over the interpretation of responses (Saunders, et al., 2009).

The following measures were taken to overcome bias:

- **Interview readiness and preparation**

The majority of reviewing existing literature was completed before the interviews took place. This presented the writer contextual understanding which helped with credibility and stimulated the interviewee to engage even more with facts. Healey and Rawlinson

(1994 cited in Saunders, et al., 2009) stated that “a knowledgeable examiner has a basis for evaluating the correctness of some of the material presented”.

- **Level of information supplied to the interviewee**

According to Saunders, et al. (2009), integrity can be enhanced through providing relevant material to participants in advance before the interview. This delivery can increase validity and reliability as participants are able to reflect on the material and pull together backup records. Participants were all sent a formal email requesting for their participation accompanied with the questionnaire, approved research proposal, ethical clearance informed consent letter which they were asked to accept before being interviewed.

- **Interviewer’s appropriateness appearance for interviews**

Where the interviewer’s appearance is unfitting or does not equal the interview setting, the participant may be unconfident and lack integrity on the interviewer. Robson (2002 cited in Saunders, et al., 2009) counsels investigators to assume a comparable smartness of outfit to persons being interviewed. The meetings were conducted in a professional venue and suitable business attire was worn by the interviewer. There was no loss of integrity or confidence in this regard.

- **Nature of the opening comments made**

According to Saunders, et al. (2009) the first few exchange of words may have a substantial bearing on the outcome of the interview. Although a friendly and positive atmosphere needs to be generated it should not escape and waste time. This was the chance to reaffirm confidentiality of the information discussed in the interview and anonymity required. All interviews were started by the author expressing his heartfelt thanks to the participants for their involvement in this research study. A copy of the informed consent letter was given to them and again read and signed and the salient points around confidentiality and the information storage emphasised. The opening question of the interview was about the interviewees’ names and confirmation of their organisation, role, experience, qualification, and lastly race and gender which in most cases was laughed about because it could be seen without being asked. This presented an opportunity for the interviewee to relax and talk about themselves and their experience. This refuted the need for this discussion to happen prior to the interview and it provided important information around the interviewee’s credentials.

- **Questioning approach**

The questioning approach ought to reduce the scope for bias during the interview and escalate the reliability of the data acquired. The question must be expressed plainly and in a neutral manner. Probing questions must to be sensibly phrased to avoid leading the interviewee (Saunders, et al., 2009). The writer was mindful of the risk of leading the participants and phrased the searching questions sensibly discovering the participants view and also pursuing for more details where relevant. A neutral stance was adopted with the writer's view not being presented in order to avoid bias. The non-verbal behaviour of the interviewer and listening skills can introduce bias into an interview. The writer was aware of this while questioning and listened attentively with neutral body language.

- **Data recording approach**

A comprehensive record of the conversation needs to be taken as soon after as possible or throughout the consultation (Saunders, et al., 2009). According to Sekaran & Bougie (2013) "taping the interview may bias the interview as respondents see their expressions are being taped". The content of this study was not excessively delicate and thus the interviews were recorded for fullness of data with all participants comfortable. It became crucial to capture entirely the factors stated and many of them could be spoken about in a short space of time. Trying to write them all down would have broken the participants' train of thought and diverted the investigator from paying attention and framing sensibly phrased probing questions to uncover factors that were not clear.

- **Cultural differences and bias**

There may be misinterpretation of responses due to cultural differences. This is an issue experienced by other data collection methods. The advantage of interviews is that any misunderstanding can be cleared up immediately and different meanings can be explored (Saunders, et al., 2009). The writer made sure that he understood the responses given.

- **Generalisability**

Qualitative research using structured interviews will not be able to be used to make generalisations about the entire population (Yin, 1994 cited in Saunders, et al. 2009). There is an apprehension neighbouring the generalisability of information composed from structured interviews. This comes out of the small samples which may be misleading.

However where the research is able to be related to existing theory, it can be demonstrated that the findings will have a broader significance than the case that forms the basis of the research (Marshall & Rossman, 1999 cited in Saunders, et al. 2009). The literature review examined existing theory which formed the basis of the research the findings linked up with current theory and thus the research has more generalisability.

3.10 Data Analysis Methods

Data analysis is a procedure of examining, cleaning, altering, and displaying information with the objective of ascertaining useful facts, proposing deductions, and backing up decision-making. Data analysis can be conducted using various methods but the most commonly used in research are content analysis and thematic analysis. The investigator in content analysis can concentrate more on the regularity of occurrence of several kinds (quantitative), whilst in thematic analysis the investigator looks at it more on ascertaining themes (qualitative) and constructing from there the scrutiny in the utmost unified method. There are numerous benefits of using a thematic analysis as it carries the rich information that the investigator has collected in the data collection stage and also equally affords a logical structure to the study. My study is therefore thematic and is in line with what is expected of qualitative research.

In this study upon collating all data, this data was captured and analysed in order to meet the study objectives. Given that this was a qualitative research study valid extrapolations from the vast volume of data collected was conducted. According to Sekaran & Bougie (2013) “there are moderately limited entrenched and repeatedly recognized procedures and guiding principle for scrutinising qualitative data”. However over the years some general approaches have been developed with Miles, Huberman & Saldana (2014) generating the following three steps for qualitative data analysis:

- Data reduction which is the method of coding, selecting and categorization of data.
- Data display which focuses on the information presentation method.
- Conclusion drawing which is the ultimate investigative activity in the method.

Coding has been used in this study to analyse the data collected, abridged and organised to form the theory. Data display technique was also applied on the abridged data to arrange and exhibit it in an edited mode. The research question was then answered using the drawing conclusions technique analysing the configurations witnessed in the abridged data set. The software that was used for analysis in this study is the QSR International Nvivo 11 Plus software.

Nvivo is software that supports qualitative and mixed methods research. It is aimed at facilitating the shaping, scrutinising and discovering awareness in qualitative data content.

3.11 Ethical Consideration

The participation of the candidates in this study was confirmed as being voluntary and confidentiality of the participants was also confirmed in writing. Participants were also informed that they may refuse to participate or withdraw from the project at any time with no negative consequence. All participants signed the consent form which was sent to them in advance and also brought into the interview. Participants also conceded to the interview being recorded but again they were advised that this sensitive information will be stored carefully, confidentiality and anonymity of records identifying them as participants was to be maintained by the Graduate School of Business and Leadership, UKZN.

3.12 Conclusion

This chapter introduced the research methodology and went on to cover the aims and objectives of the study, where the study was located and unveiled the participants' background. The research method covering disadvantages and advantages thereof and the sampling method were also stated. The development and pretesting and validation of the instrument used was explained together with the data collection method which was through interviews. Through following the suitable study methodology reliable and accurate information was gathered which was scrutinised to find meaningful data upon which recommendations were made. Data analysis method and ethical clearance were also spelt out in this chapter and strong relationships initiated and consolidated with all participants. The next chapter presents the results, analyse and interpret them.

CHAPTER FOUR: Results Presentation and Discussion

4.1 Introduction

In this chapter the results extracted from the information collected through questionnaire tool are presented discussed and clarified in combination with the material acquired from the reviewed literature in chapter two in line with the indicated objectives of the study. The data collected from the respondents was studied using the QSR International NVivo 11 Plus software with results presented in graphic statistics using graphs and tables in illustrating gathered qualitative data. Interviews were reduced to six categories where six major themes and several other themes were established through the qualitative data coding system.

There were four categories of respondents private Urban Designers, eThekweni Municipality, Management Associations and Urban Improvement Precincts, large private Real Estate investors and developers. It will be appreciated from the obtainable data and the discussions how the data has supported the value brought about sustainable urban space design and management in Real Estate and the implications thereof if not addressed. The data in this chapter were guided by the research questions of:

- (1) Whether or not there is value in sustainable urban space design and management for real estate and whether the current practice of communities establishing their own homeowners' association is sustainable?
- (2) In addition to that it is important to ask whether the cities are considering addressing this matter urgently and what are the barriers facing the municipality.
- (3) Urbanization is growing, if the cities are not organized, how are these precious resources going to be managed and how the property taxation will be retained or enhanced by cities?

4.2. Demographics

Participants of the study were nine stakeholders who have first-hand perceptions and experiences on the management and implementation of a sustainable urban space design and management in South Africa Durban's Umhlanga Ridge. The recruitment of these nine participants out of ten, was to ensure that industry and experienced and influential or decision makers are all contributing in this process to achieve valid and helpful outcomes. Table 4.2 contains their demographics.

Table 4.2

Breakdown of the Participants' Demographics

	Organization	Role	Experience	Race	Gender
Participant	eThekwini Municipality	Chief Strategy Officer	26 years and has Master's in Business Administration	Indian	Male
Participant	Izinga (1) Management Association and Bodies Corporate	Chairperson and Property Investor	Over 10 years in Property Management. Studied B.Com in Tax and Economics	Indian	Female
Participant	Urban Management	Chief Executive Officer	9 years in current position, has a Master's Degree in Sustainability	White	Male
Participant	Africa Rising	Chief Executive Officer	25 years in Property Development	Indian	Male
Participant	GAPP Urban Planners	Director	Over 20 years, Studied Urban Design	White	Male
Participant	Maxprop and SAPOA	Managing Director & Regional Chair	18 years in current position, has a BCom Degree and an MBA	White	Male
Participant	Ridge Management	Chief Executive Officer	7 years in current position, has a Bachelor's Degree in Accounting Science	White	Male
Participant	ASM Urban Planners	Director & Principal	Over 25 years, Studied Architecture in Argentina	White	Female
Participant	eThekwini Municipality	Head: Economic Development	10 years in current position, has a BCom Degree and an MBA	Indian	Male

4.3. Data Analysis

Data collected from the nine participants were analyzed using the qualitative thematic analysis approach. A qualitative thematic analysis focuses on the interpretation of findings based on the patterns and common trends observed from the interviews. In this case, six major themes were developed from the six categories. The major themes of the study were the perceptions and experiences that received the most number of occurrences. Meanwhile, the common patterns that followed with fewer occurrences were included as well and were considered as the themes of the study.

4.4. Presentation of Findings

4.4.1. Whether or not there is value in sustainable urban space design and management for real estate and whether the current practice of communities establishing their own homeowners' association is sustainable?

The first category from the first research question was the inquiry on whether or not there is value in sustainable urban space design and management for real estate. Under the first research question's category one major theme was discovered with 13 occurrences from the responses of the nine participants. All participants believed that there is a high value in maintaining a sustainable urban space design and management. Meanwhile, under the second category, it was found that the participants interviewed also believed in the importance of the establishment of their own homeowners' association. The second major theme had 11 occurrences. Table 4.4.1 contains the breakdown of the themes, addressing the first research question of the study.

Table 4.4.1

Breakdown of the Results of Research Question 1

Research Question	Themes	Number of Occurrences
RQ1A. Whether or not there is value in sustainable urban space design and management for real estate	Having value in sustainable urban space design and management	13
	**Coming from the good planning and infrastructure built around the area	8
	**Building of trust from safety and cleanliness	3
	**Having useful amenities available	2
RQ1B. Whether the current practice of communities establishing their own homeowners' association is sustainable	Having the belief that the establishment of their own homeowners' association is sustainable	11
	**Practicing a more focused approach	5
	**Needing the private sectors to aid the government	2
	**Fulfilling of members' expectations for communities	2
	**Having accountability within the association	2

*Note: **are the Sub-Themes of the Study*

4.4.1.1. Having value in sustainable urban space design and management. The first major theme that emerged was the belief that there is value in giving importance to a sustainable space design and management. According to the interviewed participants the said value comes from the good planning and infrastructure built around the area; the building of trust from safety and cleanliness; and having useful amenities available.

These factors are discussed below:

Sub-Theme 1: Coming from the good planning and infrastructure built around the area. The first sub-theme formed was the value comes from the good and effective planning and infrastructure built around the area. Eight of the nine participants interviewed shared the said perception. Participant 1 explained that indeed, there is value in sustainable urban space design and management. From experience, proper planning leads to the building of useful infrastructure which in turn creates greater investment returns for the developers as well as the communities:

It is through the Management Associations and UIPs' effectiveness in urban space management. Over the years, the growth trend has been to the north of Durban due to the airport and also the big land developer who has a vested interest and plays a big role in the investments that takes place in these areas.

Participant 2 echoed that the well-planned design and method of management leads to the growth and development of the area in general:

The international airport is a big draw card. Access to good schools and road network efficiency pointing out to well designs. The location of Umhlanga Ridge central to other amenities and lastly the growth and development opportunities that are presented by this area.

Participant 3 stated that the design and management both play significant roles in the future and growth of the area as well as the community within it. Aside from the design and management, Participant 3 believed that the environment and perception of the individuals play a role in the value of the location:

It is more than just its location but the way in which the location is designed and managed. The institutional structure that underpins the management of the space, the perception and feeling people have when they engage with the area.

Participant 4 highlighted that the value comes from the: "... ideal location which attracts blue chip investment firms. The well put together and impressive town planning and infrastructure installation." Meanwhile, Participant 5 shared that when urban management is properly comprehended and implemented, investments continue to grow and are expected to be successful by the developers:

It is one of the few areas in eThekweni (probably the only area at scale) in which urban management is understood to be at the base of the value proposition and where one has confidence in investing at scale, knowing that investment is likely to reap secured returns.

Participant 6 indicated the different factors in the success of an area or location. With the correct space management and design, businesses are seen to flourish and investors see an increased potential or value:

Public space management in Umhlanga is one of the reasons why, but also the way security and landscaping is dealt with has attracted investors to the area. The clustering that has occurred here and big businesses wanting to be close to each other. This area is an affluent area where all businesses want to operate from. Property values are increasing in this area and investors want that.

Participant 7 shared an example where a developer gave great importance in an organized urban management. The value of doing so was then observed in the long term:

The primary developer Tongaat Hulett had a vision of organized urban management which sustains created value in the ridge. Because of our history, the city had a lot of pressure to deal with urban decay in Durban central and the vision created by primary developer with the first pioneers buying into it created the value we all see in Umhlanga Ridge.

Lastly, Participant 8 explained the uniqueness of the Umhlanga Ridge, coming from South Africa, a quality urban space design and management was exceptional. This then gave value to the development of the community as well as the continuous desire from the investors to expand the district:

It was something that in the history of South African development and what investors were looking for, something fresh and new, an alternative to the central business district, Umhlanga Ridge was ready with a package that created flexible framework, built on good urbanism principles and a very good vision. This is not common in South Africa, it's done mostly in the United Kingdom. Excellent tools were used between public and private sector to control the environment and protect investments in this area.

Sub-Theme 2: Building of trust from safety and cleanliness. The second sub-theme that followed was that the value was from the presence of trust from the safety and cleanliness observed by the developers and stakeholders. Three of the nine participants identified this perception. Participant 1 added that their area is experiencing the advantages of effective urban space management. Two of the main factors are the safety and cleanliness that they offer which increase the confidence of the developers and investors even further:

Significantly different because of effective urban space management in this area. The perception of being in a safe and clean area goes a long way and the area is very neat and safe.

The location of the property and state of public infrastructure. Property investment confidence is generated by the status of the infrastructure. Lack of safety and cleanliness with broken street furniture devalues properties in a particular precinct.

Participant 3 again shared that the perception and feeling of the individuals within the area play a great role in increasing the value of the location:

It's more than just its location but the way in which the location is designed and managed. The institutional structure that underpins the management of the space, the perception and feeling people have when they engage with the area.

Finally, Participant 6 stated how management permitted the development of security and improved design which then led to attracting many investors to the area:

Public space management in Umhlanga is one of the reasons why, but also the way security and landscaping is dealt with has attracted investors to the area. The clustering that has occurred here and big businesses wanting to be close to each other. This area is an affluent area where all businesses want to operate from. Property values are increasing in this area and investors want that.

Sub-Theme 3: Having useful amenities available. The third sub-theme was the value from having useful amenities. Just one of the nine participants shared this perception. Participant 2 stated that the useful amenities from the planning allowed for the growth and development of the area in general:

The international airport is a big draw card. Access to good schools and road network efficiency pointing out to well designs. The location of Umhlanga Ridge central to other amenities and lastly the growth and development opportunities that are presented by this area.

Furthermore, Participant 9 echoed how the planning allowed for the facilities to develop. These facilities were also one of the many reasons why the area has attracted many investors: "Umhlanga Ridge is a tourist and business centre because it has a very attractive value proposition and good facilities."

4.4.1.2. Having the belief that the establishment of their own homeowners' association is sustainable. The second major theme developed was the belief that the establishment of their own private association is justifiable. Again, all nine participants shared this similar belief. All nine participants believed that through their own homeowners' association the following are the top reasons: practicing a more focused approach; needing the private sectors to aid the

government; fulfilling of members' own expectations for communities; and having accountability within the association. Each of the sub-theme is discussed below:

Sub-Theme 1: Practicing a more focused approach. The first perception on why having their own homeowners' association is needed was that through them, a more focused approach is practiced. Five of the nine participants indicated this belief. Participant 4 believed that the associations have the ability to micro manage therefore; the groups have the ability to observe and address even the smallest issues within the community or area: "It is the best area through the micro management process implemented by the primary developer using Management Associations."

Participant 6 explained that the homeowners' associations are composed of property owners who very well know the needs and issues within their communities: "Urban space management is done well. There are UIPs and Management Associations with specific mandates, they are resourced well and property owners have clear boundaries to focus on which are smaller in size than municipalities." Participant 7 also shared that the owners' attention to the smallest details make the presence of the private groups even more defensible and crucial: "Good security with CCTV cameras, the cleanliness which makes a huge difference, extreme attention paid to detail in design and maintenance. The self-funding models created and the community commitment to addressing these issues has been vital."

Meanwhile, Participant 8 observed that the presence of the local groups and associations developed the area greatly. She even commended them for the management and progress that they have done: "It is very different and what has been done in this area is very commendable. The area is very well managed and looked after." Participant 9 shared his observation wherein through the associations: "A lot better than any other area because of its managed precincts through the Management Associations and UIPs."

Sub-Theme 2: Needing the private sectors to aid the government. The second sub-theme formed was the belief that there is a need for the private sectors' involvement in order to aid the government with their tasks and responsibilities. Two participants shared this perception. Participant 1 believed that the current practice of having their own associations is justifiable as he has observed the great need for the private groups to aid the government in managing the municipalities with great development potentials. He shared that investors want to see areas

that are well designed and managed; and these groups are present to control these concerns of the community:

There is a degree of variability but generally property owners and investors want to see properties that are appreciating in value and an area that is well designed and managed. There is growing appreciation that municipality cannot do it alone and private sector needs to play a role as well.

Participant 5 explained that there are many details that the local authorities are not able to see and observe given the many tasks and responsibilities under them. Therefore, he believes that the presence of private groups and associations play an important role in fulfilling the significant areas of management:

It is, apart from the fully "gated" communities, the only place that is proven to be under management where the promises of returns on mixed-use development are shown to be real. Safety, security, cleanliness and on-going maintenance are the fundamental areas in which the local authorities now find themselves unable to cope or exert influence and, from a mixed-use, urban perspective, Umhlanga Ridge is the sole area in which seamless delivery is assured. This it achieves without having to "privatise" the public environment.

Having certainty in what can be expected in terms of a neighbour's behaviour/development: It will not extend beyond the approved development footprint; it will not exceed designated heights; it will not exceed coverage; it will conform to the basics, at least, of the development code for the area; it will, at least, be maintained to a minimum level as laid down by Association rules and requirements.

Sub-Theme 3: Fulfilling of members' expectations for communities. Another two of the nine participants indicated that the role of the homeowners' association is to fulfil the goals and expectations of the members of the communities. Participant 2 shared that one of the advantages of the presence of homeowners' associations is the commitment to fulfil the members' expectations and goals for their own communities:

It is run by Management Associations and therefore different because the members of the association have expectations which have to be fulfilled. Accountability is always there where public funds are used. It is therefore the cleanest, safe and very much more secure not like when you are in the city centre.

Participant 7 echoed that the private groups and associations' members have the unique obligation to address the most vital issues coming from their first-hand experiences: "Good security with CCTV cameras, the cleanliness which makes a huge difference, extreme attention paid to detail in design and maintenance. The self-funding models created and the community commitment to addressing these issues have been vital."

Sub-Theme 4: Having accountability within the association. Finally, another two of the nine participants believed that these associations practice accountability. Participant 2 believed that the presence of associations is reasonable given that they have accountability and transparency in managing the financial resources of the community. Therefore, the management of the areas is more protected and effective:

Its run by Management Associations and therefore different because the members of the association have expectations which have to be fulfilled. Accountability is always there where public funds are used. It is therefore the cleanest, safe and very much more secure not like when you are in the city centre.

Participant 3 added that that the private groups have a high level of experience and accountability which definitely aids in the management and development of the areas:

There is dedicated urban management in place focusing on specified service provision, with high level of experience and accountability. There are service level agreements in place and good development framework plan including building design manuals with good quality infrastructure installed by the primary developer Tongaat Hulett.

4.4.2. In addition to that it is important to ask whether the cities are considering addressing this matter urgently and what are the barriers facing the municipality?

The second research question that followed addressed the categories three and four of the study; whether or not the cities are considering the matter urgently and what the barriers being faced by the municipality.

Table 4.4.2

Breakdown of the Results of Research Question 2

Research Question	Themes	Number of Occurrences
RQ2A. Whether the cities are considering addressing this matter urgently	Observing that the cities are considering urban space design and management <i>urgently</i>	6
	Observing that the cities are considering urban space design and management in the <i>coming years</i>	2
	Observing that the cities are <i>not considering</i> urban space design and management with urgency	1
RQ2B. What are the barriers facing the municipality	Dealing with resource allotment issues	9
	Dealing with political and leadership issues	6
	Dealing with the lack of proper skills	6
	Dealing with the presence of legal and legislation issues	3
	Dealing with the lack of coordination with the agencies	2
	Dealing with the presence of social issues ** Belief that opportunities for the local are being removed	1

*Note: **are the Sub-Themes of the Study*

4.4.2.1. Observing that the cities are considering urban space design and management *urgently*. The third major theme of the study was the observation of the participant that the cities are treating the matter with much effort and urgency. Six of the nine participants had this observation.

Participant 1 stated that yes, they are indeed treating the matter with urgency. He identified this as their strategic initiative in order to develop the environment for the investments to continue and expand within their city:

Yes, this has been identified as a strategic initiative within the city and driven from my office. It is also part of a national strategy driven by National Treasury where private sector also participates in creating an enabling environment for investments to continue.

Participant 3 shared that from his observation, a lot of concerns and aspects have been addressed. Policies and design models are also currently being acted upon as of the interview: “There city has come a long way in the last 18 months with a lot of ground being covered. Policy and funding models are being looked at, engagements with private sector and national government already taking place.”

Participant 4 echoed that he has seen how the current leaders and the management have started to deal with the matter with much interest and urgency: “There has been talk that the municipal leadership is taking big interest in dealing with the matter. They seem to be starting to do something about this.” Meanwhile, Participant 7 stated that the city is currently engaged in dealing with the issue but admitted that it may take more time and planning to completely achieve effectiveness and efficiency: “The city is engaged and playing a role in more the public transport aspect currently. They seem to be trying to have a crack at it but they will take time to match the Management Associations’ effectiveness and efficiencies.”

Furthermore, Participant 8 confidently shared that local authorities have placed much emphasis and action on the urban space design and management over the past years. Participant added how serious efforts have been placed on the said matter: “Working a lot with local authorities and recently there has been a strong focus by local authorities throughout South Africa on urban spaces. Serious efforts are being made by local authorities more especially here in Durban.” Lastly, Participant 9 emphasized that currently, their municipality is concerned with the matter and that they have the commitment to dedicate more time and resources in developing their urban space and management capabilities:

The Municipality is concerned and wants to be more active in the space working with SAPOA, new and existing UIPs and private sector. It’s involved in a National process dealing with urban management and municipality sees this area as a strategic area.

Theme 1: Observing that the cities are considering urban space design and management in the coming years. The first theme that followed which was another significant observation by two participants was that the matter is being considered and targeted for the coming years. Participant 2 explained that their company has a vision in the coming years for the urban space design and management. However, given that there may be a change in leadership every five years, priorities may also vary:

Yes, I would think so, they have some plans like vision 2020 and 2030 but having said that different leadership comes with different strategies and policies. Priorities of the municipal leadership is not necessarily the same and leadership generally changes every 5 years.

Meanwhile, Participant 6 shared that they currently have plans especially in addressing the current challenges of the development. However, more action and planning are needed to fully implement and achieve their goals:

They do have plans and SAPOA is assisting municipalities at a high level on challenges facing them. Through the private public partnership, they are trying to jump over the hurdles. There is National Treasury involvement as well with a memorandum of understanding in place between SAPOA and Treasury and committees formed to look into legislation.

Theme 2: Observing that the cities are not considering urban space design and management with urgency. The second theme that followed was the observation that the cities are not treating the matter with urgency or much importance. Only one participant had this observation. Participant 5 believed that the municipality should treat the matter with more urgency and proper planning; instead of what he has observed over the years:

The Urban Improvement Precincts are an approach to this but this is typically re-active and comes on the back of an area's deterioration to a point where private owners institute these procedures off the back foot and in desperation - far better to do this in advance of, and because of, value enhancement.

4.4.2.2. Dealing with resource allotment issues. The fourth major theme that followed was the barrier in dealing with resource allotment issues. All nine of the participants indicated that financial and resource issues are hindering the full implementation and practice of urban space and management design. Participant 1 stated that one of the main challenges also include the resource and financial provision for the projects; especially in areas that are not as privileged

as the others: “Philosophical issues are being raised of privileged areas receiving additional services, issues of resources and to a degree financial challenges, backlogs in housing are also some of the challenges.”

Participant 2 believed that there is a high probability that the municipality is experiencing financial issues and constraints:

Municipality is trying to focus on urbanizing the historically disadvantaged first and urbanize those townships. They might have financial constraints as well. Public transport a big challenge for them... Skills are available but resources to employ them are a key challenge as mentioned above.

Participant 5 added that it is possible that there is “a lack of capacity” in implementing the planned projects for urban space and management. Participant 6 shared that one of the barriers is the lack of resources to fully implement their plans for urban space and management: “There are massive constraints from policy and legislative framework to lack of resources. Municipal departments operating in silos, financial challenges with outlying areas being a priority although the way social issues are addressed is not sustainable.”

Participant 7 also gave the reasons on the presence of financial constraints within the municipality: “Financial constraints are also there due to the history of the country and priorities of government.” Lastly, Participant 8 added that indeed, resources are a challenge in sustaining the planned programs of the government:

Challenges throughout South Africa are real because of previously divided urban fabric. Capacity, training, resources and the difficulty in initiating programs that are sustainable however there are good initiatives like the beach front revitalization initiative which is good.

Resources are a challenge as mentioned above and focus need to be placed on youth development. There is a lack of interactive spaces which is essential.

Theme 1: Dealing with political and leadership issues. The first theme that followed as stated by six of the nine participants was the barrier on the political and leadership issues. Participant 1 admitted that leadership issues especially with regard to prioritization and equality are inevitable: “Leadership issues around the issues of inequality and priorities.” Participant 2 then highlighted that the government is currently not fulfilling their duties: “Government is not doing well, if they were we would not have shacks/informal settlements.”

Furthermore, Participant 3 stated that one of the major challenges is acquiring political buy-ins to support the planned projects for the area:

Political buy in, silos in some line departments with no central coordination of this except the Area Based Management department which is not fully resourced. Fear of organized private sector. Historical inequalities and government priorities to deliver social services to the poor.

Participant 4 indicated the different barriers coming from the political aspect of projects: “Corruption and political pressure within the Municipality. The strikes and lack of service delivery in areas that are less serviced. The challenges following every election whether the process was rigged to suit certain individuals.” Participant 5 shared that the political will of the leaders is lacking to fully implement the planned projects on urban design and management: “A lack of political will; a need not to be seen to be colluding with 'big business' in governing the city.” Finally, Participant 7 indicated that there are various political concerns that others believe are affected by personal goals and objectives: “Political involvement with personal agendas of trying to deploy their cadres first.”

Theme 2: Dealing with the lack of proper skills. The second theme that was discovered was the belief of another six participants which was the barrier on the lack of proper skills. Participant 1 believed that the lack of proper skills is an issue given that urban space and management is just being introduced in the country: “Skills are a problem because previously there has been no institutional structures but now this is receiving attention.” Participant 3 added that the lack of skills is a serious problem as the plans cannot be fully achieved without the knowledge and capacity of the people to actualize them: “Lack of skills is a serious issue in urban management. Lack of cross cutting department within the city to address urban management issues and promote economic development.”

Meanwhile, Participant 6 shared that indeed, lack of skills is a vital problem for the government and the developers: “Lack of skills is definitely an issue. There is no course for urban management except self-taught skills.” Lastly, Participant 9 indicated that the skills and capabilities to fully perform needed requirements for urban space and management is not at their disposal: “No full set of skills at our disposal while there is pockets of good leadership excellence.”

Theme 3: Dealing with the presence of legal and legislation issues. The third theme that followed was the barrier shared by two participants which was the presence of legal and legislation issues. Participant 1 admitted that before the full implementation of the urban space planning and management; legal and legislation issues must be solved and prioritized: “There are legal and legislation issues which some have faced the Gauteng CIDs already.” Participant 6 echoed that one of the major barriers come from the legislative policies that are needed to be amended in order to fully complete and follow the urban space design and management plans: “There are massive constraints from policy and legislative framework to lack of resources. Municipal departments operating in silos, financial challenges with outlying areas being a priority although the way social issues are addressed is not sustainable.”

Theme 4: Dealing with the lack of coordination with the agencies. The fourth theme that emerged was the barrier on the lack of coordination with the agencies and departments involved. Two participants shared this issue. Participant 9 shared that one key challenge is the lack of coordination between the departments and agencies:

The Municipality’s responsibility has grown significantly over the years and line departments try to do their bit but lack of coordination is the key challenge. Management Associations and UIPs in Umhlanga Ridge, Riverhorse Valley and Bridge City are doing a remarkably good job.

Theme 5: Dealing with the presence of social issues. The fifth theme that followed was the presence of social issues as shared by one participant. This belief was that opportunities for the local are being removed. Participant 1 shared that there are social issues present; one major example is the perception of the locals that there are opportunities and resources being taken away from them. In this case, a misconception and lack of understanding of the matter are present within the locals: “Social issues where there is a perception that tendering opportunities are being taken away.”

4.4.3. Urbanization is growing, if the cities are not organized, how these precious resources are going to be managed and how the property taxation will be retained or enhanced by cities?

The last two categories were under the third research question of the study where another two major themes were established. Majority or five of the nine participants believed that there is a need to keep a close partnership between the government and private institutions.

Meanwhile, it was also discovered that retaining the current property taxation is not unfair to the owners and developers. These major themes as well as the other perceptions are discussed below. Table 4 also contains the breakdown of the themes addressing the third research question.

Table 4.4.3
Breakdown of the Results of Research Question 3

Research Question	Themes	Number of Occurrences
RQ3A. Urbanization is growing, if the cities are not organized, how are these precious resources going to be managed	Keeping a close partnership between the government and private institutions	5
	Providing the proper education and awareness of urban space and management	2
	Ensuring that developers are carefully taking care of the area surroundings	1
	Having the proper mindset from all stakeholders	1
	Keeping the planning of projects simple and attainable	1
	Employing individuals with the correct skills and capabilities	1
	RQ3B. How the property taxation will be retained or enhanced by cities	Retaining the current property taxation is not unfair to owners
	Needing for enhancement as incentives for taxes must be implemented	3

4.4.3.1. Keeping a close partnership between the government and private institutions. The fifth major theme discovered was the need to keep a close working relationship and partnership between the government and the private groups or institutions. By doing so, collaboration to achieve their common goals should be experienced.

Participant 1 believed that it is vital to keep the locals involved and knowledgeable of the planning and management of the area to ensure that their resources are maximized but not abused: “Involvement of local businesses and communities, and overall approach to social issues with a clear social strategy. Infrastructure design that takes into account lifecycle costs and sustainable design.” Participant 4 highlighted the need for the public and private sectors to work together and achieve one common goal which is to correctly manage the resources under the urban space planning and management:

There must be no political interference. Municipality to resource up using internal resources than outsourcing the work. Municipality must take a leading role in a joint initiative with developers in designing and managing the urban spaces. Joint venture partnership must be formed between private and public sector.

Participant 7 simply believed that isolation will not help the government and communities to achieve the development of their resources and areas:

Management Associations in the main represent their property investors’ interests of enhancing property values which benefits the city at the end as well. UIPs also look after members’ interest in the urban management space. It is therefore vital that City engages UIPs and Management Association is finding lasting solutions to the challenges facing the sector. Mega land owners and developers should be engaged by city to understand their medium to long term plans so that they can all be aligned. Doing things in isolation will never help anyone particularly if you want sustainable solutions. The Ridge Management is hoping to learn from the study outcomes.

Finally, Participant 8 emphasized that local authorities and the private sectors need to coordinate to diminish the division with their areas:

We must keep on engaging and talking with one another, experiment things and share the experiences. Build a strong local management system. Council needs to be challenged to perform.

Local authority strategies need to be reviewed and co-ordination within departments must happen. Improvement on capacity building making sure that the poor and rich divide does not exist by creating inclusive mechanisms. The City must become a resource for everyone.

Theme 1: Providing the proper education and awareness of urban space and management. The first theme that emerged was the need to provide proper education and awareness on urban space design and management for the stakeholders. Two of the nine participants shared this perception. Participant 5 stated that a clear education and awareness of the goals as well as content of urban space and management must be placed for the stakeholders:

I would suggest that the cost of keeping up with private investment and urban management in areas where the Council has been handed a 'value proposition' (such as Umhlanga Rocks or the Umhlanga Ridge Town Centre) on a plate is not unduly onerous/unsustainable/politically-defensible.

It just need to understand that this is good business and protection of a valuable tax source that in no way compromises the delivery of quality into other areas of the city.

Theme 2: Ensuring that developers are carefully taking care of the area surroundings. One participant believed in the need to ensure that developers are carefully taking care of the area surroundings. Participant 2 indicated that the barriers if not addressed may cause vital consequences to the communities. For her, developers and investors must ensure that they are enhancing the environment instead of destroying them:

Services won't be provided, there won't be building design control, no philosophy, security risks will heighten, property values will decline, rates revenue for government will sharply drop, economy will decline because no one is investing in the area. Broadlands and Somerset Park are good nearby examples of where urban space management failed and led to disastrous conditions.

Firstly, resolving the racial divide and the first to third world country differences between the people. Uplifting the townships more especially the informal settlements with the building of shacks being better managed. The impact of the human race to the planet to be looked at (sustainability). Developers and Investors to make sure that they don't destroy the environment but rather enhance it. Security and green open spaces to be more central and better designed. Local authority and property owners to work together in managing the beaches and other attractive spaces.

Theme 3: Having the proper mind-set from all stakeholders. Another participant shared the need to have the proper mind-set from all stakeholders. Participant 3 shared that there is a need to set the correct mind-set for all stakeholders. A major goal must also be placed in order to determine the proper method of attaining and accomplishing them:

Mind-set change is required with intent and will from all stakeholders. Support of political leadership is necessary. Alignment of city line departments and an establishment of strategic private public partnership entity to look at legislative framework and policy formulation. A programme of practitioners needs to be created and a solution for looking at rates rebates and incentives for managed urban spaces. Deployment of Precinct Managers on certain strategic areas within the city to protect and promote economic development through investments. Institutional structure to be placed at the core of sustainability.

Theme 4: Keeping the planning of projects simple and attainable. One participant also believed that keeping the planning of projects simple and attainable should help in minimizing the issues and barriers faced. Participant 4 simply suggested for the developers and stakeholders to: “Draw simple clean lines, practical usable urban spaces, design beautiful promenades and well designed and kept landscaping.”

Theme 5: Employing individuals with the correct skills and capabilities. One participant shared that there is also a need to employ individuals with the correct skills and capabilities. Participant 4 shared that there is also a need to employ the right people with the proper knowledge and skills to fulfill their duties: “The right people with the right skills must be employed by municipality.”

4.4.3.2. Retaining the current property taxation is not unfair to owners. The sixth and final theme established was the perception that it is just proper to retain the current property taxation for the owners and developers. Six of the nine participants had this perception. Participant 1 shared that property taxation without discounts or reductions is not unfair for the owners. This is because these owners and developers must also play their role and responsibility in paying for the correct amount of tax required from them:

Rates is a tax not a wall to wall added service fee for precinct management. Rates unfortunately does not permit city to provide the added services wall to wall. It is therefore not unfair to property owners and investors as they need to take part and play an active role in urban space matters.

Participant 2 strongly believed that property rates must be fulfilled by the owners and developers; demanding the services from the government also demands for the owners to pay their taxes correctly as well: “Property rates are a policy for owning a property and not for

providing additional services. Demanding more services from government will still require that those services are paid for separately.” Participant 6 explained that in order for the property values to be maintained and developed; owners must also do their task and pay the additional rates or taxes that are being asked from them:

Probably not but it’s not about that and more about its significance. Urban management is about property values, to enhance the values then you have to pay additional rates/levies. Returns where the urban management structures are very high compared to areas without them.

Finally, Participant 9 shared why the government cannot afford to provide discounts to the property owners and developers:

It’s important that property owners are organized through the formation of section 21 companies like UIPs and Management Associations. The Municipality has to balance its budget and therefore cannot afford discounts. While the municipality won’t be able to offer discounts in cash it needs to provide good services.

Theme 1: Need for enhancement as incentives for taxes must be implemented. Finally, the only theme that emerged which was shared by three of the participants was the need to enhance the current policies and implement incentives on the taxes of the owners and developers. Participant 4 stated why he believes that it is not fair for the owners or developers not to have the tax rebates or additional incentives: “It is not fair and there should be some sort of incentive like rebates from local authority like the do it for Durban central rejuvenation.”

Finally, Participant 7 shared that the owners and developers are helping the government and areas economically; therefore, it is just right for them to be offered incentives for their contributions:

The city generates more than R30 billion rates in rates from the Umhlanga Ridge precinct alone. It is not fair that the city is not doing anything even if they were to give a rates rebate of 1percent to the members. Having said that though the members do need have the non-profit companies to protect and enhance their property investments.

4.5. Conclusion

The fourth chapter contained the findings from the qualitative thematic analysis of the interviews with the nine participants. Through the analysis, it was discovered that all participants believed that there is value in sustainable urban space design and management. The said value comes from the well-planned and infrastructure built around the area; the building of trust, safety and cleanliness; and having useful amenities available. Another finding was that all participants believed in the importance of the establishment of their own homeowners' association or UIPs. According to them the associations allow for more focused approach; ability to aid the government; the fulfilment of members' expectations for communities; and having accountability within the association. The third major theme established was observing that the cities are considering urban space design and management urgently; however, the main barrier experienced was dealing with resource allotment issues. The fifth major theme discovered was the need to keep a close partnership between the government and private institutions in order to successfully maximize the resources of the area/s. Finally, the participants believed that retaining the current property taxation is not unfair to owners. The next chapter contains the recommendations and conclusions of the study.

CHAPTER FIVE: Recommendations and Conclusion

5.1 Introduction

The study effort was to understand whether there is value in sustainable urban space design and management in Real Estate and understanding the city position. This chapter deliberates over the recommendations and in bringing this research to a close. It also highlight the benefits of the study undertaken and give an indication of whether the information gathered responded to the study questions. This chapter further airs on the study confines and detect supplementary study areas.

5.2. Key Findings and Interpretation

5.2.1. The first research question is whether or not there is value in sustainable urban space design and management for real estate and whether the current practice of communities establishing their own homeowners' association is sustainable?

The first research question had two underlying major themes. From the analysis, participants expressed their belief in the value of sustainable urban space design and management. Majority of the participants shared that due to the good planning and infrastructure built around the area, the building of trust from safety and cleanliness, and having useful amenities available; the need for urban space design and management have increased greatly as well. Meanwhile, it was also discovered and justified by the participants why it is sustainable to have their own associations and private groups for the management of the area. For the participants, their own associations allow the management to have a more focused approach, the ability aid the government, fulfilment of the members' expectations for the communities, and the presence of accountability within the association.

5.2.1.1. Having value in sustainable urban space design and management.

According to Kuo (2003) and Troy and Grove (2008) a well-designed urban space can have advantages and benefits in the value of the properties around them. One example is having a well-designed and managed urban space which was said to depress individuals from being criminals and therefore reduce the crime rates within the area (Kuo, 2013). Furthermore, the practice of sustainable urban space design and management advances not only the value in real estate but as well as the quality of life and environment offered to the members of their

communities (Hagerman, 2008). Some of the environmental effects determined by Heisler (1977) were the decrease of air and noise pollution, improved air, and settling a constant local temperature. These reports in the literature also emerged in the interviews with the participants. The positive effects or impacts can then be found both on the value of the properties as well as on the value of the lives of the residents. Therefore, by developing the values of the areas as well as the values on the lives of the individuals or residents; investors and developers provide more substantial reasons to support a sustainable urban space design and management.

5.2.1.2. Having the belief that the establishment of their own homeowners' association is sustainable.

The Umhlanga Ridge area was developed by the Tongaat Hulett group wherein a sales agreement and title deed homeowners were formed and indicated that the homeowners are required to become members of the association and subsidize a levy towards the management of the urban spaces (Tongaat Hulett, 2016). This agreement of the homeowners being active actors or playing active roles was also deemed vital by the participants of the study. All the participants found that the presence of their own homeowners' associations has more positive effects than the possible consequences. For the participants, having these private groups allow for a more focused approach in the management of the area.

Furthermore, participants acknowledged the fact that there is a need for the private sectors to step up and support the government in accomplishing tasks that they may have been overlooking due to the loads of responsibilities under them. The effectiveness of sustainability through the presence of the homeowners' association is the commitment of the members to improve their communities based on their firsthand perceptions and experiences. Finally, another major factor was the presence of accountability within the association. The members are expected to be transparent in all projects to protect and secure the funds of the rest of the residents.

5.2.2. In addition to that it is important to ask whether the cities are considering addressing this matter urgently and what are the barriers facing the municipality.

The second research question contained two underlying categories which inquired whether the organizations are treating the matter with urgency; and determined the barriers faced by the municipality and the stakeholders. Participants from the study identified that majority of the cities are already treating the practice of urban space design and management with much effort

and urgency. In addition, another major theme was the barrier with regard to the resource allotment issues faced by the stakeholders of the areas.

5.2.2.1. Observing that the cities are considering urban space design and management urgently.

The third major theme was the perception and observation that currently, urban space design and management is already being treated with urgency. Carmona (2010) reported that developing cities have shifted their focus on sustainable urban space design and management and have since experienced success in the expansion and increase of their real estate value. In the case of South Africa Durban's Umhlanga Ridge, many participants have already expressed the commitment from their organizations and municipalities to continue with the method of planning and design despite the many barriers hindering the full shift or transition.

5.2.2.2. Dealing with resource allotment issues.

Participants of the study identified six barriers in fully administering a sustainable urban space design and management; they shared that the major issue is the resource allotment in order to support the new method of planning and designing. PDG in 2014 reported that municipalities in South Africa lack the resources and support to be fully operational in managing the urban spaces in the country as this matter is not the current priority of their government. Furthermore, Sutherland et al. (2013) indicated that majority of the challenges stem from the lack of resources to support urban planning and management.

Similarly, in this research study, the participants identified that in South Africa, there are many areas that are not as privileged as the other areas; therefore, resource allocation indeed becomes a major issue. Another factor emphasized by the participants was the presence of inequality not only in terms of the natural resources within the areas but also the prioritization of the financial contributions by the government. In conclusion, participants as corroborated by the literature have realized that the full implementation and practice of urban space and management can only be achieved once the government is able to support them with the proper resources and financial capacity to continue and sustain the transition.

5.2.3. Urbanization is growing, if the cities are not organized, how these precious resources are going to be managed and how the property taxation will be retained or enhanced by cities?

The third and final research question was again coded into two categories which had two underlying major themes. Majority of the interviewed participants found that the resources of the area can be maximized by keeping a close partnership between the government and the private institutions. Finally, the last major theme of the study also discussed how the participants of the study deemed that it is just fair to collect the full amount of tax from the owners and developers as they are benefitting from the development of the area; despite their economic contributions.

5.2.3.1. Keeping a close partnership between the government and private institutions.

In the literature section of the study, it was discussed that the public sector or the government needs to create a conducive environment in order to encourage the stakeholders to support their initiatives and goals for the areas they would want to develop. It was also reported in the literature section that unity is another important or vital factor in the success of the transition or the investment to urban space design and management. It is then beneficial that private investors and local governments have been displaying great interest in expanding the current potentials and advantages of the urban design and development. Meanwhile, for the participants of the study, they related the close working relationship of the government and private institutions to the success of their goals for their area/s. Similarly, without the support of the government the commitments and aims of the private institutions will not be actualized; and without the private institutions working with the government, important details and information needed to complete the transition will not be realized as well.

5.2.3.2. Retaining the current property taxation is not unfair to owners.

The last major theme discussed the belief of the majority of the participants that it is just fair to retain the current tax requirements from the owners and developers. Participants argued that since these owners and developers are also benefitting from the progress of the area/s, they are then required to fulfil their duties to the society and the government. Furthermore, they indicated that with a sustainable urban space planning and management both the owners/ developers and the government are benefitting; therefore, the owners and developers must pay

their dues fully and correctly while the government must serve their citizens as they promised to do so.

5.3. Has the data answered the research question?

The three research questions as explained on the key findings and interpretation above have been answered through the literature reviewed, the qualitative data collected, analysed and summarised. The specific objectives of the research were as follows:

- a) To determine to what extent property developers, owners and investors financially support the urban space design and management concept.
- b) To get a better understanding of what the city of eThekweni plans to do about the management of urban spaces and their constraints.
- c) To understand how the first and other third world countries are dealing with this matter.
- d) To explore barrier reduction options where they exist and propose the best way forward for all stakeholders taking into account the challenges faced by those stakeholders.

These objectives were achieved except for the last objective which requires more time and further engagements between relevant stakeholders. The eThekweni Municipality is however already engaging with the industry body (SAPOA) and also with the National government to come up with solutions.

5.4. Benefits of this Research

This research through the questions and answers to the questionnaire has revealed some essential elements encouraging property investors, government and society to value the need of sustainable urban space design and management due to its benefits to the economic growth of this country. It is shown through this study that there is a need for government and private sector to work together in resolving their challenges for the country to prosper through the property industry. The study helped to understand the needs and expectations of the property investors and to further understand that investors are different and but mostly affected by the same factors in their property investments.

This study also reveals the challenges that are encountered by the government in this space. The research identified the primary reasons the government has not responded to the call and is therefore useful to the property stakeholders to use to understand that enhancement of

property values requires their involvement and not only government. This study sets the base for other forthcoming studies to be undertaken in future to develop and improve systems for promoting sustainable urban space design and management.

5.5. Limitations

In the first chapter of the study, it was reported that the major limitation was the small number of the participants who may have provided subjective responses. Upon completing the research study, it can be assured that although the qualitative study had a small number of participants; their perceptions and experiences were analyzed carefully and led to the establishment of meaningful themes to address the queries of the research. Through the analysis, the perceptions and experiences of the participants were maximized and allowed for the researcher to enlighten a greater audience on the topic of urban space and management in the context of South Africa's Durban's Umhlanga Ridge. Although the background of the participants was specific, the results can still be generalized for settings that may have a similar situation and condition as South Africa's Durban Umhlanga Ridge.

5.6. Recommendations

With the fulfilment of the study's purpose and objectives, it is hoped that the content of the results as well as the impact can still be expanded and improved over time. Although all resources were maximized to successfully complete the research study, several recommendations in research and practice were established for the reference of the future researchers who are planning to conduct a similar research. It is recommended for:

5.6.1. The future researchers consider to conducting a mixed-method study where quantitative and qualitative data can be incorporated to validate the results of each data set. Future researchers may employ useful data about the status of the practice of urban space and management within their area and utilize them to substantiate the perceptions and experiences of the stakeholders interviewed. By providing accurate statistical numbers and figures, the interviews with the participants may be substantiated and validated further.

5.6.2. For the results of the study, the practice can be improved by using the narratives and perceptions of the participants to gain insights on the advantages and disadvantages of urban space design and management in real estate in South Africa. With the strong belief and reasoning that urban space design and management can provide value to the areas of various

municipalities as well as why the involvement of homeowners' association is crucial; key decision makers can be convinced that indeed, infrastructure, security, environment, and amenities are the chief factors to gaining more value in real estate.

The results of the study can also provide the realization that the government and the private groups and sectors should need to work together to overcome the barriers to fully enjoying the effects of urban space design and management. With the good collaboration of both the public and private sectors, issues on resources, finances, and employment of the correct individuals should be resolved. These two sectors can come to an agreement for the urban design and goals to be concretely actualized over time.

5.7. Conclusion

In conclusion, the findings of the study provided first-hand accounts from the stakeholders themselves on why urban space design and management in real estate must be supported especially in the growing municipalities of South Africa. The current research study should be a tool for the key individuals such as the public agencies and private institutions to unite first and foremost in order to attain the needed groundwork and reinforcement to achieve the overall goal of the need to employ proper urban space design and management in underdeveloped areas. The content of the study should be employed as evidence on how much work and planning must still be accomplished to constantly improve the quality of design and management offered by the government as well as owners and developers of the areas. Once the key decision makers have concretely and fully implemented the perfect urban space design and management for the locals not only of Durban's Umhlanga Ridge but also the other areas and municipalities; it is then expected that more South Africans will be provided with an improved way of living and quality of life in the future.

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Appendix A: Interview Questionnaire

INTERVIEW QUESTIONNAIRE

Name of interviewee:

Organisation:

Role:

Experience:

Race:

Gender:

1. What is in your general understanding the importance of sustainable property values?
2. Umhlanga Ridge seems to attract a lot of investors and property owners as compared to other precinct in Durban, what might be the reasons for that?
3. How different is the Umhlanga Ridge environment when it comes to safety, security and cleanliness, and why?
4. What underpins the value of properties in a particular precinct or region?
5. In which region would you prefer to invest in the property market locally and for what reasons?
6. Who do you think is responsible for the design and management of urban spaces in South Africa and in Durban?
7. To what extent would you say those responsible perform their duties remarkably well?
8. What do you think are the expectations of the property owners and investors when it comes to design and management of urban spaces in a sustainable manner?
9. Do you think property owners and investors are experiencing financial challenges in trying to assist in the design and management of these urban spaces?

10. Does eThekweni Municipality have plans in place in so far as dealing with urban space design and management?
11. What are some of the challenges and constraints that might be facing eThekweni Municipality in trying to assist in this matter?
12. Are skills and resources available in Durban to address these challenges?
13. What are the consequences of not addressing these challenges and constraints?
14. Are there any first world countries than South Africa can learn from?
15. In your view what are the best practices that need to be followed when it comes to design and management of urban spaces?
16. Does lack of sustainable urban space design and management lead a fall in property values?
17. Do you think property values have an impact on our economy, both nationally and provincially?
18. What is the effect of urban space design and management of a precinct to Durban tourism?
19. Is it fair that property owners form their own Non-profit Companies to manage these urban spaces and while still paying full rates to eThekweni without discounts?
20. How is Cape Town and Johannesburg dealing with this matter?
21. What needs to happen in addressing these challenges both those of eThekweni Municipality and those of the property developers, owners and investors?

Appendix B: Informed Consent Letter 3C
UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Dear Respondent,

MBA Research Project

Researcher: Andile Mnguni 083 451 4716

Supervisor: Dr A. Kader 082 901 0225

Research Office: Ms P Ximba 031-2603587

I, **ANDILE MNGUNI** an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu Natal. You are invited to participate in a research project entitled **The Value of Sustainable Urban Space Design and Management in Real Estate: Durban's Umhlanga Ridge**.

The aim of this study is to: Enlighten investors to consider the issue of sustainable urban space design and management before they invest in property. It will also assist in valuing and developing a sustainable urban space design and management system which will save our sphere. It will also educate those that are less knowledgeable about this subject matter, both government and private sector should be able to engage and come up with something tangible to work with going forward.

Through your participation I hope to understand better the impact that sustainable urban space design and management has on property values in Umhlanga Ridge and what is it that needs to be done to address those outcomes. The results of the interviews with the focus group are intended to contribute to gaining a better understanding of the bearings and challenges to sustainable urban space design and management of urban spaces and assist in proposing what needs to be done going forward.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The interview should take about thirty (30) minutes to complete and will be recorded. I hope you will take the time to partake and complete this interview questionnaire.

Sincerely

Investigator's signature _____

Date _____

This page is to be retained by participant

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MBA Research Project

Researcher: Andile Mnguni 083 451 4716

Supervisor: Dr A. Kader 082 901 0225

Research Office: Ms P Ximba 031-2603587

CONSENT

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

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

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by researcher

Appendix C: Ethical Clearance



13 May 2016

Mr Andile Mnguni (214580171)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Mnguni,

Protocol reference number: HSS/0417/016M

Project title: The value of sustainable urban space design and management in real estate: Durban's Umhlanga Ridge

Full Approval – Expedited Approval

With regards to your application received on 20 April 2016. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and **FULL APPROVAL** for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully


.....
(Chair)

/ms

Cc Supervisor: Dr Abdulla Kader
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building






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CHAPTER ONE: Introduction

1.1 Introduction

This chapter covers the **introduction, background, problem statement, rationale, focus of the study**, research questions, objectives, proposed methodology and conclusion. The concept of urban space design and management has emerged as an important issue not only in local and national but also international development arena owing to the increasingly global nature of economic as well as social aspects of urban life. Around the world, few cities have taken a lead in the urban planning and spatial design and precinct management to produce favourable results for the local economic and social welfare along with optimum utilization and preservation of resources of the city areas. The eThekweni Municipality is one such city, which has taken a lead in this respect. However, in order to sustain the lead it needs to overcome the challenges and barriers on the way and produce a mechanism wherein the urban spatial design and precinct management process becomes an ongoing participative activity of the various stakeholders in the development process of the city.

1.2 Background of the Study



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.1 Introduction This chapter covers the introduction, background, problem statement, rationale, focus of the study,

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