




MODULE 5

IMPROVING URBAN MANAGEMENT IN TOWNSHIPS

OVERVIEW



- **THE PROBLEM ...IT SMELLS, ITS BROKEN, ITS DIRTY, ITS DARK, ITS NOISEY**
 - **WHY OH WHY? LETS BLAME APARTHEID AND THEN LETS LOOK AT WHAT WE ARE DOING NOW TO CONTRIBUTE**
 - **OUTCOMES: WHY WE NEED TO DO IT WELL**
 - **SOME TOOLS & FRIENDS TO HELP YOU DO IT BETTER.**
- 

DEFINING URBAN MANAGEMENT

The core components of urban management

The private domain:

- demarcate and regulate private spaces (development control)
- service private spaces (water, sewers, electricity)

The public domain:

- regulate the use of public spaces...what you can do where
- improve and maintain public spaces and infrastructure
- govern public spaces...enforce the rules (Durban beachfront example)

THE PROBLEM

- Urban management inadequacies are one of the defining features of SA townships
- Examples of urban management problems in townships :



derelict public buildings



poorly maintained sewerage system



dumping and refuse

The problems manifest itself as:

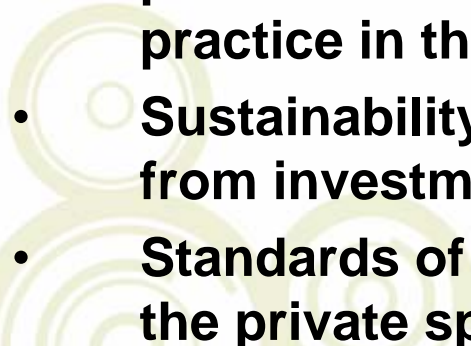
- Health and safety problems
- Nuisance to residential users
- Contestation over 'ownership' of the spaces
- Appropriation of public space by a specific interest group
- Public capital decays and value is destroyed
- Public spaces and facilities lie 'dead' and be a liability to municipality
- Impeded capital formation in adjacent private spaces, with exposure to public spaces

WHY IS IT OKAY TO RUN A SHEBEEN NEXT TO MY MOTHER'S HOUSE IN KWAMASHU BUT TRY TO DO IT NEXT TO MY HOUSE IN BERA AND THE COPS WILL BE HERE IN 10 MINUTES.

DEFINING URBAN MANAGEMENT



Outcomes:

- **Dignity:** The township public and private environments are vibrant, safe, regulated, managed and maintained.
 - **Active and involved citizens:** Increased end-user/community involvement in urban management.
 - **Equity:** Higher equity standards in township services and public facilities compared to accepted standards of good practice in the overall city or town.
 - **Sustainability:** Higher rates of social and economic returns from investment in township public infrastructure.
 - **Standards of liveability** are increasingly adhered to within the private sphere.
- 

HISTORICAL ORIGINS

LETS BLAME APARTHEID....Historical factors contributing to urban management deficits

- Original township development inadequacies and the age of much of the township infrastructure
- Neglected upkeep post 1970s
- Political uprisings of 1980s and 90s *...you cant call yourself a real comrade if you have never burned, broken, defaced a public facility pre-1990!*
- Inherited deficits and competing priorities for democratic local government...focus on expanding access to services vs maintaining access.

NOW LETS SEE WHAT WE ARE DOING TO CONTRIBUTE TO THE PROBLEM...

1. Insufficient AND inappropriate resource commitment to township urban management:
 - competing priorities for municipal budgets : expanding access vs maintaining; rehab to protect the value of assets.
 - Easier to create new assets & more difficult to plan and finance asset management
 - Easier to get budgets for high profile new investments than for standard maintenance expenditure
 - low rates income collected from township areas (due to predominance of low-income residential uses)
2. Failure to mobilise the capacity of the community and private-sector: no culture and practice of partnerships.
3. No shared responsibilities between gov and users: the government will do everything for you so sit back and watch the grass grow..
4. Planning and regulatory system inadequacy: ambivalence in public-sector responses to informal processes... the vast majority of economic activity is from less-formal sector but our regulatory frameworks and by-laws don't quite know how to deal with this...

Three approaches to selecting urban management priorities in townships

1. Focus on getting the basics right



2. Selecting spatial focus areas:

- Start at key nodes (KTC approach)
- Key corridors



3. Selecting priority issues (Sector focus)

- Issues that leverage maximum support and /or have major cascade/multiplier effects...eg crime, cleaning, greening...



Four strategies to secure the resources needed for better urban management

- 1.** Obtain value for money and efficiency gains:
 - Identify urban management wastages - unused public facilities, dead spaces: use what you have!
 - Double-up: clustering of facilities save on security, cleaning, management
- 2.** Increase the allocation of public resources to township urban management:
 - Zero-based budgeting
 - Using leverage and gearing calculations to demonstrate the need
 - Using cost benefit analyses



3. Capture complementary revenue streams:

- Public land and building incomes channelled into urban management activities (ring-fencing of income & revenue)

4. Mobilise urban management partnerships with the private sector, user groups, NGOs and community organisations. Supplementary resources to be gained:

- Financial contributions
- Supplementary services
- Supplementary management
- 'Sweat equity'



Urban management partners typically mobilised

- Property owners- e.g. CID's
- Informal traders (*contracting with traders associations or cooperatives to provide cleaning, security and management service for informal markets*)
- Small businesses (*formal/informal agreement with business to provide security and cleaning service for a precinct*).
- Taxi operators- (*contract with taxi association to provide management and security services for taxi rank*)
- Sports clubs (*sports clubs provide maintenance service in return for use rights*)
- Community groupings
- Church or religious groups



CONCLUSION

- Urban management is a vital area of township development intervention
- It requires intervention at a number of levels including the regulation and servicing of private space and the governance, regulation, servicing and maintenance of public space
- Historical legacies and contemporary constraints make it a big and difficult task- constantly focussing on new capex does not address the core problem
- Need to focus and prioritise in order to get started- different ways of doing this
- Number of strategies to mobilise the resources need for urban management improvements – all need to be applied simultaneously
- Need to explore the full mix of institutional mechanisms for getting urban management functions executed and select 'the best horses for courses'

INTERVENTIONS

Intervening to improve urban management in townships

How can township development practitioners make an impact at the urban management level?

- You must plan and budget for life-cycle costs of assets *...if you cant afford to service the hummer don't buy a hummer!*
- Regulations & bylaws...and enforce!
- You don't have to do it all...partner with communities (sweat-equity), contract with community groups (service contracts), management partnerships with the private sector...etc
- EPWP wage subsidy: opportunities for mass cleaning, safety and maintenance employment for benefit of townships. (70% people are unemployed!)