

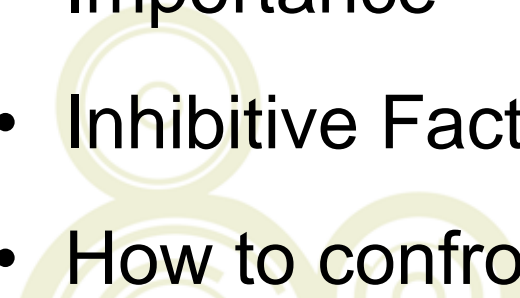


**IMPROVING URBAN  
MANAGEMENT IN TOWNSHIPS**

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## **Urban Management:**

- Definition
  - Functions
  - Importance
  - Inhibitive Factors
  - How to confront the challenge... Lessons Learned
- 

# DEFINING URBAN MANAGEMENT

## Definition:

- The Planning, Development and day-to-day Operations of a City

Please note:

- **Government** responsibility, but

Effective Urban Management requires involvement of:

- **Private Sector**
- **Community Organisations**

# FUNCTIONS OF URBAN MANAGEMENT (1)

## Two Domains (*'spheres of influence'*):

- The **private** domain  
(private spaces: property/facility on privately owned land)
- The **public** domain  
(public spaces: property/facility on public owned land)

# FUNCTIONS OF URBAN MANAGEMENT (2)

## Urban Management in the **Private Domain**:

- **demarcate** and **regulate** private spaces  
(development control: to create certainty about ownership, to protect privacy, safety and exclusivity)
- **provide** private spaces with **essential services**  
(water, sewers, electricity, refuse removal, etc),  
**collect payment** for services provided and  
**maintain** in a serviceable condition

# FUNCTIONS OF URBAN MANAGEMENT (3)

## Urban Management in the **Public Domain**:

- **regulate** the use of public spaces...  
ensure that the public may use them at their discretion
- improve and **maintain** public spaces and infrastructure...  
make more attractive, more enjoyable
- **govern** public spaces...  
Government, private and community inputs to create sense of ownership, consensus about priorities

# IMPORTANCE OF URBAN MANAGEMENT (1)

## What if ...

### Insufficient Urban Management in the **Private** Domain:

- Private **capital formation** in Townships is impeded (home or shop owners do not see much point in maintaining or upgrading their premises)
- **Net Result:**  
Bankable assets of working-class residents and owners of enterprises prevented from reaching their potential

# IMPORTANCE OF URBAN MANAGEMENT (2)

## What if ....

### Insufficient Urban Management in the **Public** Domain:

- **Conflict** over 'ownership' of public spaces...  
warring groups; violence; unsafe for public
- Specific interest groups 'take ownership'
- Public spaces lie 'dead' and perform no service to communities
- **Capital formation** is impeded in adjacent private spaces



# IMPORTANCE OF URBAN MANAGEMENT (3)

**What if ....**

**Townships become increasingly ...  
- and ultimately –  
completely  
*dysfunctional!***



# DYSFUNCTIONAL TOWNSHIPS



# INHIBITIVE FACTORS ('Constraints') (1)

- Insufficient '*resource*' commitment
- Failure to integrate public sector initiatives
- Inappropriate management approaches
- Planning and regulatory system inadequacy



# INHIBITIVE FACTORS ('Constraints') (2)

## Insufficient '*resource*' commitment

- **Competing** priorities for municipal budgets
- Easier to get budgets for **high profile new investments** than for standard maintenance expenditure
- Difficult to **plan** and budget for maintenance
- Low **rates income** collected from township areas (due to predominance of low-income residential uses)

# INHIBITIVE FACTORS ('Constraints') (3)

Failure to integrate public sector initiatives

- no culture and practice of partnerships  
(see Table on p.78)



# INHIBITIVE FACTORS ('Constraints') (4)

Inappropriate management approaches

- Laissez Faire (*What must be ...*)
- Control and Command

Shift needed to

- *Negotiated* ways of (by)law enforcement
- Partnership Approaches

Need to go beyond '*participatory*' urban planning  
to ***effective involvement***

# INHIBITIVE FACTORS ('Constraints') (5)

## 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...*

# Lessons learned

## “How to ...”

- Determine priorities
- Secure required resources
- Institutionalise improvement





# Lessons learned

## “How to ... determine priorities”

### Three approaches to selecting urban management priorities in townships

1. Get the **basics** right
2. Select spatial focus **areas**
3. Select priority **issues**

# Lessons learned

## “How to ... determine priorities”

### Method 1: Get the basics right



# Lessons learned

## “How to ... determine priorities”

### Method 2: Selecting spatial focus areas

Start at

- Key nodes (KTC approach)
- Key corridors



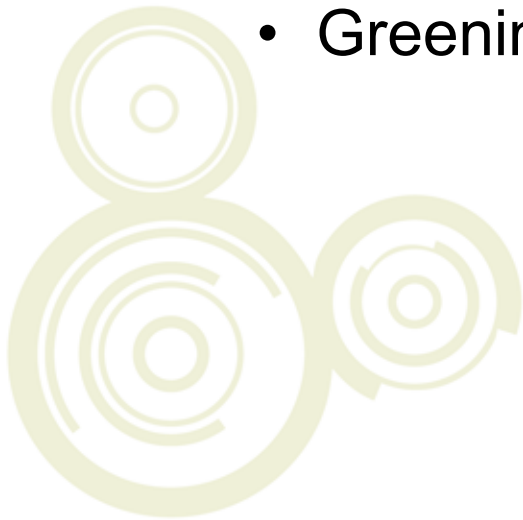
# Lessons learned

## “How to ... determine priorities”

### Method 3: Selecting priority issues

Issues that leverage maximum support and /or have major cascade/multiplier effects:

- Crime
- Cleaning
- Greening...



# Lessons learned

## “How to ... secure required resources”

### **Four strategies to secure the ‘resources’ needed for better urban management**

1. Obtain value for money and efficiency gains, &
2. Increase the allocation of public resources to township urban management, &
3. Capture complementary revenue streams, &
4. Mobilise urban management partnerships with the private sector, user groups, NGOs and community organisations.

# Lessons learned

## “How to ... secure required resources” (1)

### 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

# Lessons learned

## “How to ... secure required resources” (2)

2. Increase the allocation of public resources to township urban management:

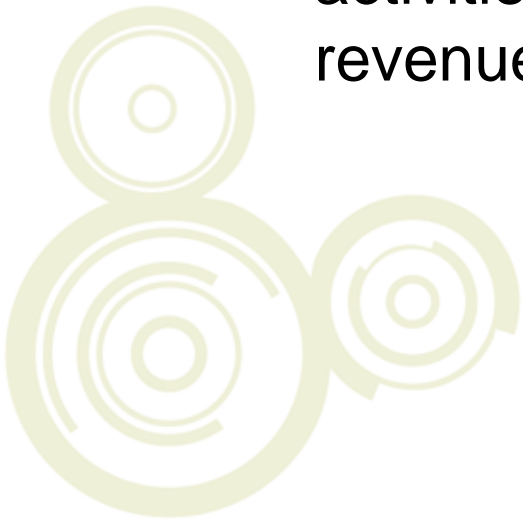
- **Zero-based budgeting, &**
- Using leverage and gearing calculations to demonstrate the need, &
- Using **cost-benefit** analyses (see DBSA Report)

# Lessons learned

## “How to ... secure required resources” (3)

### 3. Capture complementary revenue streams:

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





# Lessons learned

## “How to ... secure required resources” (4)

**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’

# Lessons learned

## “How to ... secure required resources” (4)

### Urban management partners typically mobilised

- Property owners – e.g. commercial property investors
- 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

# Lessons learned

## “How to ... institutionalise improvements”

Direct execution by the **municipality**, or

The *White Paper on Municipal Service Partnerships* identifies five generic **options** for the delivery of municipal services:

1. Service contracts
2. Management contracts
3. Leases
4. BOTs
5. Concessions

(see DBSA Report)

# CONCLUSION

- Improving Urban management is a precondition for township development
- It requires intervention at a number of levels: regulation, servicing and maintenance of public and private space
- Given resource constraints, need to focus on correct priorities
- Several strategies to mobilise the resources need for urban management improvements: all need to be applied simultaneously
- Institutionalisation is key to sustaining efforts over the long term

Where do we start?



# Where do we start?

What do we have?

- Immovable Asset Register (see Treasury Guidelines)

What do we want to do?

- Zero based budgeting
- Life cycle costs

What can we do?

- Prioritisation (given available Budget)

Who is going to do it?

- Implementation plan (Institutionalisation)