



CASE STUDY

MOBILISING AND FOCUSING PUBLIC
AND PRIVATE CAPITAL
EXPENDITURE FOR STRUCTURAL
INTERVENTION

THE CASE OF INK

OVERVIEW

- Background
- Origins of the INK project
- Local context
- Problem statement
- Intervention logic
- City scale spatial planning context
- Results
- Lessons learned

BACKGROUND

- The former townships of Inanda, Ntuzuma and KwaMashu (INK) are 25km north of the Durban city centre
- Home to 580 000 people (18% of Durban's population) in 115 136 households
- INK is one of the largest concentrations of low-income households in SA:
 - Only 27% employed
 - 77% of households earn less than R1 600 per month
 - 43% do not have formal houses
 - Population density of 6,325 people/ha



ORIGINS OF THE INK PROJECT

- INK was included in metro during the local government restructuring of the mid-1990s
- Municipal focus fell on northern townships – more affected by 1980s political violence, therefore less developed
 - 1999: KwaMashu Town Centre project started
 - 2001: Inanda/Ntuzuma and KwaMashu identified as URP nodes
 - 2003: INK identified as one of five eThekweni Area-Based Management (ABM) learning areas
 - INK is therefore a URP node and an ABM focus area

LOCAL CONTEXT

- 95% speak isiZulu as a first language
- 70% under the age of 35 years
- 73% unemployed
- 75% earn less than R9 600/annum
- 12% have no schooling, 7% have completed primary school, 26% have matric or higher, only 4% have a tertiary qualification
- High levels of crime
- Inadequate formal housing and services
- Lack of public space and recreational opportunities
- Low levels of access to public services

PROBLEM STATEMENT (1)

Township scale problems:

- Spatially marginalised – at the edge of the city
- Fragmented and isolated because of hilly terrain and green buffer zones
- No high-order economic activities within INK, so a strong focus on the city centre
- Little development at commuter interchanges
- Unsatisfactory public transport:
 - fragmented and un-coordinated
 - unidirectional transport system designed for access to city centre
 - no services to emerging northern nodes e.g. Gateway and Riverhorse
 - underutilised (rail only used by 2% of commuters)
 - unsafe and costly

PROBLEM STATEMENT (2)

Intra-township level problems:

- Movement and transport within INK difficult and expensive
- Few economic and employment opportunities (most shops destroyed in 1980s violence)
- Little clustering of facilities and public space
- Unsafe public spaces
- Low-density housing typology coupled with overcrowding
- Little sense of neighbourhood pride and 'sense of place'
- Loss of upwardly mobile residents:
 - better housing, employment, recreation and education opportunities in town
 - the suburbs are safer

INTERVENTION LOGIC (1)

Aims of the INK ABM/URP programme:

- Integrate, co-ordinate and align service delivery
- Enhance the ability of residents to take charge of their own lives

Impact areas:

- Integrated governance
- Living environment improvements
- Income enhancement
- Infrastructure investment

INTERVENTION LOGIC (2)

Physical structure interventions to deal with township scale problems:

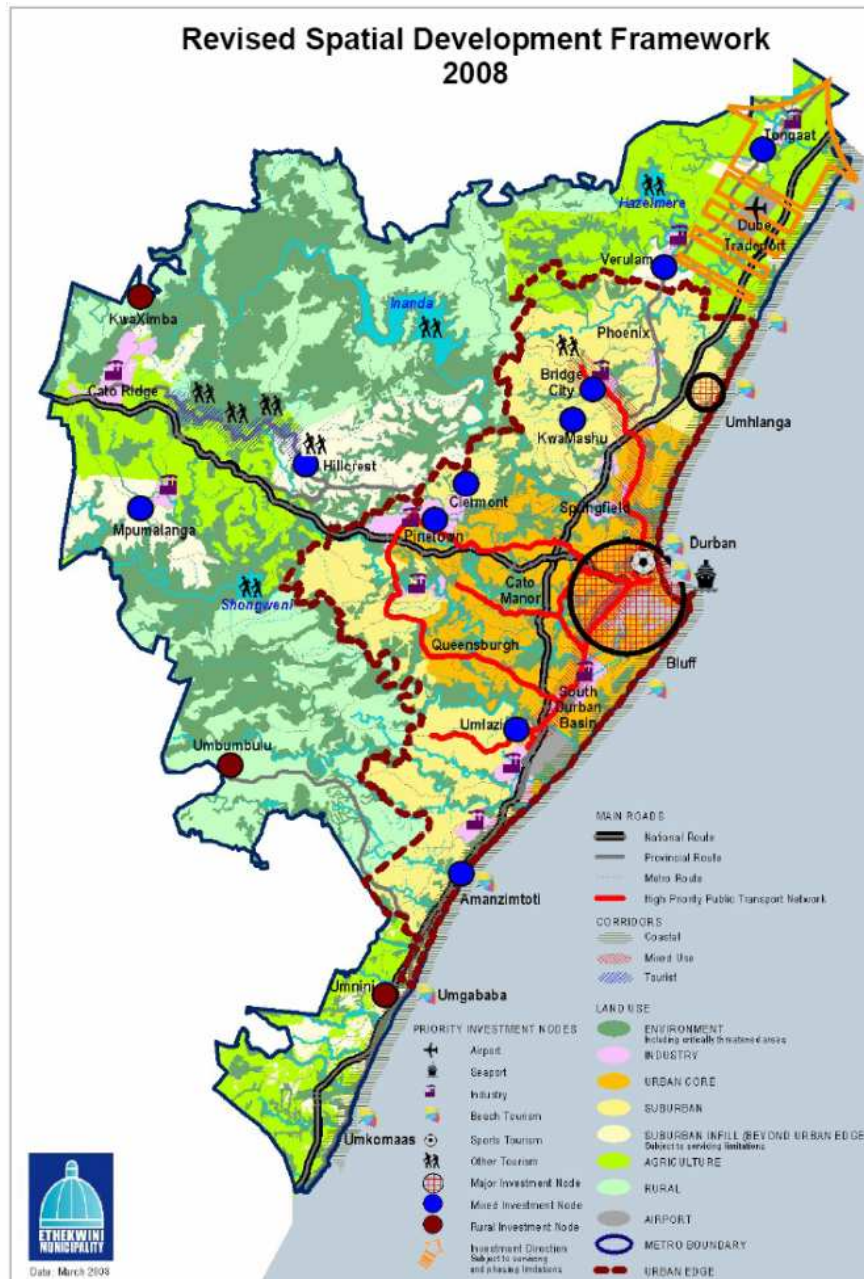
- Regionalising INK – integrating it functionally into the city and the emerging northern nodes
- Improving transport networks
- Reducing the isolating effect of buffers and physical barriers
- Highlighting INK as an area of unique interest through the Inanda Heritage Route

INTERVENTION LOGIC (3)

Physical interventions to deal with intra-township level problems:

- Establishing a hierarchy of nodes within INK, linked by activity corridors
- Retaining a mix of income groups by providing a range of housing, recreational and employment opportunities, and improving schools
- Improving intra-INK mobility by improving roads
- Making improvements at neighbourhood/local level

eThekweni Spatial Development Framework

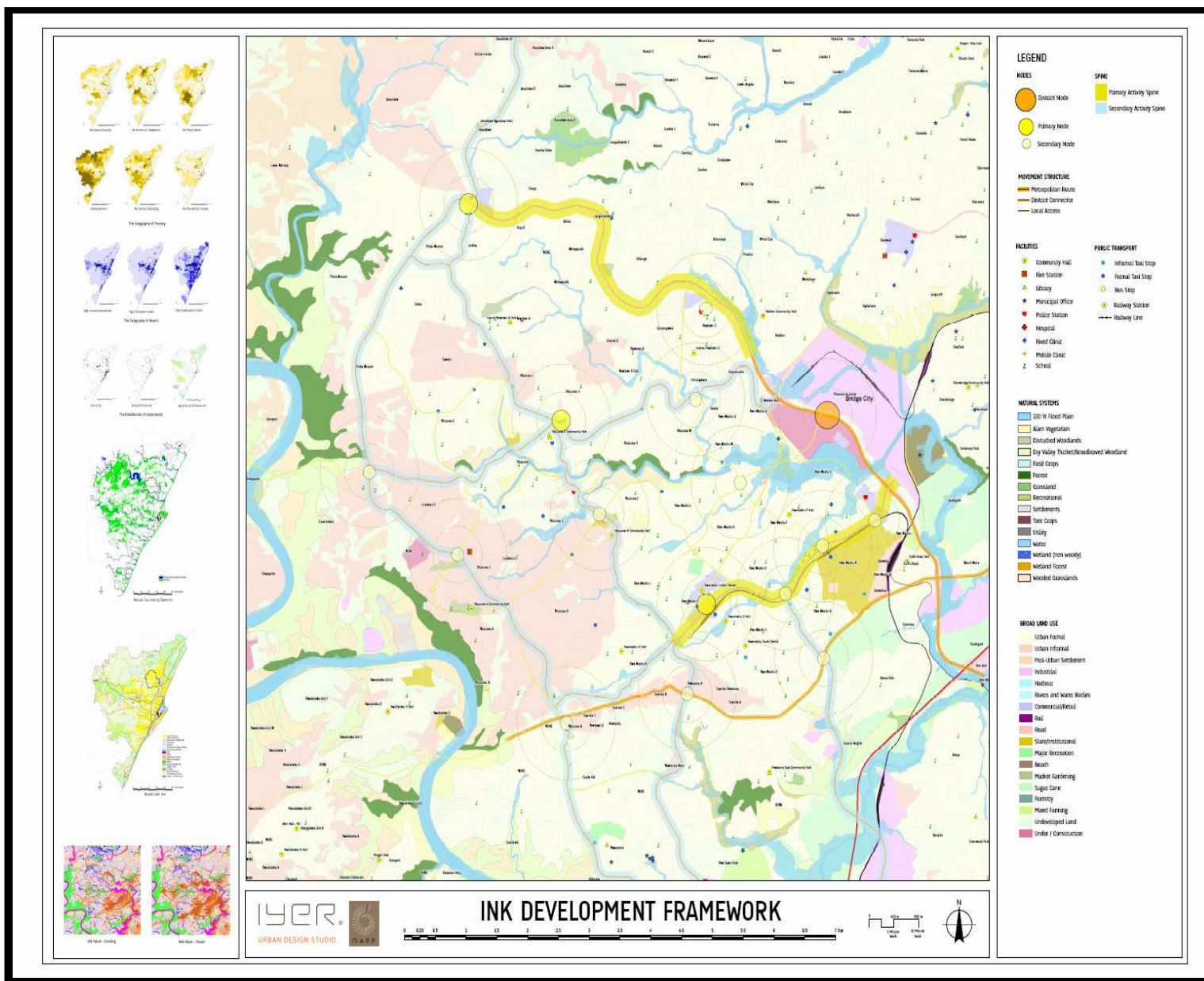


City-scale spatial planning context

- eThekweni plans to develop infrastructure and public transport inside the urban edge:
 - INK falls inside the urban edge
- INK is well located with regard to rapidly growing northern investment corridor:
 - Umhlanga node
 - Gateway
 - Riverhorse Valley
 - Proposed Dube Tradeport
 - Proposed new airport



INK Development Framework

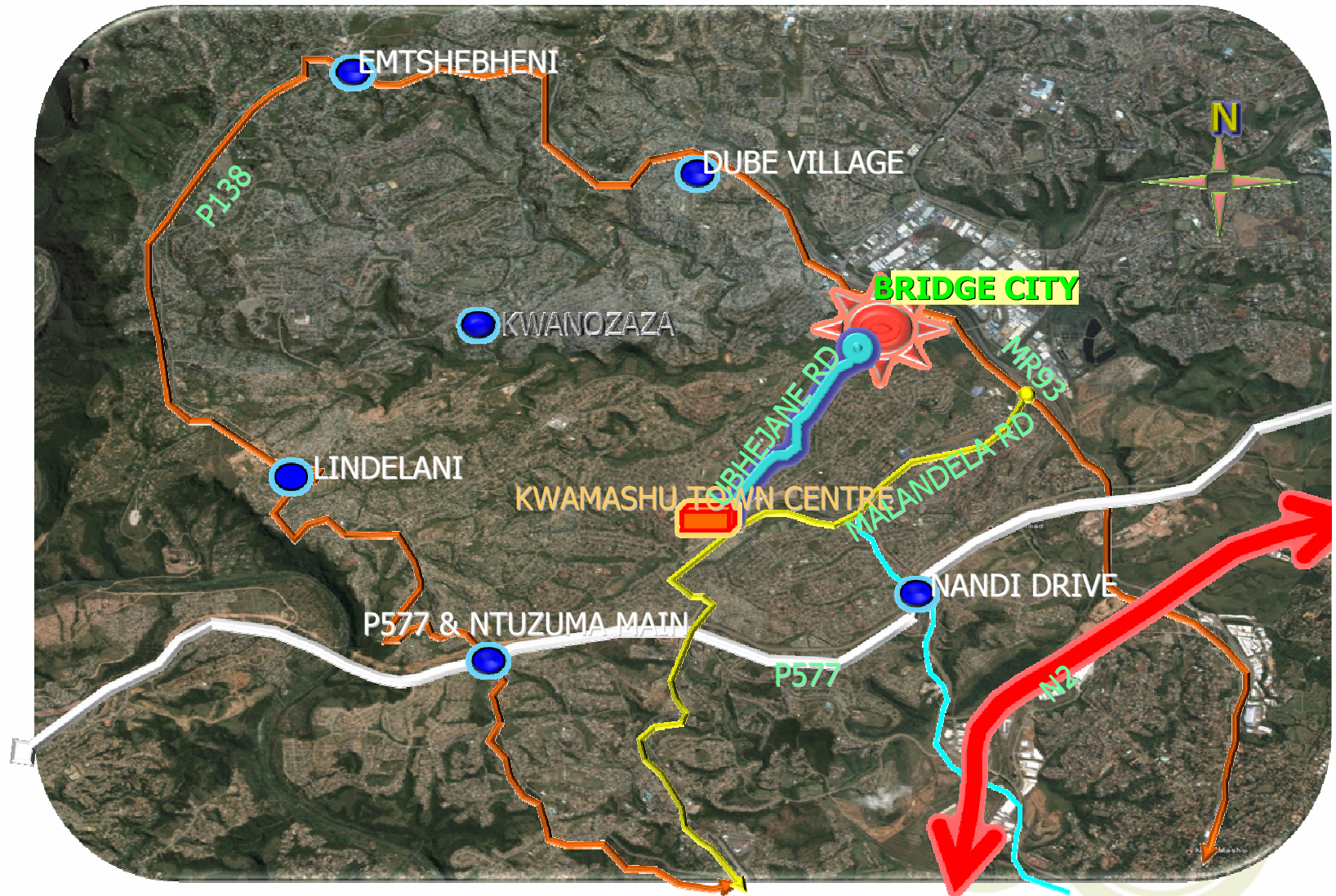


RESULTS (1)

Roads and public transport :

- Improving city-scale linkages:
 - the P577 provincial road was extended to link INK to Pinetown and New Germany
 - Nandi Drive now links INK directly with the N2 highway
 - negotiations with province to improve MR93 and P138 roads
- Internal road improvements:
 - main access road to KwaMashu upgraded (Malandela Rd)
 - Ubhejane Rd extended to link INK to the Bridge City site
 - other local improvements and pedestrian walkways
- Public transport improvements:
 - new taxi interchange built at Emtshebheni
 - multimodal transport interchange being built at Bridge City
 - railway to be extended to Bridge City

Nodes and corridors with road and place overlay



RESULTS (2)

Establishing a hierarchy of nodes (1)

- KwaMashu Town Centre developed as a node since 1999 (covered in separate presentation)
- Bridge City node – a regional-scale public-private joint venture on 60ha of land between Phoenix and Inanda that will, on completion in ten years' time, house:
 - a 40,000m² regional-scale shopping centre (in the first phase)
 - about 4,500 sectional title apartments
 - a 450-bed provincial hospital
 - a 13,000m² regional magistrate's court
 - a 21,000m² regional services hub
 - a 300m² end-of-line railway station
 - a 12,000m² municipal multimodal transport interchange
 - 250,000m² of business space aimed at commercial business and SMEs

Bridge City – artist's impression

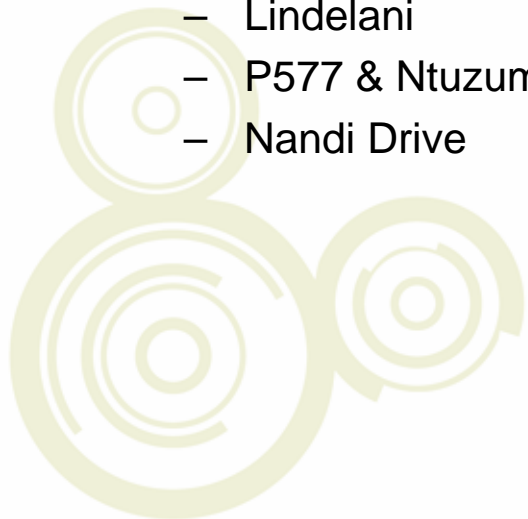


RESULTS (3)

Establishing a hierarchy of nodes (2)

Other planned nodes within INK:

- Inception reports, development perspectives, assessment reports and urban design plans have been completed for:
 - Emtshebheni (new taxi interchange already built)
 - Dube Village (existing node with shopping centre)
 - KwaNozaza
 - Lindelani
 - P577 & Ntuzuma Main Road node
 - Nandi Drive



Aerial pic: Emtshebheni node (example)



RESULTS (4)

Activity corridors

- Ubhejane Rd:
 - spans the Piesangs river and links KMTCC to the Bridge City site and Phoenix Industrial Park
- Mandela Rd:
 - provides access from KwaMashu to Durban city centre via Newlands; will be on P577 link to Pinetown
- MR93/P138 corridor/Inanda Heritage Route:
 - an INK anchor project

RESULTS (5)

Neighbourhood centres

Examples of activities to regenerate neighbourhoods:

- Newtown A – mini taxi rank and business area built
- Negotiations on rates arrears to encourage rebuilding of businesses destroyed in 1980s violence
- Building of sidewalks and pedestrian access
- Building of recreation facilities, e.g. swimming pools
- Rubbish removal for all except some informal settlements where rubbish truck cannot gain access
- Street lighting
- Poles installed for closed circuit television security system
- Landscaping of public space
- Information and communications technology centre in Inanda
- Events in local area facilities, e.g. SMME Fair at John Dube Stadium
- Projects with DEAT to improve the natural environment

RESULTS (6)

Providing a range of housing options

- No high-density or mixed-use residential development:
 - most housing in KwaMashu and Ntuzuma are standard two- and four-roomed township houses
 - some hostel upgrading into family units in KwaMashu
 - some residential infill development: mainly freestanding 30m² subsidised houses or freestanding developer-built middle income housing
- Steps are being taken to increase residential density, including:
 - land for multi-storey and mixed-use residential development, e.g. in KwaMashu Town Centre.
 - land identified in KwaNozaza for mixed-use commercial and social housing.
 - about 4,500 upmarket apartments to be built at Bridge City

LESSONS LEARNED (1)

- Look for linkages and synergies across functional silos:
 - a key aim of area-based management
- Deal with land issues as soon as possible to avoid later delays
 - e.g. tenure upgrading in KwaMashu
- Take careful steps to manage stakeholder relations:
 - including traditional authorities where appropriate
- Clarify institutional roles and responsibilities:
 - because INK has a co-ordinating role and all physical work is done by line departments, project sponsors within departments meet regularly in a technical planning forum

LESSONS LEARNED (2)

- Ensure appropriate technology is used:
 - INK's hilly topography means alternative infrastructure, e.g. septic tanks, may be the best solution
- Link capital expenditure to social goals:
 - exploit potential for employment, skills transfer, economic growth and potential for improved quality of life
- A hierarchy of nodes is important, but nodes may compete:
 - competition, especially between larger nodes (Bridge City and KwaMashu Town Centre) may threaten the workability of a hierarchy of nodes