



MODULE 5



IMPROVING URBAN MANAGEMENT IN TOWNSHIPS

OVERVIEW

- The problem ...it smells, its broken, its dirty, its dark, its noisy
- 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 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
 - improve and maintain public spaces and infrastructure
 - govern public spaces...enforce the rules (e.g Durban beachfront)

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

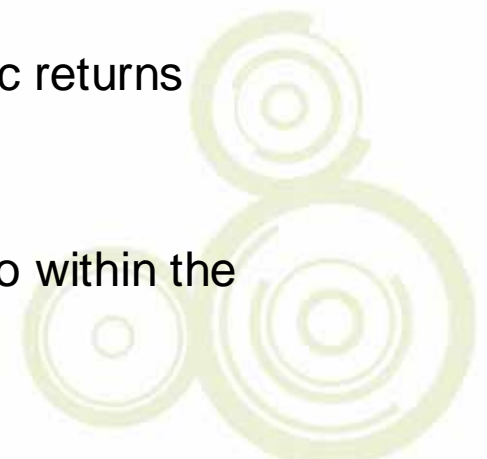
The problems manifest themselves as:

- 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 are a liability to the municipality
- Impeded capital formation in adjacent private spaces, with exposure to public spaces



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



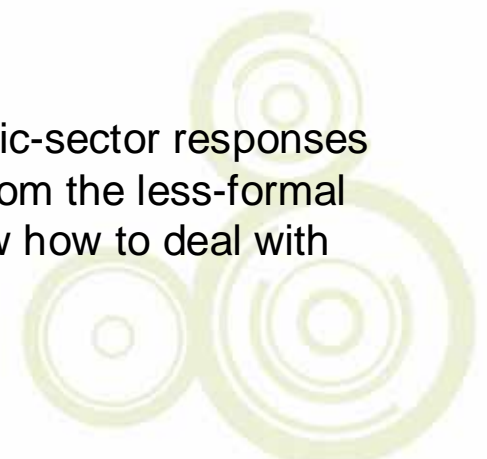
HISTORICAL ORIGINS

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 1990s
- Inherited deficits and competing priorities for democratic local government (focus on expanding access vs maintaining access)

Factors impeding urban management in townships

- Insufficient AND inappropriate resource commitment to township urban management:
 - competing priorities for municipal budgets
 - easier to create new assets than to plan and finance asset management
 - easier to get budgets for high profile new investments than for standard maintenance expenditure
 - low rates income collected (due to predominance of low-income residential uses)
- Failure to mobilise the capacity of the community and private-sector: no culture and practice of partnerships
- No shared responsibilities between government and users (users become complacent)
- Planning and regulatory system inadequacy: ambivalence in public-sector responses to informal processes... the vast majority of economic activity is from the 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
- Key corridors



3. Selecting priority issues:

- Issues that leverage maximum support and/or have major cascade/multiplier effects, e.g 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, 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 and 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. CIDs
- Informal traders (contracting with traders associations or cooperatives to provide cleaning, security and management services for informal markets)
- Small businesses (formal/informal agreements to provide security and cleaning services for a precinct)
- Taxi operators (contract with taxi associations 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



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 the benefit of townships (70% of people in townships are unemployed!)

CONCLUSION

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