



Libode & Ngqeleni Small Towns Revitalisation Programme

CLOSE-OUT REPORT

with

FUNDING PROPOSALS



April 2016

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1. INTRODUCTION

1.1 Background to the project

Ntinga O. R. Tambo Development Agency, a Municipal Entity (Service Utility) established in terms of Section 86H of Municipal Systems Act, 2000 (Act 32 of 2000) to be an LED implementing arm of the O. R. Tambo District Municipality, identified a need to prepare a “**Revitalization Strategy**” for Nyandeni Municipality, with special focus on the two urban nodes of Libode and Ngqeleni.

The purpose of this project, amongst others, is to identify the development interventions required to unlock the development potential of the two towns, undertake feasibility study of each of the interventions in order to determine and then compile a composite workable business plan to serve as the main tool in fund-raising and resource allocation in support of each intervention.

This report thus provides an analysis of the identified study areas, a shared community vision, mission, objectives, strategies and targets and identified developmental interventions required to unlock the developmental potentials of the study areas and finally produce feasibility study report of each of the identified intervention with a business plan to serve as the main tool in fund raising and resource mobilisation in support of each identified intervention.

In light of the above, Ntinga OR Tambo Development Agency appointed Fourways Consulting Service in October 2014 to pave way for the preparation and implementation of the *‘Libode and Ngqeleni Small Towns Revitalisation Programme’*.

The scope of work for the service provider would include the following:-

- Investigate and prepare Situation Analysis of the project areas
- Participation of the affected communities, including business and other social sectors, government departments and institutions as well as institutions and government departments mandated to guide and champion STR’s
- Ensuring the vision, goals and objectives of the affected towns and municipality
- Identify and prioritise programmes and projects that will assist to achieve the objective of the STR
- Advise on the possible funding for the identified projects

1.2 STR and LED

Small Towns Revitalisation is taken as one of the key drivers in achieving Local Economic Development. In this effect the STR should form part of the LED Framework of the municipality which forms a middle-way in the rural and urban divide of a small town.

It aimed at supporting strategic economic development work and cooperation between local government and local business chambers located in specific small towns. The expected outcome of this partnership initiative included improved collaboration and dialogue between civil, private and public stakeholders in selected towns, the identification of catalytic projects, the development of a shared and common vision for the local area, the promotion of local leadership and the sharing of learning and knowledge.

Despite the significant progress in service provision across South Africa, small towns have been fraught with development challenges. Some of these include:

- Infrastructure maintenance neglect as a result of a shift in service priority areas, the prioritization of backlogs, and national perspectives on regions and cities as the main centres of economic growth.
- Irregular service provision especially in the area of waste removal, road maintenance and town upgrading and management of commonage.
- “Uneven” (or unequal) development in favour of previously advantaged areas where infrastructure is readily available and easily maintained. The opposite also holds true where development takes place in outer-lying informal settlements and townships at the expense of maintenance and upgrading of infrastructure in former “white” towns.
- Unhealthy competition amongst towns for goods and services as opposed to collaborating around shared services and joint initiatives
- A substantial leadership void which is further exacerbated by a shortage of skilled, technical experts who could assist both the public and private sector with strategic tasks.
- The exclusivity and gate-keeping that takes place in local planning forums and structures. IDP which is meant to be the overarching strategic plan for local government and which is meant to be derived at in an inclusive, participatory and integrated manner does not always represent the interest of the wider community.
- Political challenges make it un-conducive to mobilise civil society as well as the private sector around common economic development objectives.
- Addressing many of these challenges could encourage a re-focused interest in local economic development and ultimately elevate the plight of small towns in strategic national debates.

1.3 What is Small Towns Revitalisation?

As much as there is no definition of a small town, according European Union research on small towns in South Africa in 2010 indicated a small town to be between 1500 and 40 000 inhabitants. There are certain characteristics that make a town being small town.

Regeneration is a process of ‘creating again’, and in this context is the recreation of small towns in the form of inner upgrade or renewal. It is the facelift of the small town.

This process is described as an intervention aimed at the revitalisation of declining local economies of small towns, the rural towns in the Eastern Cape context. This is done through coherent, integrated and co-ordinated programme approach.

One of the purposes of this programme is to reduce the outward migration to major urban centres, leaving the rural towns. For rural and rural town development small towns need to absorb people with skills and expertise.

1.4 Major Role Players in the STR

- Economic Development Agencies
- District Municipalities, for regional approach for their developmental nodes
- Provincial Government, for policy direction and overall co-ordination
- Local Municipalities, as implementation partners and and maintenance
- National Departments and entities, for support and funding

1.5 The Drivers of the STR's in the Eastern Cape

- In February 2012 a Provincial Steering Committee was established in the province for this purpose. It is where the Department of Public Works was nominated to champion the implementation of the STR's in the province.
- The other departments nominated to co-ordinate the process as per pillars of revitalisation are:-
 - o Department of Co-operative Governance and Traditional Affairs
 - o Department of Economic Development, Environmental Affairs and Tourism
 - o Department of Sports and Recreation
- The South African Local Government Association (SALGA) is also playing a support role in the programme.

1.6 Four Main Pillars of Revitalisation

These drivers of the programme agree that there are four main pillars to achieve STR, being:-

- Socio-Economic Infrastructure Development
- Beautification and Environmental Management
- Local Economic Development and Anti-Poverty Programme
- Tourism, Heritage and Marketing

1.7 Phases of Small Towns Revitalisation

As per the Provincial Steering Committee and the above-mentioned drivers of the STR's the following phases were identified as the main phases to achieve the STR's.

- Phase 1: Situation Analysis and Visioning process
- Phase 2: Feasibility Studies derived from visioning and identification of anchor projects
- Phase 3: Business Plans and Detailed Planning
- Phase 4: Actual Implementation and Hand Over

1.8 Piloted Towns in the Eastern Cape

This programme has been piloted in few towns within the municipalities of the Eastern Cape and supported by the Department of Co-operative Governance and Traditional Affairs which include:-

- Mquma
- Mbhashe
- Nkonkobe
- Ngqushwa

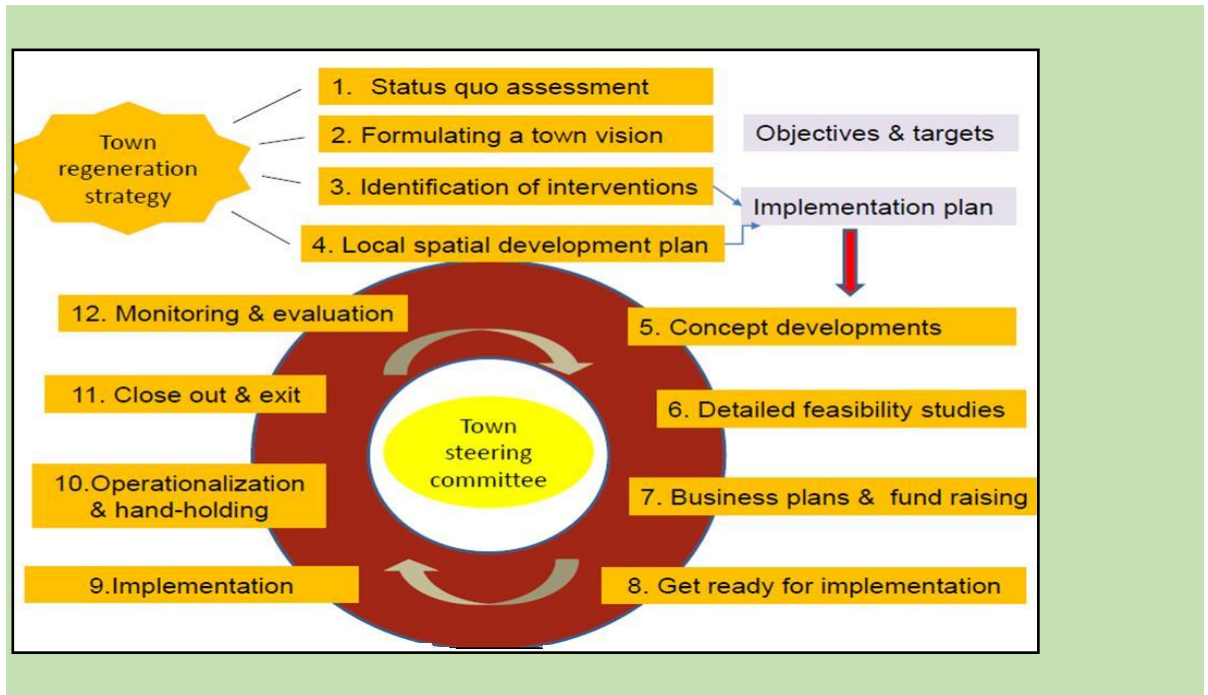
1.9 Aspire on STR

Aspire (Amathole Economic Development Agency) is one of the first Agencies to pilot and implement the Small Towns Revitalisation Programme in the Eastern Cape. Aspire has achieved this in different towns in the province, including:-

- Alice
- Butterworth
- Harmburg
- Stutterheim

Aspire has achieved implementation of the STR utilising the approach that is not different from the listed above, but a bit more detailed. While others are highlighting the approach will be from information sourcing to implementation / construction Aspire highlights 12 stages from Information sourcing / Status Quo to Monitoring and Evaluation of implemented projects.

The model below shows these stages that have to be achieved.



2. PROJECT OUTCOMES

The following outcomes were required in the implementation of the Libode and Ngqeleni Regeneration Programme:

1. Consensus between the contracting authorities regarding the concept of Small Town Regeneration as this is used elsewhere in the Republic of South Africa as a means to enforce regeneration of small towns and their socio-economic profiles.
2. Implementation of the Project Bid Brief and the proposal to arrive at the following specific output.
3. An analysis of Libode and Ngqeleni present socio-economic profiles indicative of challenges affecting socio-economic growth of the two towns.
4. An analysis of Libode and Ngqeleni's comparative and competitive advantage as basis for social and economic growth.
5. A strategy inclusive of a definition of a shared community vision, mission, objectives and development targets for a five year term - while these may be related to the Nyandeni IDP. It must display distinctive features that talk to revitalisation of Libode and Ngqeleni's socio-economic profiles.
6. Identified priority developmental interventions required to unlock the developmental potential of the two towns including their periphery, and align these to the approved Spatial Development Plan of the Nyandeni Local Municipality.

7. Produced feasibility study of the identified intervention and compile a composite bankable business plan to serve as the main tool in fund-raising and resource mobilisation in support of the identified intervention.
8. Secured buy-in by strategic partners identified by the service provider in support of the intervention included in the composite bankable business plan.

Libode and Ngqeleni Towns form a vital part of Nyandeni Local Municipality's landscape. Now, the opportunity exists to find ways to harness this local pride, knowledge, skill and enthusiasm in order to improve the overall social, economic and physical environment within these towns.

The Regeneration town initiative seeks to help bring about a revival, at the heart of the revitalization of these towns is the fundamental belief in the value of empowerment, the need is recognised to more fully engage and empower local communities in order to release their latent skills knowledge and desire to improve their towns as places to live, invest in and visit.

Libode and Ngqeleni Revitalisation process with situation analysis of these towns where as per revitalisation process contents and points of focus were prepared and presented. The required processes were followed up to a stage where desired projects to achieve this objective were identified.

3. LOCALITY

The Nyandeni Local Municipality is one of five Local Municipalities within the OR Tambo District Municipality and the District Municipality is one of the six District Municipalities within the Province of the Eastern Cape. The District Municipality incorporates the former "Transkei" area.

The OR Tambo District Municipality is bounded by Alfred Nzo District Municipality to the north and north east, Joe Gqabi District Municipality to the north-west, Chris Hani District Municipality to the west and the Amathole District Municipality to the south-west. The eastern portion is bounded by the KwaZulu Natal Province and the southern boundary of the district municipality is bounded by the Indian Ocean.

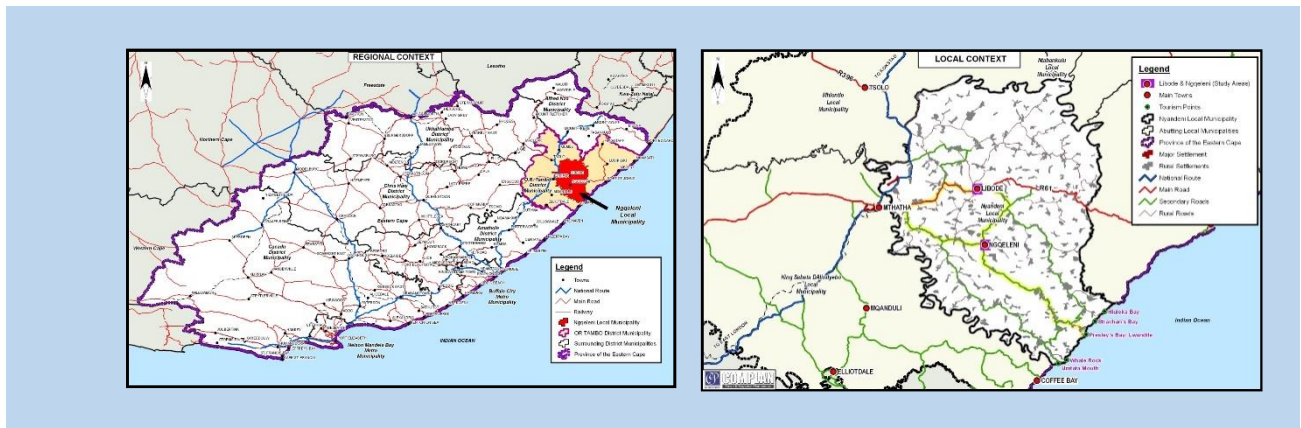
The OR Tambo District Municipality covers approximately 80% of the former "Transkei" area. The district is approximately 16 617 km² in extent and comprises of five Local Municipalities, namely:

- Ingquza Hill
- Port St. Johns
- Nyandeni
- Mhlontlo
- King Sabata Dalindyebo (KSD)

The Nyandeni Local Municipality is pivotally positioned between the King Sabata Dalindyebo Municipality, which houses the third biggest service centre in the province (i.e. Mthatha) and the Port St John's Local Municipality which houses one of the most popular tourism locations in the District. The R61 traverses the Nyandeni Local Municipality distributing traffic between Mthatha and Port St Johns and Lusikisiki

The Nyandeni Local Municipality covers approximately 4 231 km² in extent and comprises of the former Libode Transitional Local Council, the former Ngqeleni Transitional Local Council and the whole or portions of the Administrative Areas.

The Nyandeni Local Municipality is boarded to the south by the King Sabata Dalindyebo Municipality, to the north by the Mhlontlo Municipality, to the east by the Ntabankulu Municipality, Ingquza Hill Municipality and Port St. Johns Municipality. The Indian Ocean forms the southern boundary of the municipal area.



4. STUDY AREA

The study area comprises of two **nodal towns**, namely, Libode and Ngqeleni settlements. The towns of Libode and Ngqeleni are administrative centres in the Nyandeni Local Municipality and they are recognised as an **urban nodes** in terms of the Nyandeni Local Municipality Spatial Development Framework (November 2010).

In terms of the OR Tambo District SDF, they are described as a “**lower-order service centres**”. Libode lies on the main R61 from Mthatha to Port St. Johns but Ngqeleni is approximately 16km south of the town of Libode on the main road to the coastal settlements of Nyandeni LM. From the municipal perspective, the SDF and the IDP identify, these towns remain as urban settlements, where goods and services can be accessed by local residents and the residents of surrounding rural settlement areas of the municipality. This recognises their strategic location and potential role in regional development, service delivery and governance. The towns are developed with social, economic and physical infrastructure that benefit the whole municipal area and beyond. In actual fact, they are largely rural towns, which serve the community, and expansive rural settlements. These two towns should therefore be promoted by the LM as places for the location of retail and wholesale enterprise as well as education and health facilities in the sub-region. It is also important to also ensure that public transport facilities are developed to an effective standard in these towns. Amongst others, the priorities of these towns are deemed to be the upgrade and extension of infrastructure and social networks, upgrade of town centre, and implementation of rigorous land use management system.

5. COMMUNITY PARTICIPATION – THE PROCESS

The Catalytic interventions have been identified, which will have the maximum impact in moving Libode and Ngqeleni Towns towards its vision by considering the interventions that will unlock opportunities and encourage further investment into the two towns and the Nyandeni Municipality as a whole.

Key development areas pinpoint the principal programmes for change and development within Libode and Ngqeleni towns. These areas contribute to regeneration project initiatives, fulfilling Libode and Ngqeleni towns' revitalization vision.

The Nyandeni Local Municipality, the community, stakeholders, agencies and key leaders working with facilitators, have engaged in a number of meetings that have involved, brainstorming sessions, workshops were held between September 2015 and January 2016 focusing on developing the long-term vision for Libode and Ngqeleni Towns.

A two-day workshop was held in September 2015 where is started by presenting a meaning, purpose and steps to follow when preparing a Small Towns Revitalisation process. The workshop was attended by the following stakeholders and institutions:-

- Ntinga OR Tambo Development Agency
- Nyandeni Local Municipality
- South African Local Government Association (SALGA)
- Department of Co-operative Governance and Traditional Affairs (COGTA)
- Department of Roads and Public Works
- Department of Economic Development, Environmental Affairs and Tourism (DEDEAT)
- Members of the public from Nyandeni Local Municipality

All the above-mentioned government institutions made presentations on their understanding and their participation in the Small Towns Revitalisation, which made this initiative strong.

During this process the appointed service provider, made a presentation of work done on the programme and the following milestones to be achieved. The presentation was confirmed by SALGA, the champions of STR as steps towards achieving the required objective.

A series of sub-groups emerged, focusing on:

- Economic development
- Open spaces and places
- Movement and accessibility
- Sustainability
- Retail, commercial and manufacturing opportunities;
- Supporting social, recreational and administrative facilities;
- Good infrastructure service (roads, walkways; parking bays, public transport facilities, suitable space and facilities for informal traders in the CBD, access to water supply and sanitation facilities , etc)
- Residential development (including rental housing)
- Attractive public environment; and
- Good regional and local linkages with good public transport facilities.

During the workshop in a second day it was decided that two (2) commissions should be established, one to focus on Libode and another in Ngqeleni.

In these commissions the starting point was,

- The situation of each town by members of the public, or its residents
- Possible solutions
- Identification of projects to overcome the current situation

The commissions continued to other aspects of the STR by formulating the,

- Vision
- Mission
- Strategic Goals, and
- Objectives

At the end of the workshop, all the above were tackled and a list of possible projects was identified. To add on the matter a number of strategic documents from the municipality were requested so to ensure that the identified projects in the workshop compliment the ones on these documents.

A full report on the matter was prepared and submitted in October 2015.

In January 2016 a follow-up meeting was held with municipality on matter. A meeting was made of:-

- Ntinga OR Tambo Development Agency
- Nyandeni Local Municipality, and
- Special Committee of 20 members

The purpose of the meeting was to fine-tune the findings and decisions of the workshop of September 2015. The meeting confirmed the contents of that workshop and agreed that the projects be listed so that funding for them is sourced.

The meeting also agreed that these identified projects would be categorised and listed, and sent back to the municipality so as to prioritise them. Once prioritised the appointed service provider will prepared the necessary summary business plans that the municipality will utilise to source funding.

In both the workshop and the meeting the following issues were highlighted by the residents:-

- Enforcements of municipal By-laws by the municipality, to regulate street trading, dilapidating buildings, etc
- Proper management, handling and issuing of rates and accounts by the municipality
- Identification of on-going projects as well as the projects that are about to start

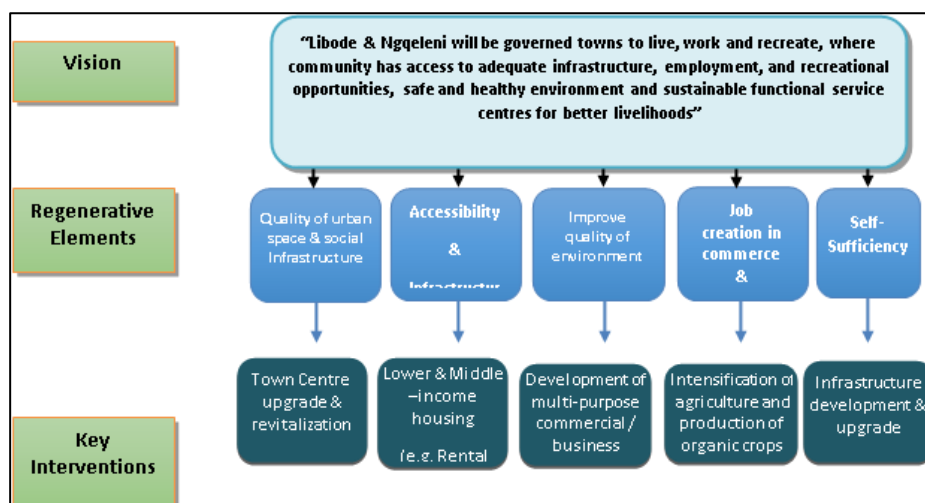
In March 2016 Ntinga OR Tambo Development Agency and Nyandeni Local Municipality met to prioritise the implementation of identified projects. In their meeting they again first confirmed that the listed projects are the ones that were identified in the two-day workshop of September 2015 and confirmed in the committee meeting of January 2016.

In this meeting on top of the list additional three projects were identified which need to be considered as part of the programme.

6. VISION AND GOALS

Through the above-mentioned public participation a common vision for both towns was set as follows:-

“Libode and Ngqeleni will be well governed towns to live, work and recreate, where community has access to adequate infrastructure, employment, and recreational opportunities, a safe and healthy environment and sustainable functional service centres for better livelihoods”



7. REGENERATION INTERVENTIONS

As outlined in the *STR Strategy Report* that was submitted in October 2015 as well as in the *Projects Identification Report* that was submitted in February 2016 the purpose for the preparation and submission of this, is to allow for the projects identified in the above-mentioned reports to source funding for their implementation. In so doing a list of the projects is contained and highlights the following:-

- Size of the project
- Estimated costs
- Target date
- Possible source of funding

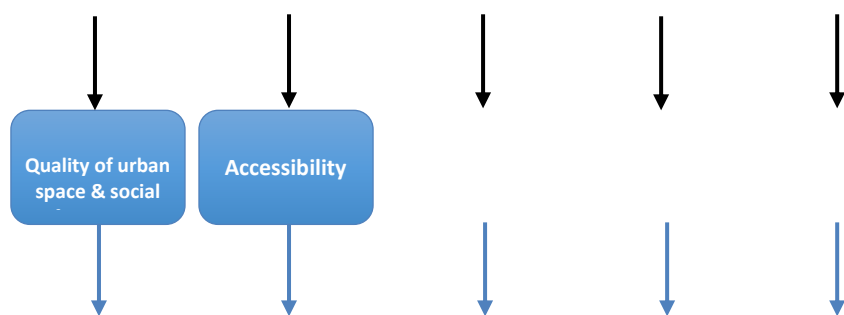
The highlighted points above will pave the way for the:-

- Preparation of Feasibility Study (where necessary) as well as,
- Preparation and submission of detailed Business Plans

The Business Plans have also to highlight the following information:-

- The need and desirability of the project
- Recommendation of the Feasibility Report
- The size and the amount requires (breakdown of the amounts)
- Project implementation Plan and Project Milestones
- Project Management Plan
- Cashflow Projections

The above will assist in determination if each project identified is feasible and the actual broken down amount that each project will cost. The above-mentioned studies should be prepared by the relevant institutions that specialising in these respective fields.



8. KEY PRIORITY PROJECTS THROUGH STAKEHOLDERS ENGAGEMENT

The following key development projects were chosen through in-depth consultation and engagement with the community, emerging from consultation workshops.

It should be noted that not all projects identified are public / government projects. Therefore not all of them require business plans that will be submitted by the municipality / government sector. These mentioned projects in question will require to be championed and developed by the private sector.

- Table 1 and 2, below list projects for Libode and Ngqeleni respectively, as identified in the workshops.
- Table 3 lists prioritised and consolidated projects for both Libode and Ngqeleni that will require business plans.
- Table 4 lists projects in both towns that will not require business plans as they are not considered as municipal projects or function. These identified project are either implemented by another sphere of government or private sector.

Table 1: LIBODE TOWN

CLUSTER	PROJECTS
CBD Upgrading	Town centre facelift: Street Furniture, etc
	Public Toilets
	Public Park and Urban Greening
Infrastructure	Upgrading of Taxi Rank
	Street High Mast Lighting
	Traffic Lights
	SpeedHumps
	Street Marking
	Street Paving

CLUSTER	PROJECTS
	Signage
	Widen of R61 Access point on main road
	Surfacing of Internal street
	Water and Sanitation
	Waste Management
Land Development and Property Management	Initiate Zoning Scheme policy
	Property management (Dilapidated/New Sites)
	Land Accessibility/clearing of forest
Local Economic Development	Shopping Mall
	Taxi Industry Filling Station
	Chicken Abattoir
	Urban Agriculture
	Informal Traders shelters
	Art & Culture centre
	Investment Promotion
	Skills Development centre
	Banking Facilities
	Co-operative Financial institutions
Social Facilities	Housing Development
	Community Facilities
	Clinics
	Nursing College
	Churches/Worship centre

Table 2: NGQELENI TOWN

CLUSTER	PROJECTS
CBD Upgrading	CBDFacelift: Street Furniture, etc
	Public Toilets Construct
	Public Park and Urban Greening
Infrastructure	Speed Humps
	Surfacing of Internal streets (New Town)
	Traffic Lights
	Signage
	Street Paving
	Roads Marking and Parking bays
	Mini Clinic/Hospital

	Street lights from Magcakini to Mabacini
	High Mast Lighting
	Upgrading of water and sanitation services
Support to Economic Sector	Shopping Mall
	Hawkers Stalls
	Upgrading of Taxi Rank
	Issuing out of proper hawkers licences
Property & Land Administration	Implementation of Land Disposal Policy
	Develop underdeveloped sites
	Informal Trading structures
	Public Works/Land Affairs Properties (Transfer to Municipality)
Cultural Promotion	Tourism Centre
	Art & Cultural Centre
	Museum

Table 3 **PROJECTS REQUIRE DETAILED BUSINESS PLANS**

CLUSTER	TOWN	PROJECT	NATURE OF PROJECT	ESTIMATED PROJECT SIZE	ESTIMATED COST	ANTICIPATED TIME FRAMES	POSSIBLE SOURCE OF FUNDING
CBD UPGRADING	LIBODE AND NGQELENI	TOWN CENTRE FACELIFT	Street Furniture for both towns, including:- street benches, rubbish bins, information boards, street ornaments, street plants, etc. <i>This for both leisure and beautification of the town centres</i>	A proper and detailed assessment has to be undertaken to establish the size of the project. Based on other similar projects the estimated amount can utilised for both towns.	R 4000 000.00	12 months	DEDEAT
	LIBODE AND NGQELENI	PUBLIC PARK AND URBAN GREENING	Public Gardens for both towns and beautification on the outskirts of the towns along the entrance / exit points. <i>This involves the conversion of underutilised land, especially municipal owned where also few street furniture and walkways will be erected.</i>	Depending on the size of identified land parcel in both towns.	R 4000 000.00	24 months	DEDEAT
	LIBODE AND NGQELENI	PUBLIC TOILETS	As part of improving the lives of the people as well as moving away from health hazards, public toilets must be available in all towns. This will also contribute in the cleanliness of the towns. <i>It is proposed that waterborne toilets for both</i>	Two blocks for 5 males and 5 females for each town.	R 2 000 000.00	8 months	MIG, Municipal Equitable Share.

CLUSTER	TOWN	PROJECT	NATURE OF PROJECT	ESTIMATED PROJECT SIZE	ESTIMATED COST	ANTICIPATED TIME FRAMES	POSSIBLE SOURCE OF FUNDING
			<i>towns be constructed. The proposal should also include maintenance plan.</i>				
Sub-Total					R 10 000 000.00		
INFRASTRUCTURE	LIBODE AND NGQELENI	SURFACING OF ALL INTERNAL STREETS AND ROAD MARKING WITH DEMARCATED PARKING BAYS	This includes tarring of all streets in both towns in the CBD and around residential areas around the CBD.	16 km in Libode, 13 km in Ngqeleni = 29 km	R 120 000 000.00	24 months	MIG, Municipal Equitable Share.
	LIBODE AND NGQELENI	STREET PAVING	Paving along CBD streets in both towns so as to allow free pedestrian movement.	2.5 km in Libode, 2 km in Ngqeleni = 4.5 km	R 4 700 000.00	12 months	MIG, Municipal Equitable Share
	LIBODE AND NGQELENI	SPEED HUMPS	Speed Humps on all street in both towns to calm traffic so as to avoid accidents, on both cars and pedestrians.	Estimated total of 40 speed humps for both towns	R 400 000.00	2 months	MIG, Municipal Equity Share
	LIBODE AND NGQELENI	TRAFFIC LIGHTS	A set of Traffic Lights in both towns on the major intersection on main roads so as to control traffic as well as also providing opportunity for pedestrian movement.	A set of traffic lights on each busy intersection in both towns	R 600 000.00	1 month	Municipal Equity Share
	LIBODE AND NGQELENI	HIGH MAST LIGHTING	High Mast lighting on both towns which will cover both the CBD as well as surrounding residential areas in town and townships. <i>The purpose for this is to assist in curbing criminal activities at night.</i>	A number of 5 lighting poles for each town for a total of 10	R 2 000 000.00	2 months	Eskom, Equity Share

CLUSTER	TOWN	PROJECT	NATURE OF PROJECT	ESTIMATED PROJECT SIZE	ESTIMATED COST	ANTICIPATED TIME FRAMES	POSSIBLE SOURCE OF FUNDING
	LIBODE AND NGQELENI	WATER AND SANITATION	This includes the upgrading of water and sanitation system for the whole towns including residential areas. <i>This programme should be implemented as contained in the District Municipal Water Services Development Plan.</i>	This is as on-going process by the District Municipality as part of service delivery	–	–	OR Tambo District Municipality
	LIBODE AND NGQELENI	WASTE MANAGEMENT	This includes waste collection in both towns from business and households. <i>It involves providing of rubbish bins to all households, and streets. Dedicated municipal employees for collection. Establishment of Landfill sites for dumping of waste, as well as 'no dumping signs' on all open areas in town. The estimated amounts are only for establishment, maintenance will determined by assessment.</i>	Reasonable Landfill sites and bins will be determined by assessment	R 5000 000.00	6 months	DEDEAT, Municipal Equity Share
	LIBODE AND NGQELENI	TAXI RANK UPGRADING	Identification of major Taxi Ranks in both towns where they will be upgraded for better use. <i>The upgrading will also involve paving, roofing and lighting, provision of related furniture, e.g. benches, rubbish bins, etc.</i>	A reasonable size for both towns as already identified by end-users.	R 5 000 000.00	12 months	National Department of Transport, Provincial Roads and Public Works, MIG, Municipal Equitable Share.
	LIBODE	R61 ACCESS POINT WIDENING	The position of the access point from R61 to town is in a curve and narrow, is considered dangerous as it may cause accidents in the near future. It's widening and provision of more direction signage is seen important to curb such. <i>But it is assumed that due to upgrading of R61, the access point may be closed by SANRAL.</i>	Estimated to be 1000 sq. metres	R 680 000.00	6 months	Provincial Roads and Public Works, Municipal Equitable Share
Sub-Total					R 138 380 000.00		

CLUSTER	TOWN	PROJECT	NATURE OF PROJECT	ESTIMATED PROJECT SIZE	ESTIMATED COST	ANTICIPATED TIME FRAMES	POSSIBLE SOURCE OF FUNDING
LAND DEVELOPMENT AND PROPERTY MANAGEMENT	LIBODE AND NGQELENI	PRECINCT PLANS OR ZONING SCHEMES	A plan that will clearly demarcate sites for different types of land uses in town as well as regulations accompanying such. That plan should be publicised and made available to the public.	Plans including Land Use and Zoning Maps as well regulations for both towns.	R 800 000.00	6 months	Dept. Co-operative Government and Traditional Affairs, Rural Development and Land Reform, OR Tambo DM, Municipal Equitable Share.
	LIBODE AND NGQELENI	LAND AND PROPERTY MANAGEMENT POLICY	The policy that will deal with all sorts of land and property management, including fines where necessary to the non-abiding property owners and users. <i>This involves street trading, undeveloped land, dilapidated and obsolete buildings etc.</i>	Develop policy that will include types of fines to offenders.	R 300 000.00	6 months	Municipal Equitable Share, OR Tambo DM.
	LIBODE AND NGQELENI	LAND DONATION PROCESS	Submission of application to the Department of Public Works / Rural Development and Land Reform for donation of all underutilised state land and properties in both towns so that they can be transferred to the municipality for other identified activities.	Start a process that will lead to donation of state properties to Nyandeni Municipality in both towns.	R 300 000.00	12 months	Municipal Equitable Share.
Sub-Total					R 1 400 000.00		
LOCAL ECONOMIC DEVELOPMENT AND TOURISM	LIBODE AND NGQELENI	HAWKER STALLS	Hawker Stalls were identified as an organised way of informal trading. This will also curb untidiness in town as it will come with its policy with strict conditions as well as licencing.				

CLUSTER	TOWN	PROJECT	NATURE OF PROJECT	ESTIMATED PROJECT SIZE	ESTIMATED COST	ANTICIPATED TIME FRAMES	POSSIBLE SOURCE OF FUNDING
	LIBODE AND NGQELENI	STREET TRADING LICENCES	All street traders and hawkers should be issued with licences that allow them to do informal or street trading. The process would be to apply for these licences and they should be issued with strict conditions. <i>The process should involve, the submission of application, necessary verification, signing of pledge and conditions, etc.</i>	Develop a policy that will deal strictly with street trading and licensing	R 300 000.00	6 months	Municipal Equitable Share.
	LIBODE AND NGQELENI	URBAN AGRICULTURE	In the land use map in both towns, pieces of land have been identified as or suitable for urban agriculture. Usage of these land parcels can contribute to the local economy through the registered co-operatives to utilise the available opportunity. <i>And to achieve this facilities and equipment should be made available. These should include planting equipment, fencing, storage, crops, etc.</i>	The size of the identified projects has also to be assessed which will give the exact amount, but a start-up amount is required.	R 2 600 000.00	12 months	ECRDA, Department of Agriculture and Agrarian Reform
	LIBODE AND NGQELENI	ARTS AND CULTURE CENTRE	A centre in both towns where culture of their residents will be displayed and practised.	Modern structure with Information desk and display, in both towns.	R 2 400 000.00	6 months	DEDEAT
	LIBODE	CHICKEN ABATTOIR	The abattoir will promote the chicken market in town. This will include construction of structure, equipment, Scale, labour, training, electricity and water connection, waste management, etc.	A medium size abattoir in Libode.	R 2 500 000.00	12 months	Department of Agriculture and Agrarian Reforms, OR Tambo DM.

CLUSTER	TOWN	PROJECT	NATURE OF PROJECT	ESTIMATED PROJECT SIZE	ESTIMATED COST	ANTICIPATED TIME FRAMES	POSSIBLE SOURCE OF FUNDING
	LIBODE	SKILLS DEVELOPMENT CENTRE	Assistance to the local community to acquire different available skills. This can be done in the form of information desk and invitation of different institutions by the centre to conduct workshops and trainings.	Reasonable size for the community of Libode.	R 1 500 000.00	6 months	Department of Public Works, Department of Education, MIG, Municipal Equitable Share
	LIBODE AND NGQELENI	SIGNAGE	Signage in both towns that will provide directions to areas of importance and tourism. <i>This should be in the form of billboards and information signs both on the entrance of the towns and CBD. Street signs should also form part of this exercise.</i>	A number of information signage in both towns.	R 1 500 000.00	3 months	DEDEAT, Municipal Equitable Share
	NGQELENI	TOURISM CENTRE	This was identified to promote tourism in the area. This should be developed in the form of information centre.	Reasonable size.	R 2 000 000.00	12 months	DEDEAT
	NGQELENI	MUSEUM	This works hand in hand with the above as it showcase the history of the area.	Reasonable size .	R 2 000 000.00	12 months	DEDEAT
Sub-Total					R 14 800 000.00		
SOCIAL FACILITIES	LIBODE AND NGQELENI	HOUSING DEVELOPMENT	This contributes to the elimination of shacks and informal housing in town. As a result the image of the town will be restored. <i>This programme also should be implanted as contained in the Municipal Housing Sector Plan.</i>	The number of units should be contained in Municipal Housing Sector Plan.	–	–	Department of Human Settlements
	LIBODE AND NGQELENI	MINI HOSPITAL /CLINIC	Nearest health centres are out of town and are not always easy to reach them. Health facilities in town will reduce the amount of time to access health emergency.	Will be determined by the affected department.	–	–	Department of Health
ESTIMATED TOTAL AMOUNT					R 164 580 000.00		

It should be noted that the above-mentioned amounts are only estimated amounts based on the similar projects and rates related to that particular project. The exact amounts will be determined by the assessment made by a relevant professional on that sector, which will lead to the preparation and submission of a business plan by that professional to that possible funder.

Table 4 PROJECTS THAT DO NOT REQUIRE BUSINESS PLANS

The projects in the table were identified due to some reasons, it fruitless to submit business plans for them

CLUSTER	PROJECT	NATURE OF PROJECT	COMMENT
LOCAL ECONOMIC DEVELOPMENT	SHOPPING MALL	Construction of a shopping mall in both towns to create more employment for the locals and more revenue for the municipality.	As much as the project would contribute to economic growth of the municipality as the locals, it is not considered as a public project and therefore cannot developed by utilising public funds as it is considered as private initiative. Instead the municipality can avail land for this by selling it to a private developer or enter into lease agreement, but all costs of development should go to a private developer. For this reason a business plans cannot be prepared and submitted by the municipality.
	TAXI INDUSTRY FILLING STATION	Construct of Filling Station so as to assist the local taxi industry.	As much as the project would contribute to economic growth of the municipality as the locals, it is not considered as a public project and therefore cannot developed by utilising public funds as it is considered as private initiative. Instead the municipality can avail land for this by selling it to a private developer or enter into lease agreement, but all costs of development should go to a private developer. For this reason a business plans cannot be prepared and submitted by the municipality.
	BANKING FACILITIES	Availing of banking facilities in town.	Banks are also private facilities that are not controlled by the municipality. They conduct their feasibility studies before settle in a particular town. The municipality can only assist by inviting the banks to the town of which their availability will be the result of their analysis if it feasible. This also means that a business plan for this cannot be submitted.

CLUSTER	PROJECT	NATURE OF PROJECT	COMMENT
	CO-OPERATIVE FINANCIAL INSTITUTIONS	Financial institutions to assist in funding of co-operatives and emerging / small business.	<p>Most of these institutions are government not municipal institutions. These are always financial accredited institutions and their mandate is to provide these services. In most of the time the municipal mandate is deliver services to the local communities, meaning that provision of this required service will be against its mandate.</p> <p>This also means that a business plan for such cannot be prepared and submitted by the municipality.</p> <p>Instead the municipality can assist by inviting such institutions to be closer.</p>
SOCIAL FACILITIES	CHURCHES / PLACES OF WORSHIP	Construction of churches for different congregations	<p>Construction of church purely depends on that particular congregation, it is their responsibility.</p> <p>It is the responsibility of that particular church to negotiate with the municipality, just for the municipality to avail a piece of land for them. It is up to the municipality to lease the land for free or otherwise.</p> <p>This also is the reason why the municipality cannot prepare and submit a business plan for such.</p>