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1. Appointment of professional team

The Overstrand Municipality appointed Johan de Villiers and Associates Landscape Architects as main consultant who appointed AVDM Consulting Engineers and WRAP Consultancy as sub-consultants to assist with the engineering design and costing and compilation of the business plan.

2. Situational analysis

The township of Masakhane forms part of the Gansbaai administrative area of the Overstrand Municipality. Gansbaai is approximately 180 km from Cape Town and 45 km from Hermanus and can be reached via the R 43.

The earliest history of the greater Gansbaai, can be traced back to the early and middle Stone Age ($\pm 120\,000$ years ago) when nomadic tribes lived in the area. They mainly lived from game, veld, seafood and remains thereof can still be found along the coast as shell middens. In more recent years (± 3000 years ago) Khoikhoi herdsman and San hunters lived in the area. The Khoi and San tribes were for many centuries the only inhabitants of the area before the European pioneers came. The San used very sophisticated fishing and hunting methods. Remains of "visvuyers", structures built from stone to trap fish during low tide are abundant in the area.

Much later, approximately in the 1700's Khoi tribes like the Hessequas, Chinouquas and a small group of Attaquas, mainly living in the coastal area from Hermanus to Gansbaai and further east, regularly visited the area around Gansbaai. Although Gansbaai was not very attractive as grazing for livestock, the available water sources in the Gansbaai area attracted the captains of the tribes to the area. White farmers established themselves around 1740 in the area.

The sea and the naval industry were always closely linked to Gansbaai. A very important chapter in the naval history took place at Danger Point in the Gansbaai area when on 26 February 1852 where the "Birkenhead Drill" was used for the first time to give woman and children first opportunity to leave a sinking ship. A British troop carrier the H.M.S. Birkenhead sunk off the Gansbaai coast. Of the 638 passengers on board, 445 drowned.

The natural Gansbaai harbour was more frequently used by local fisherman and slowly became a service point to the local fishing industry.

Although brown people lived and worked as fisherman in the area from the earliest times, was the area not traditionally the living area of black people. Black people only arrived in the area during the 50's as migratory labourers and established themselves in Masakhane. Initially only approximately 150 black people lived in the area, but today this number grew to more than 2000 mainly coming from the Eastern Cape. Masakhane was incorporated in the then Gansbaai municipal area in 1992.

Unemployment is a huge problem in the Gansbaai area and the residents of Masakhane are mostly affected by the off-seasons for fisherman and people working in the wild flower (fynbos) industry. The low wages that people earn in the fishing and building industries further contributes to the impoverishment of the community. The seasonal nature of available work also contribute to the phenomenon that the majority of the inhabitants of Masakhane has a relatively low income.

The *Greater Gansbaai Spatial Plan, 1999*, compiled by Steyn Larsen identified the need for the provision of "convenience shops" in order to supply within the limited market due to low income, to the daily consumer needs. It was proposed that such facilities are provided on main collector roads and intersections to provide maximum accessibility.

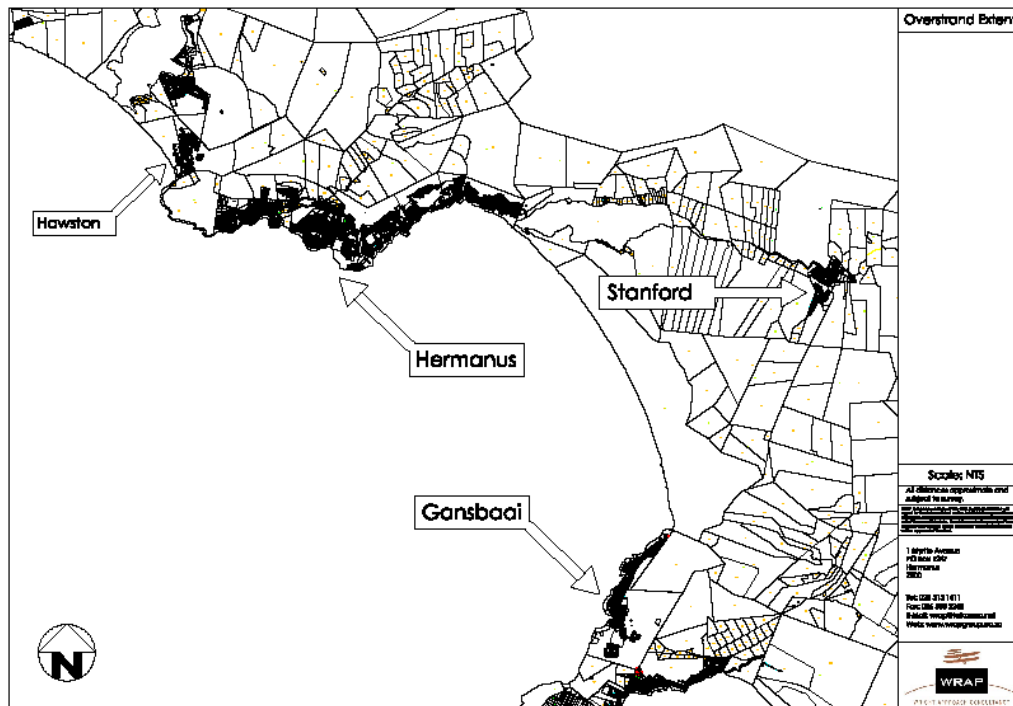


Figure 1: Location of Gansbaai in Overstrand Municipality

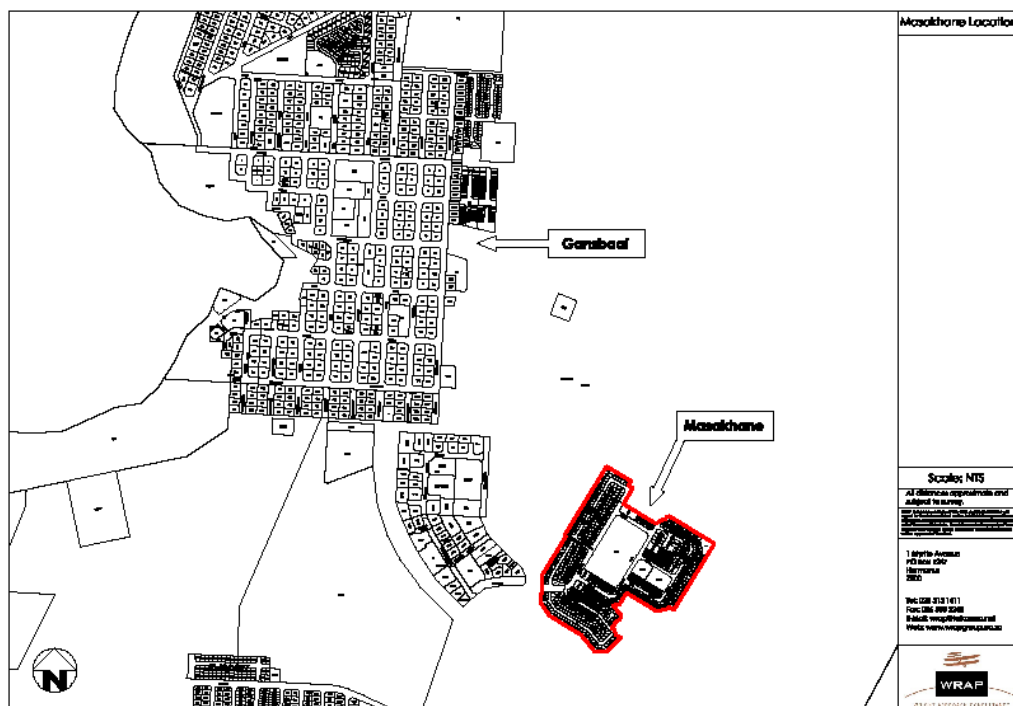


Figure 2: Location of Masakhane with reference to Gansbaai

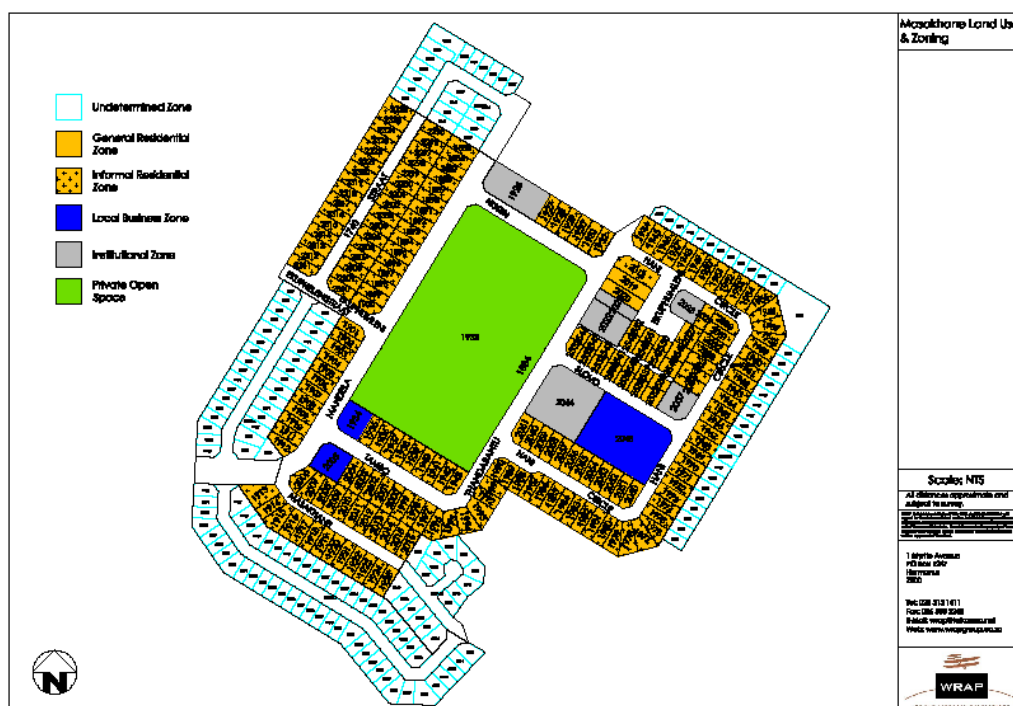


Figure 3 : Land Use and Zoning

Masakhane as a traditional black township and has the following strategic value:

- It is the only black township in the Gansbaai area;
- It is home to most black workers of the adjacent industrial area;

The relevant proposals regarding Masakhane contained in the Overstrand Spatial Development Framework are as follows:

- The provision of appropriate transport facilities (shelters, seating, stops etc) should be investigated.

3 Project Description

Masakhane is a township situated in the Gansbaai area, adjacent to the industrial area providing work to some of the residents. People also board taxis at the existing taxi rank to go and work in the building, tourism, farming and fishing industry in the surrounding areas like Franskraal, Kleinbaai, Gansbaai CBD and De Kelders. Not many formal businesses exist in the area (see Figure), except for a small supermarket, bottle store, house shop, tavern and hair dresser.



Figure 4: Existing businesses in Masakhane

The aforementioned businesses are scattered over the township and the aim of the project will include the development of a trading area including the re-development of the taxi rank in order to enhance the potential of the township and establish links with tourism activities that otherwise pass the community to the most popular shark diving capital of the area.

Overstrand townships demonstrate a huge gap in terms of development and appearance for a tourist destination as compared to the affluent areas. This project will assist in developing a long term vision that will enhance the townships potential for long term growth and change that can impact positively in changing people's lives.

The project will include the upgrade of the existing taxi rank and the creation of additional commercial space in the form of vendor kiosks (containers) to be erected on the site. The site will also house a reservation office for the nearby shark cage diving industry situated at Kleinbaai a few kilometres away visited by mainly international tourists including well known celebrities and sportsman like Michael Schumacher, Brad Pitt, and Prince Harry etc. With the establishment of the market it is anticipated that the link between the shark cage diving industry, with the reservation office being integrated in the facility, will also attract international tourists to facility where not only local arts and crafts, but also local cuisine will be sold.



Figure 5: Existing taxi rank

- **Project methodology**

The project methodology followed, started with a brain storm session between the consultants and the Director LED in order to establish the project concept. A draft project concept was prepared and presented to members of the Ward Committee in order to gauge the viewpoint of the community. Valuable contributions were obtained and amendments made to the proposal.

Certain amendments were made to the concept and detail cost calculations done. Specialist input in terms of urban design, availability of municipal services and transport assessment were also obtained.

- **Urban design context**

Masakhane Township is situated on the southern edge of Gansbaai on the road to Pearly Beach at the intersection to Kleinbaai. The Gansbaai industrial area is located to the west of Masakhane.

The existing taxi rank is situated at the entrance to the township with a large intersection on the eastern verge of the link road which will be incorporated into the first phase development.

The facilities are run down and the available letting space is vacant. The stretch of land between the industrial area and the entrance to Masakhane is being reserved for the future relief road which will by

pass Gansbaai central business district. As the bypass construction could take 5 to 10 years to be implemented, the Municipality decided to revitalize the area immediately around the existing taxi rank. The materials used for structures and paving of surfaces of the first phase could be salvaged and reused in the future commercial corridor as indicated on the second phase layout drawing.

The formal village, institutional facilities and communal sports complex are located to the north east of the taxi rank as well as the future proposed CBD. To access the taxi rank from the township and informal settlement strong pedestrian corridors have developed through the village. The focus of this revitalization project is to create a commercial hub at the taxi rank, the upgrading of the taxi terminus, the creation of multi purpose entertainment facility and the upgrading of a network of pedestrian links through the township to the Taxi rank/CBD and recreation node.

The first phase taxi rank precinct has been designed in a manner that it would serve as the starting point of the commercial corridor and expanding into the village, though the future CBD, created on the southern section of the existing communal sports complex. At present this area is temporarily being occupied by a school which will be relocated in the near future.

The design is flexible and can adapt to any requirements, as demand increases. The first phase; revitalization of the existing taxi rank / CBD will consist of the following:

- Upgrading of the existing covered taxi rank terminus with its line shops.
- Upgrading of the toilets facilities.
- The construction of a new piazza to the west of the terminus on which vendors stalls and sitting out areas are to be erected.
- The landscaping of a leveled multi purpose lawn area which would facilitate the following events:
 - Fresh produce and fish market on weekends and public holidays.
 - Festivals.
 - Religious gatherings.
 - Social sports events.
 - Social gatherings (erection of marquee tents), weddings etc.
 - Exhibitions and music events.

A focal node, immediately west of the piazza creates the gateway to Masakhane, consisting of a podium and stage, lined with flagpoles and trees to create an identity and brand by which Masakhane would be identified.

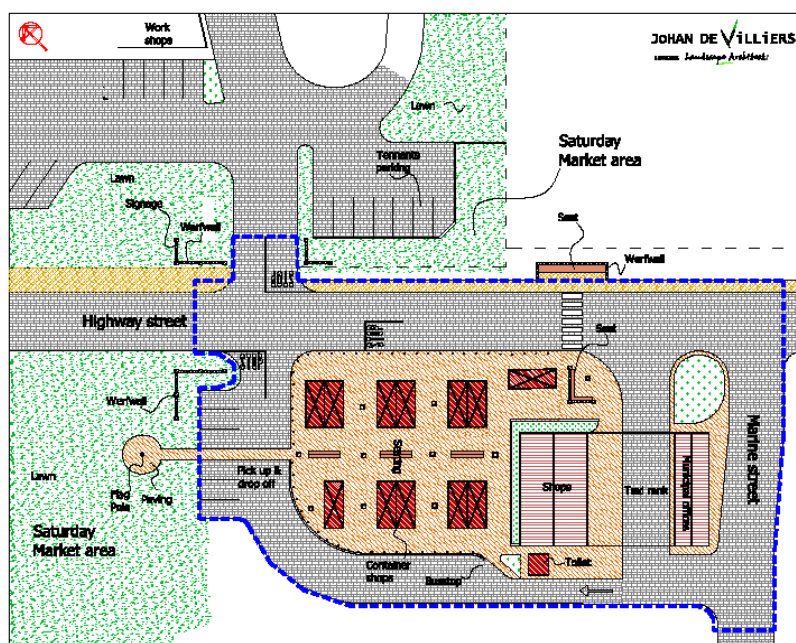


Figure 6: Project concept

4.1.1 Taxi Rank:

The existing facilities are to be upgraded and the existing buildings under roof restored into line shops. The toilet facilities will be upgraded and a toilet for disabled persons added. The covered taxi terminus could also be supplied with vinyl roll down section to cover the open ends of the building, which could then be used for various social and religious gatherings, when the weather prevents having it out in the open and outdoors.

4.1.2 Piazza:

A ring road around the taxi rank and piazza has to be constructed to accommodate a bus drop off point, parking area and turning radii for the larger vehicles. These road surfaces will be paved with the same material (brick/cobble paving) as the piazza and demarcated with barrier bollard. These paved roads can also be used as temporary overflow market area, by using removable structures, on weekends and public holidays. The mentioned roads can be closed off during events, without influencing the traffic circulation.

The vendor stalls are created by using 6 m x 2,5 m freight containers which could house 2 stalls per container; 3 m x 2,5 m or the containers could be combined to create a 6 m x 5 m stall, as demand requires.

The containers will be fitted with doors, windows, service hatches or sliding doors. Isolation material is to be used as internal paneling with a durable finish. A shade cloth/timber truss roof will be erected over the

containers for additional isolation and would also create a more intimate village centre ambiance. The corridors between the stalls are wide and lined with shade trees and benches to create social gathering areas.

4.1.3 Pedestrian traffic:

A 1,2m wide pathway network will be constructed through the centre of the township, channeling the pedestrians from the informal settlements through the township to the first phase Taxi rank/CBD precinct.

The shortest pedestrian routes have been determined plus the existing route currently used by the inhabitants has been surveyed. Where possible the walkways have been routed away from road verges, through the public open spaces and the central communal sport complex. The pedestrian routes also link up with the various other institutional facilities i.e. churches, crèches, schools, community halls and clinics.

Where pathways have to cross roads, the pathway paving material will be laid through the road black top as a speed hump to indicate that pedestrians take precedence over vehicle traffic.

The pathways will be disabled person friendly with ramps and path gradients not exceeding 1:12. Benches and litterbins are to be strategically positioned as pausing area for the pedestrians, utilizing the pathways.

4.1.4 Restaurant, deli, shop and sewing academy precinct:

On request of the Chief Executive Officer of the Overstrand Local Economic Development Agency (OLEDA), our firm surveyed the existing structures on erf 2022. The instructions were to establish the following activities and business opportunities in the centre:

- A soup kitchen (with separate entrance).
- A lecture and sewing room with a shop where the garments which are locally produced can be sold.
- Bakery and outlet.
- 2 x Restaurants with food take away facilities.
- A communal sitting out area with braai facilities to cater for the bakery and restaurants in a landscaped environment under the existing Milkwood trees.
- Toilets to facilitate the businesses in the centre.
- Parking on the property for the required 4 parking bays per 100m² lettable areas.

The attached drawing indicates the revised building and site development layout. The alterations to the structures will be minimal as well as the costs to create the said business complex and opportunities. This complex is also ideally located in the centre of Masakhane, close to the future CBD, to be constructed on the southern section of the existing communal sport complex and it is also situated on the main pedestrian routes.

The proposal has been approved in principal by the people of Masakhane and has also been presented to possible donor organizations to sponsor the upgrading costs of the development.

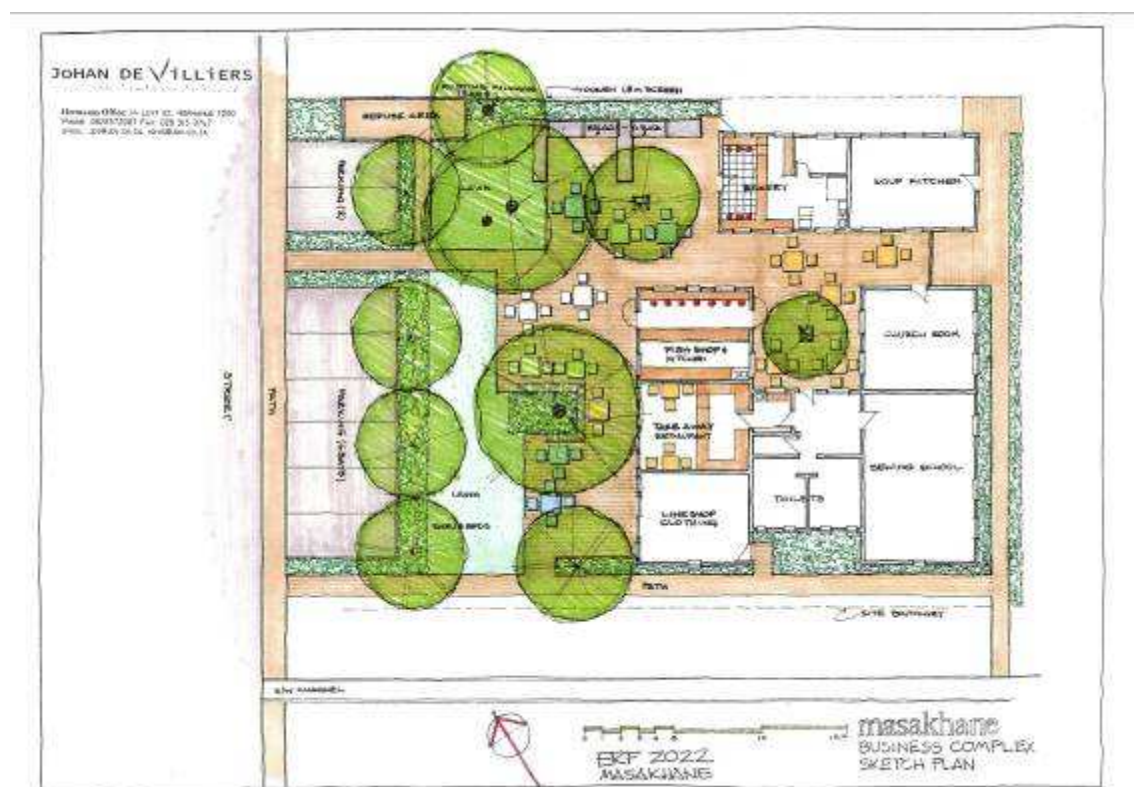


Figure 7: Proposed development of Erf 2022

4.1.4 Tree Avenues:

Trees are to be planted along the walkway in the road reserves to create a shade canopy for the pedestrians. By planting one specie of trees throughout Masakhane on the road verges and public open spaces, the township will grow into its own unique character by which it would be identified. The tree specie proposed to be planted is the Cape Ash (*Ekebergia Capensis*), endemic to the region. The tree will be 20 kg container size (1,8m tall) planted in well prepared soil, protected with a steel tree frame and supplied with an automatic drip irrigation system.

4.1.5 Future CBD on the communal sports complex- south section:

The Municipality is at present negotiating with the school, situated on the southern side of the communal sports complex to relocate to the existing community hall and crèche site, located north of the sports complex. The school could incorporate the existing community hall into their development and then contribute towards the construction cost of a new hall on the communal sports complex site for the community, which will then be incorporated in the future central business district.

From the taxi rank at the entrance (gateway) to Masakhane, a pedestrian corridor has been proposed along privately owned business properties, through the communal sports complex (where the future commercial/recreation hub is to be created), other public institutions and commercial properties, into the residential areas. The pedestrian walkways are routed on the existing thoroughfares away from the vehicular traffic on the shortest routes to the residential areas. See the Township Circulation Layout drawing for the proposed pedestrian routes.

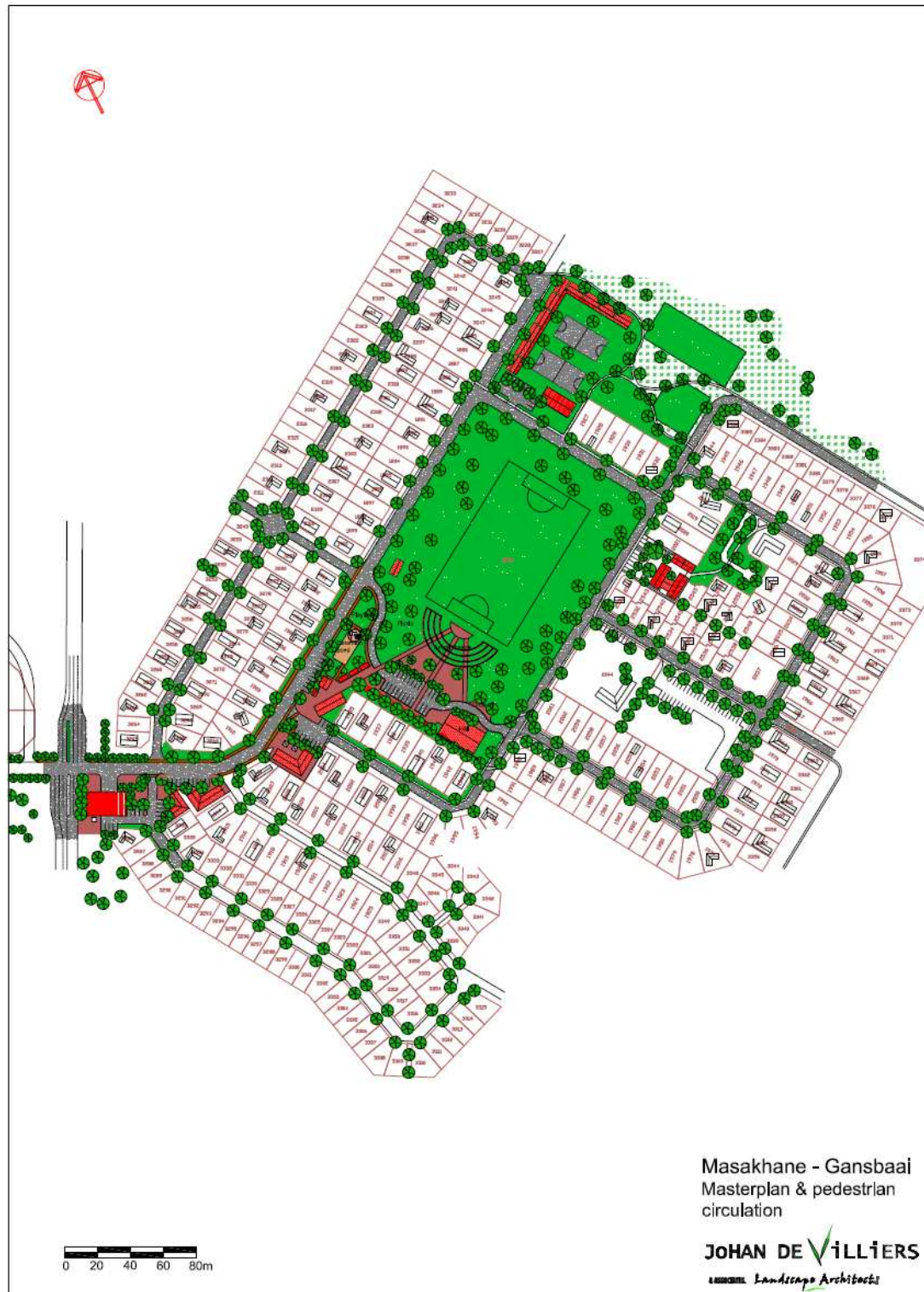


Figure 8: Township circulation layout
(A3 version of Figure 8 attached as Annexure A)



Figure 9: Future CBD Proposal
(A3 version of Figure 9 attached as Annexure B)

4.1.6 Signage:

To create a brand for Masakhane, the signage within the township will be homogenic, indicating the directions to the various activities. Lettering and a logo will typify the character of the development, strengthening the tree palette and general theme.

Creating a brand and character unique to Masakhane will make the inhabitants proud of their environment and their village and they will start beautifying their pavements and street front gardens.

There are sufficient activities within Masakhane for it to become a tourist attraction with its restaurants, shops and market square.

5. Pre-conditions for implementation

Once the business plan for the funding is approved by National Treasury working drawings, tender specifications and documents will be drafted and tenders for the construction of the facility will be called.

All tenders will be evaluated by the professional team and a tender report will be compiled for consideration by the Bid Evaluation Committee of the Overstrand Municipality.

A construction agreement will be entered into with the successful tenderer after which construction will start.

6. Project funding arrangements, budget, milestones, phasing and cash flow per investor category and project phase

An amount of R 3 000 000,00 was made available by National Treasury from a total funding envelope of R 15 000 000,00 to implement this project. A further R 250 000,00 was made available for technical assistance (TA).

The following project budget indicates that that the capital funding required for the project would be R 2 258 642.10 (excl VAT):

Masakhane Taxi Rank & CBD Revitalisation - Phase 1
Cost Estimate 08/03/2010
All rates are exclusive of VAT

Item	Description	Unit	Rate	Quantities	Amount
1	Preliminary and General	sum			R 150,000.00
	Provisional sum and miscellaneous	sum			R 84,000.00
2	Preparatory work				
2.1	Site clearing	sum			R 15,000.00
2.2	Earthworks for road and piazza paved surfaces	sum			R 26,000.00
2.3	Removal of rubble	m ³	R180,00	30	R 5,400.00
3	Earthworks - Soft Landscaping				
3.1	General cut to fill (70m x 40m)	m ³	R85,00	350	R 29,750.00
3.2	Cultivation & finishing off	m ²	R6,50	2800	R 18,000.00
3.3	Removal of rubble	m ³	R180,00	20	R 3,600.00
3.4	Import & spread of compost	m ³	R260,00	30	R 7,800.00
4	Construction				
4.1	Civil works				
4.1.1	Prepare sub-base & install final surface				
	- Brick paving on piazza and around buildings	m ²	R280,00	1100	R 308,000.00
	- Pre mix black top road surface and barrier kerbs	m ²	R127,60	2100	R 268,000.00
4.1.2	Supply and install sleeves (PVC 110Ø)	m ²	R100,00	85	R 8,500.00
4.2	Barrier bollards - 200Ø concrete x 900mm high	no	R950,00	60	R 57,000.00
4.3	Vendor stalls				
	- 6m x 2.5m second hand freight containers	no	R 18,000.00	12	R 216,000.00
	- insolate containers fit windows, doors and service hatches	no	R 7,000.00	12	R 84,000.00
	- Erect timber frame and shade cloth canopy over container	no	R 5,000.00	12	R 60,000.00
	- Electricity; 1 plug + 1 light (Excl pay meter)	no	R 2,500.00	12	R 30,000.00
4.4	Upgrading of existing toilet facilities and adding a disable person toilet	sum			R 65,000.00
4.5	Taxi rank terminus upgrading				
	- Paint terminus roof				
	- Paint exterior walls				
	- Fabricate vinyl roll down units	m ²	R250,00	70	R 17,500.00
	- Upgrading and refurbish interior of shops	m ²	R2 000,00	140	R 28,000.00
	- Install lighting and power points	sum			R 20,000.00
	- General signage in terminus	sum			R 7,000.00
4.6	Benches; built in fixtures 1,8m light	no	R 4,000.00	10	R 40,000.00
4.7	Litterbin - Brauton/concrete round	no	R 3,500.00	9	R 31,500.00
4.8	Focal node - stage/podium				
	- stage structure	m ²	R 800.00	20	R 16,000.00
	- flag poles	no	R 2,500.00	6	R 15,000.00
	- electrical supply	sum			R 3,500.00
4.9	General outdoor signage	sum			R 10,000.00
4.10	Drinking fountains	no	R 7,000.00	3	R 21,000.00
4.11	Waterpoint and gulley at toilet	sum			R 2,000.00
5	Planting - Rate incl all cost of the preparation of soil, excavate the holes, supply and plant of plantmaterial and the staking where required				
5.1	Trees - 50 kg container size	no	R450,00	35	R 15,750.00
	- steel tree protection frames (on piazza)	no	R1 250,00	10	R 12,500.00
5.2	Shrubs & groundcover plants	m ²	R 65.00	50	R 3,250.00
5.3	Lawn - Cynodon dactylon (planted with rooted cuttings)	m ²	R15,00	2800	R 42,000.00
6	Irrigation				
6.1	Tree drippers - fully automatic	no	R120,00	35	R 4,200.00
6.2	Turf valve & dragline system for lawn area - multi purpose field	m ²	R 13.50	2800	R 37,800.00
7	Exterior lighting				
7.1	Bollard lighting & cabling	no	R 1,750.00	18	R 31,500.00
8	Maintenance - soft landscaping				
8.1	Maintaining the area after the Completion Certificate has been issued	month	R2 200,00	3	R 6,600.00

Total (excluding VAT) R 1,801,150.00

10 % contingency R 180,115.00

Estimate construction cost of Phase 1 (excl VAT) R 1,981,265.00

14% Professional Fees R 277,377.10

Total estimated cost of Phase 1 (excl VAT) R 2,258,642.10

Table 1: Total project cost

7. Institutional (management) arrangements on completion

As with all other NDPG projects the completed facility will be managed and maintained by means of a management contract that will be concluded with a private sector service provider. The operational budget of the Overstrand Municipality will make provision for the cost of such service provider.

The LED Department of the Overstrand Municipality will be responsible for the liaison with the service provider and monitoring of the services provided. The following will be expected from the service provider:

- General maintenance of the facility including toilet facilities;
- Daily cleaning of the area, refuse bins etc;
- Watering of trees and landscaped areas;
- Enforcing of rules applicable to traders and provisions of lease agreement;
- Collection of monthly rentals;
- Managing and distribution of municipal information from the office premises provided on the facility;
- Liaison with kiosk holders and taxi operators.

8. Operating plan and programme

The long term success of the project hinges on the service provided by the service of the service provider discussed in paragraph 7 above.

The anticipated rental income from the kiosks would not be sufficient to cover the costs of a service provider and therefore the Overstrand Municipality will include the cost of the management agreement in their annual operational budget.

9. Outputs and outcomes

The output of the project is the functioning of a well designed facility that forms the core of all pedestrian and vehicular movement in Masakhane providing a link with the multi million rand shark cage diving industry attracting international tourists into the township.

The outcome of the project is the upgrade of an existing facility that is not functioning properly due to design shortcomings into a well functioning facility that will establish a design theme and brand for the rest of Masakhane and all future projects.

It is anticipated that the following job opportunities will be created through the project:

Category	Initial number of jobs created	Potential growth	Total
Construction phase:			
Construction team	30	0	30
Operational phase:			
Market kiosks	12	12	24
Operation and maintenance	2	1	3
Total	14	13	27

Table 2: Job opportunities

10. Resource requirements

AVDM Engineers compiled an engineering services report for the project (refer Annexure A).

Water

The report indicates that water is currently connected to the site and that the only additional water required will be for irrigation of the landscaped areas.

An existing fire hydrant is also adequate to service the proposed development

Sewerage

The existing connection is sufficient and no additional connections will be required.

Roads and storm water

Access to the development will be gained from Mandela- as well as Marine Streets.

The container area will be paved with chip and spray surfacing on the roadways.

Surface channels will drain storm water to the north west corner of the site where it will connect to the existing storm water system in Mandela Street.

Electricity

The existing electricity connection is sufficient to supply the proposed development and no additional supply would be required.

Transport assessment

AVDM Consulting Engineers did a transport assessment for the area (refer Annexure).

The assessment states that the peak traffic hour is from 7h00 to 8h00 on week days and that the container shops will not make any significant contribution to the increased vehicular traffic movement as they will primarily be catering for pedestrian customers getting on and off the taxis.

It was found that pedestrian traffic is the predominant mode of transport from within Masakhane to the taxi rank.

The Transport Assessment concludes that the development will not significantly contribute to the increase of vehicular traffic movement in the area, but will rather improve the safety situation around pedestrians and improve pick up and drop off points for taxis and buses.

11. Opportunities for backward and forward linkages in the area

Backward and forward linkages are relationships between different sectors along a product chain. A backward linkage from a given sector refers to the relationship it has with another sector from which it purchases inputs. Backward linkages also exist when the growth of an industry leads to the growth of the industries that supply it. A forward linkage from a given sector refers to the relationship it has with a sector to which it sells its output. Forward linkages can also be seen as the processing of some output after it has left the original producer.

The above definitions of forward and backward linkages are primarily linked to the manufacturing and producing industries. However, the concept can also be made applicable to this specific case study. Backward linkages can be seen as all of the role players that benefit from the concept by supplying goods and services. Forward linkages can be seen as role-players that enjoy benefits as a result of the operation of the concept. Figure xx below illustrates the above concept. A number of beneficiaries have been identified that will benefit from the realisation of the concept.

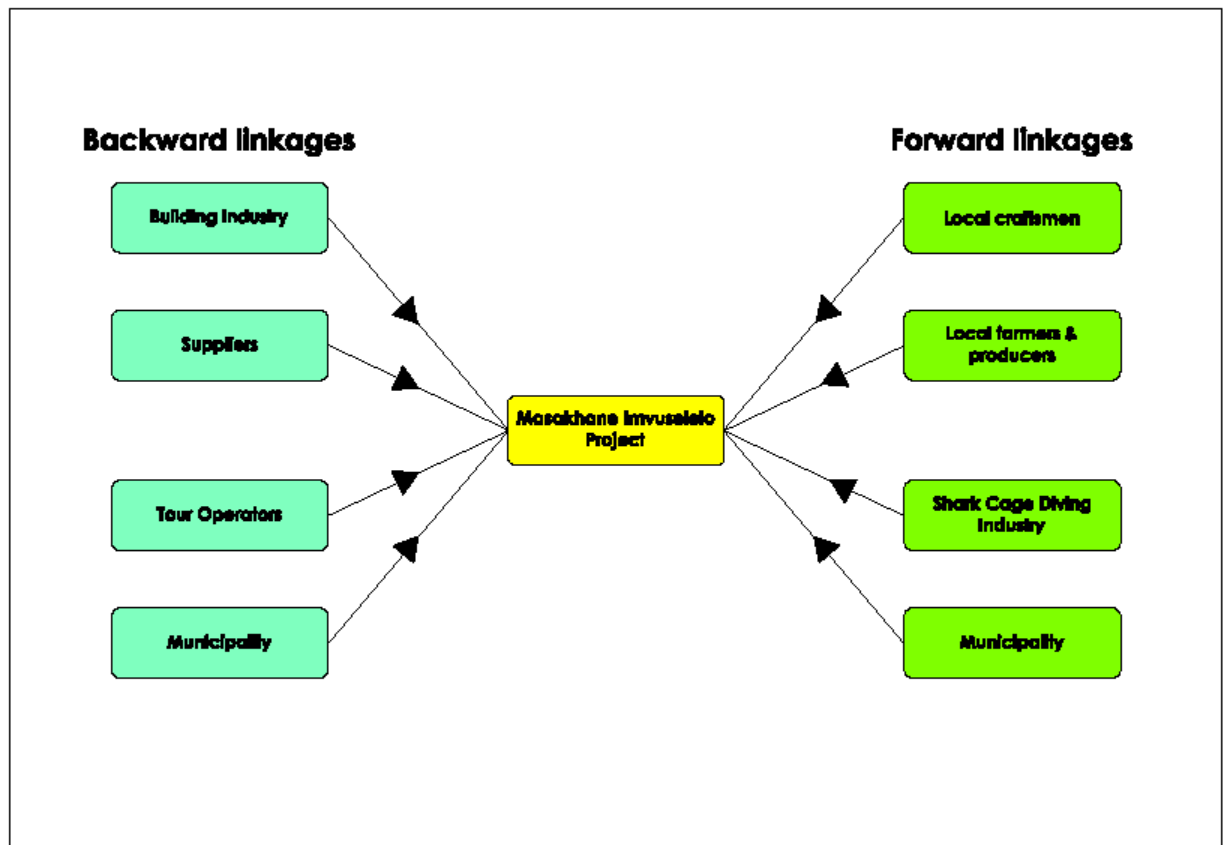


Figure 10 : Backward and forward linkages

11.1 Backward linkages

The backward linkages that have been identified are as follows:

- Building industry/building material suppliers: This category includes all the people that will benefit from the project during the construction and operational phases of the project.
- Suppliers: This includes suppliers of stock to market stall holders.
- Overstrand Municipality is regarded as a backward linkage as they will be paid a rental for the use of the stalls.
- Tour operators: Tour operators are backward linkages as they will “supply” the project with tourists. They are regarded as one of the most important linkages as the number of tourists that will support the facility will ultimately determine the success and sustainability of the project.

11.2 Forward linkages

The forward linkages that have been identified are as follows:

- Local craftsmen: Part of the development concept is to establish a small market at the taxi rank, where local craftsmen can display and sell their products. Africa-themed products have proven to be popular with the overseas tourists.
- Local farmers: It is also proposed to a fresh produce vendor or green grocer is established in one of the stalls, where local farmers and producers can sell their produce to.
- Shark cage diving industry
- Municipality

11.3 Backward and forward linkages

A role player has been identified that fall within both categories of backward and forward linkages:

- Overstrand Municipality: The backward link is identified as the commitment of the municipality to maintain the facility and administer the lease agreements for the stalls. The forward linkage is identified as the contribution of the project towards the tourism sector of the Gansbaai region.

12. Identification of key success factors

The success of the operation of the facility after construction will be determined by the level to which the market segment can be diversified. If the market stalls will just cater for the basic commodities of the residents of Masakhane the level of success will be average. If a part of the market segment can offer a product or a craft that can be sold to the international tourists supporting the shark cage diving industry as well as international accommodation establishment like the Grootbos nature Reserve, the success can be exceptional. The LED Department of the Overstrand Municipality will facilitate the co-ordination between the various role players in order to prepare for and penetrate the correct market.

The trading in a high level product that is in demand by international tourists will contribute enormously to the development of the local masakhane economy.

13. Stakeholder management strategy

Except for a proposed management committee for the facility where stallholders and taxi owners are represented, it is also proposed that a committee where representatives of the industries that can assist the stallholders with exposure to international tourists be established.

14. Options and viability assessments

The viability of the project was tested with the local community and ward committee through a public participation process. The community was adamant that their basic needs must be satisfied being the improvement of their transport system and improvement of their accessibility to basic commodities. It was felt that job creation was essential and that the possibility to get exposure to international tourists to buy their hand craft would be an added bonus.

15. Exit strategy (ownership of project and/or components, urban management, resources required, operations funding)

As stated earlier in the document, the project would be handed over on completion thereof and the management and maintenance would be the responsibility of the appointed private sector service provider.

It is essential that the facility be maintained for the benefit of the community and the contract value of to deliver such a service would be provided in the operational budget of the Overstrand Municipality.

The LED Department of the Overstrand Municipality will still oversee the contract and make sure that standards as set in the management and maintenance agreement are adhered to.

16. Preparation of detailed specifications and procurement documentation

Detailed specification and procurement documentation will be compiled once final approval for the Capital Grant is finally approved by National Treasury.

Once tenders are received the professional team will compile a tender report for submission to the Supply Chain Committees of the Overstrand Municipality who will deal with the procurement for the project. The relevant committees are sitting on a weekly basis for the awarding of tenders.

17. Conclusion

Although the project is regarded as small in construction terms, the impact on the community of Masakhane will be significant when measured against job creation, entrepreneurship, improving of the transport system and improving the community's access to basic commodities.