

FINAL REPORT

CSA 1597

DEVELOPMENT FRAMEWORK & MARKETING STRATEGY FOR THE INANDA ROUTE

for

eThekweni Municipality
Procurement and Infrastructure Cluster
Architecture Department

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1 INTRODUCTION

1.1 TERMS OF REFERENCE

The Inanda Heritage Route is proposed as a keystone socio-economic project and aims to deliver tourism-led economic development in the Inanda area.

In December 2008 the Harber & Associates IHR consortium, comprising Harber & Associates, Lees + Short Associated Architects, DPA, Mululeki-DPRS, Peter Rutsch, Sabine Marschall, Richard Winn, and Mister Walker, responded to a call for tenders by eThekweni Municipality. In June 2009 the appointment of the consortium was confirmed.

The terms of reference are assumed to be as per the Tender Document. A key vision for the route (developed as part of a previous Business planning process (2007) is to achieve *“meaningful local economic empowerment through establishing one of the City’s most visited routes offering world class attractions and experiences unique to Inanda.”*

The trans-disciplinary nature of this project demands: Research; Planning; Urban Design; Architecture; Quantity Surveying; Land Legal Investigation; and Branding and Marketing. Two parallel projects dealing specifically with the Tourism and Heritage aspects respectively, were commissioned. In particular, the Tourism Framework, prepared by *Urban Econ – Tourism*, and this Development Framework, are the products of an iterative process. The Heritage study, prepared by *Entembeni*, was specifically concerned with Heritage Declarations for the nodes. Unfortunately Heritage management plans were not complete in time to incorporate, but should be used as a reference.

A project steering team has been set up by the eThekweni Municipality comprising a number of officials representing various Departments and Units, as well as representatives from KZN Tourism. The Project Steering Committee is the Client for the project. The eThekweni Municipality’s Architecture Department is the implementing agent and the client liaison for the Professional Team.

Presentations to the Project Steering Committee at particular milestones, or to address specific issues provided opportunities for monitoring and for input and comment from the Steering Committee.

The deliverables required in terms of the tender were as follows:

Phase 1 Deliverables:

- Project Inception Report.

Phase 2 Deliverables:

- Situational Analysis and Vision Report.
- Stakeholder consultation report.

Phase 3 Deliverables:

- Urban Design Framework Plan.
- Stakeholder consultation report.

Phase 4 Deliverables:

- Institutional Management Plan for each node.

Phase 5 Deliverables:

- Implementation Programme
- Cost Report

Phase 6 Deliverables:

- Marketing and Tourism Strategy

The Inception Report and Situation Analysis Reports were submitted as stand-alone documents. The Situation Analysis Reports should be read in conjunction with this Framework Document, and is appended to it.
The Urban Design, Institutional Framework and marketing concepts were presented to the client during the Project.
This final framework report consolidates all of the deliverables into one document.

1.2 INANDA’S SIGNIFICANCE

1.2.1 Background

Inanda has nurtured an exceptionally rich tapestry of political innovation, personalities, traditions, events, upheavals and stunning natural topography. This situation stems from a marginalised setting and interplay between Mission lands and the Qadi traditional area. It is particularly significant that Freehold parcels of land were available to dispose of beyond the formal gaze of Durban.

Today the challenge is how to integrate this peripheral area into the eThekweni Municipality which has enveloped it. There has to be a transition from peri-urban agriculture, ‘shack farming’ and predominantly low density housing to providing social services and economic diversity to sustain its 600 000 mostly recent residents. This challenge is aggravated because the established transportation corridors serving Durban, N-S along the coastal plain, and E-W from the coast, inland, form a T shape that is intensively developed, with two hilly, relatively undeveloped quadrants. These areas have been actively marginalised since colonial times, are the site of informal settlements and townships, and are spatially dislocated from the city’s economy. They lack in diversified and viable local economy. Inanda lies in the northern quadrant and is literally a cul-de-sac.

Great strides to integrate Inanda have been made recently. This got underway when the M25 pushed up into the hills and more recently the development at Bridge City and the Kwa Mashu New Town Centre, which have the potential to draw the economic thrust inland from the coastal N3 axis. The impact of the new inland bridge over the deeply incised Umgeni valley, as well as the new Dube Tradeport and King Shaka airport, is still to be realised.

This project to develop a visitor’s route into Inanda is a vital component of the reintegration process. Tourism has potential to diversify the local economy and importantly to enhance local identity. The key attractions are abundant and diverse, and concentrated in a relatively small area. Here again progress has been made over the last decade. Historic buildings have been restored and premises secured, but the sites are frankly not measuring up to their visitor potential and there are prevailing management and legal problems. The tourist inflow into this empty quarter has remained a trickle. Implementation of some of the proposals coming out of this study as ‘Quick Win” projects, together with a marketing drive around the FIFA World Cup, have seen the number of tourists increase. Visitor feedback so far has been very positive.



JOHN DUBE’S ORIGINAL HOME BEFORE AND AFTER RENOVATION

ETHEKWINI

GEOGRAPHICAL FORM

MOVEMENT AND
DEVELOPMENT CORRIDORS

RELATIVELY UNDEVELOPED
QUADRANTS

1.2.2 Archaeology

There is evidence of crude 'handaxes' from the Stone Age occupants in Inanda. The later Stone Age (25 000 years ago) introduced the more refined stone tools, shell necklaces, bored stones, grindstones and the bow and arrow used by the oriinal Khoi San residents. However, later developments are of particular interest. One of many sites in the valley now inundated to form the Inanda Dam, was named Kwagandaganda because tractors were utilized to speed up archaeological excavations during construction of the dam. The small Early Iron Age agricultural settlement with byres, evidence of built platforms, granaries, a forging area and a men's assembly area dating back to the sixth century prove that the Inanda area has been occupied by Bantu people for at least 1 500 years. Clay vessels, grindstones, clay cattle and figurines and even remnants of dung reinforce this evidence.

In the "Natal Museum Journal of Humanities Vol 6, 1994," Archaeologist Gavin Whitelaw, writing about excavations at Kwagandaganda, states: "This pattern is archaeological evidence for a patrilineal society in which the structural relationship between men, women and cattle was similar to that found among Bantu speakers in South Africa today. It indicates, therefore, essential similarities between the worldviews of first and second millennium agriculturists in Natal. The successive use of recent ethnography from South Africa to explain a number of features on the site provides further support for this point of view"

Personal items like glass and copper beads, ivory bracelets and a Ninth century Islamic vessel prove that these early residents weren't isolated pioneers but part of a widespread network.



THE EVOLUTION OF TOOLS OVER MILLENIA

ITEMS EXCAVATED FROM KWAGANDAGANDA

1.2.3 Socio-Political Evolution

During historic times in the 1830's the Qadi clan lived under King Shaka in the Thukela valley. However they moved to Inanda during the reign of King Dingaan because the king was apparently suspicious of their loyalty.

In Inanda under Mqhawe they later granted land to the Christians of the American Board so that schools would be built, access to farming equipment could be made available, and to assistance when dealing with the colonial authorities could be offered. A close relationship remained with James Dube, the uncle of the chief becoming a devout Christian and one of the first black pastors. His son John Dube was born on the Inanda Mission.

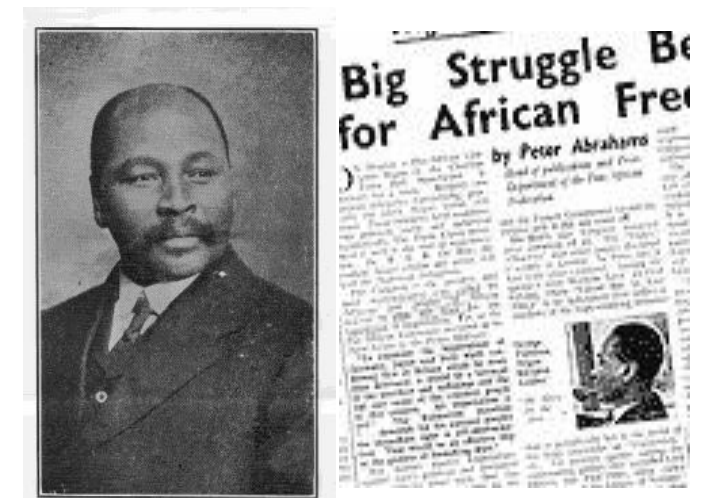
These were the beginnings of the so-called *Amakholwe* ('Believers'), Christianised Africans who initially came together around mission stations to practice their new beliefs which isolated them from their former social groupings. They were generally better educated and exposed to external ideas and opportunities which in the case of John Dube subsequently made an enormous social impact on Inanda. John Dube travelled to the USA to continue his education for the priesthood where he met the influential Booker T Washington and returned to Inanda to establish the Ohlange Institute. He also founded *Ilange lase Natal*, the first Black newspaper in South Africa, and later was elected the first President of the ANC in 1912.

Inanda continued as a series of communities, including Indian farmers and traders until the mid 1970's when the grip of Apartheid started to loosen and Africans, started to flock into towns in search of opportunities. Shack farming became a profitable sideline since Inanda was on the immediate border of Durban.

The situation came to a head in September 1985. Indian shops were razed and the Indian residents fled. Sarvodaya at Phoenix Settlement was torn to the ground and the Kasturba Gandhi Primary School pulled apart for building materials to construct *mjondolas*. Shacks were built everywhere to gain a foothold.

During the lead-up to the first democratic elections, Inanda and especially Bhambayi (Phoenix Settlement) was wracked by internecine conflict.

The healing process has been drawn out and painful. It has involved negotiations and huge expenditure by the eThekweni Municipality to start normalising the process. There are still scars evident, and the area is still relatively marginalised and in need of massive attention. One of the intentions of this project is to address this. This exceptionally rich, recent cultural evolution has given rise to numerous very influential personalities on the cultural landscape, rightfully earning Inanda the reputation as the Cradle of Democracy.



JOHN DUBE



PHOENIX BHAMBAYI CIRCA 1970. NOTE THE ORCHARDS AND DOMINANT PRIMARY SCHOOL.



SARVODAYA DESTROYED SEPTEMBER 1985



1993: THE SITE INVADDED AND DENSELY SETTLED



1995: IFP ON THE UPPER LEFT WITH A GULF BETWEEN THEM AND THE ANC FOLLOWERS

1.2.4 Historical Figures/ Inanda's Heroes

Apart from the Rev Dr John Langalibalele Dube and other significant personalities who have well documented links to Inanda and who appear later in this report; there are a number of other figures who are part of the story of Inanda. The founding missionaries Rev Daniel and Lucy Lindley, Mary Edwards the first headmistress of Inanda Seminary, Rev James Bryant who preached in isiZulu after only ten weeks, Rev James Dube one of the original Black pastors and father of John, M K Gandhi, Prophet Isaiah Shembe, Pixley kaSeme activist. Colombia and Oxford trained lawyer co-founded the ANC, A W G Champion trade unionist, Dr Gumede pioneering Black doctor, Johnny Makhathini teacher, freedom fighter heading the ANC delegation to the UN, Jordan Ngubane PAC, "revolutions are not a moment, they are a process", Manase Moerane head of Moral Rearmament, Ela Gandhi activist and ANC parliamentarian, Dookie Ramdarie bus maker and philanthropist, Mewa Ramgobin, activist, politician and long standing Chairperson of the Phoenix Settlement Trust and many others. Other very influential people have moved through this cultural landscape briefly. Nelson Mandela to cast his first democratic vote at Ohlange and Dorothy Nyembe, defiant campaigner, co-founder of the ANCWL who sheltered from the Hambanathi mobs at Phoenix during 1985.

2 PROJECT OBJECTIVES

2.1 PROJECT BRIEF

The project brief at tender stage articulates the objectives as follows: (*italics denote quotes taken directly from the tender document*)

“The eThekweni Municipality has identified four key nodes for development along the Inanda Heritage Trail. Facilities at each node and along the route are to be upgraded to meet world-class tourism standards, but which reflect an authenticity of place.” The 4 nodes identified were Gandhi’s Phoenix Settlement, Ohlange Institute, Shembe Settlement at Ebuhleni, and Inanda Seminary. *“Added to this is the township experience, including schools, clinics, taverns, markets, overnight accommodation and scenery.”*

It was suggested at inception that the other Shembe site at Ekuphakameni, as well as the Inanda Dam itself be included as key nodes on the route. The Mzinyathi Falls has also been added. Since upgrading of the Shembe settlement at Ebuhleni was already underway, that site has been given significantly less attention here.

Underlying aims to be incorporated into the Heritage Framework Development were articulated as follows:

- *Establishment of a number of key facilities along route by 2010. (This was achieved in part through implementation of a programme of quick win projects)*
- *Celebration of the history of the Inanda Valley through heritage preservation, and promotion*
- *Raising cultural awareness among the citizenry of Durban*
- *Creation of an environment which stimulates cultural renaissance programmes with the focus on the regeneration of moral fibre, museums, arts and culture (2008/09 IDP)*
- *Determining new opportunities for gallery and museum space reflecting transformation and historical revisionism to enrich citizens and visitors (2008/09 IDP)*
- *Developing innovative public-private institutional initiatives to channel funds for the development and on-going maintenance of the area.*
- *Stimulate complementary private sector tourism-led enterprises and promoting a high quality public realm that will establish the route as a national attraction*
- *Add desired amenities and create amenities that are under-served.*
- *Create opportunities for capital investment and commercial viability.*
- *Provide guidelines for functional and aesthetic design and streetscape elements and street furniture, including lighting, signage, green-scape, bins, planters, finishes and kiosks.*

These aims have been taken into account in formulating the Framework.

2.2 TOURISM OBJECTIVES

The following list of objectives has been extracted from the Tourism Study, and is useful to articulate separately because of this specific and more detailed focus.

- *Increase tourists demand for the IHR*
- *Significant opportunities exist in the broader Inanda area to add products in demand by tourists, thereby increasing the number of tourists who would like to visit the area.*
- *Increase in economic spend in the Inanda area through tourism*
- *A significant opportunity exists to add more products and services along the route where tourists can spend their money, and developments can take place within the nodes themselves, which will encourage economic spend. The spend can be spread over a greater geographic area through product inclusion along the route*
- *Development of the iconic status of the IHR*
- *The Inanda Heritage Route does not have a ‘must see’ reputation*
- *An opportunity therefore exists to develop the IHR as an iconic tourist attraction which must be seen when in Durban / KZN.*
- *Activate the Route and deliver tourism-led economic development in the Inanda area*

- *Upgrade to meet world-class tourism standards*
- *Authentic experience*
- *Stimulate tourism-related economic activity in the area*
- *Meaningful local economic empowerment*

The tourism objectives overlap with the overall project objectives, and the tourism proposals and the overall framework proposals been developed together in an iterative process.

3 APPROACH

Our approach to the development framework for the Inanda Tourism Route, is fundamentally about understanding why this important heritage asset is underutilized and how this can be remedied, and most importantly optimising the tourist and development potential of the area through a development approach that is **broadly inclusive and community based**.

This development framework is only partly about providing guidelines for the physical development of the study area. The overall approach is more about facilitating the socio-economic development.

The Vision for the Inanda Route speaks about a World Class Attraction. We believe that this means the following:

- Attractions of Local, National and International interest and relevance
- Sophisticated interpretation
- Ongoing commitment to excellent management
- Ongoing commitment to capital and operating investment
- Consistent high quality facilities
- Consistent high quality service

The potential for the Inanda route to be developed as an iconic offering is already contained in the Gandhi connection and substantial buildings at Phoenix Settlement, the Dube and Ohlange Institute with Madela voting, the American missionary connection at Inanda Seminary, and in the spectacular annual event at Ebuhleni.

The identification and design of physical interventions to enhance the attractiveness for visitors is an obvious response, but throughout the framework, opportunities for local economic development projects have been included, particularly community based initiatives. This is also reflected in the proposed Institutional Framework.

The key success factor for the route lies in its operational strategy.

Implementation of the project proposals will inevitably result in direct benefits for the Inanda community and eThekweni as a whole.

VISITORS BOOK AT OHLANGE

VISITORS AT 'MADIBA', OHLANGA VOTING SITE

4 STRUCTURE OF THE DOCUMENT

This document is the final report, and the conclusion of the work on the Development Framework & Marketing Strategy for the Inanda Route. An Inception Report, and a Situational Analysis Report have been prepared and submitted separately. Summary conclusions from the interim reports have been included in the body of this document. The Situational Analysis Report is available as a document, and should be referred to in its entirety. Appendixes (which are extensive) to this, and to the Situational Analysis Report have been compiled as a separate Appendix document for ease of handling.

The introductory section of this document (Section 1 to 3) deals with the background to the project, terms of reference, and definition of the study area, objectives, and context. Section 5 briefly outlines the methodology. The key findings of the Situational Analysis Report and the Tourism study are summarised as section 6 and 7 respectively. Out of those, a strategic direction was proposed and described in section 8.

The project vision encapsulates the key aims and strategies and is articulated in section 9.

Interpretation is key to the success of the Route. Sabine Marshall proposed a theme-based approach to the interpretation. Her full proposal is included in the Appendix document, but is summarised here in Section 10. Also in Section 10, are additional suggestions and notes for future curator(s) of (interpretation) exhibitions.

Section 11 proposes planning and urban design guidelines for the route, and section 12 addresses the land legal issues. Section 13 describes the approach to landscaping on the route – a key intervention. The Branding and Marketing strategy for the whole route comprises Section 14.

In many ways Sections 15 and 16 are the “meat” of the framework. Section 15 deals with the spatial development framework, the proposed physical interventions and guidelines for the Route as a whole and for the key nodes, one by one. Each sub-section describes the significance, the opportunities and the proposed guidelines, and contains the framework maps. Section 16, the Implementation Plan, describes the proposed physical projects in detail, with cost estimates. There is a separate table of proposed “soft” or socio-economic projects included here. These are of equal importance.

The ongoing strategic operation and management is probably the single most important success factor in the Inanda Heritage Route. The Institutional Framework/Management Plan, (Section 17) proposes a way forward, including an organisation structure and descriptions of the relevant roles and responsibilities. A matrix, which includes a draft of an operational budget, is included.

A short stakeholder report is in Section 18.

The report concludes with some proposals for catalytic projects, that if implemented would unlock some of the key blockages and give implementation of the Inanda Route impetus. (Section 19).

5 METHODOLOGY

The approach to the Development Framework has been multi-pronged. The Situational Analysis included a review of previous work done in the area, in particular previous studies and proposals for the Heritage Route, further desk-top research into the history of the area, an iterative process of working with the tourism consultant, site visits and preliminary surveys – especially of the significant buildings at each site. Interviews with relevant stakeholders at each key node, and interaction with the broader stakeholders and the municipality have been important.

Many of the proposals in the Framework plan emerged as obvious solutions arising out of the Situational Analysis. Throughout the entire project, the team has been engaging with various stakeholders on the route, and building an increasingly detailed understanding of both the challenges and opportunities.

It has been enormously encouraging to find that the depth of social, political and cultural resources in the area was beyond expectations, and as project implementation is rolled out, will become more and more evident. Further focussed research should continue as soon as possible. What this means is that the framework has become very detailed at the project level, it is an evolving process and in fact cannot ever be deemed to be complete.

The Development Framework emerged as a series of maps for the route itself and for the identified nodes. The implementation plan is a list of phased capital projects, which are also indicated on the maps, and have cost estimates attached. As there are currently no formal planning controls for the area, informal, performance based planning guidelines that will support the objective of optimising local community opportunities have been proposed.

The development of the Institutional Framework and the Marketing Strategy, as elements of the overall framework plan, were worked up in parallel as part of a totally iterative process.

The parallel process of identifying Quick Wins was brought forward on the programme due to obvious time constraints after a budget was made available to implement some priority capital projects in time for the FIFA 2010 Soccer World Cup. This has positively influenced the quality of the final framework plan, as engagement around detailed project implementation brought various issues to the fore. We are very grateful to Rev. Dr. Scott Couper at Inanda Seminary and to Mr. Mewa Ramgobin in particular, who have continued to feed new information into the process.

6 SITUATION ANALYSIS

One major stumbling block that emerged from interviews during the Situation Analysis is that Inanda is perceived to be inherently 'unsafe'. This prejudice is even reinforced by the overseas press which warned 2010 soccer fans to stay clear of two things: 'unsafe sex and townships'!

6.1 KEY FINDINGS

One of the most significant conclusions of the Situation Analysis was that:

The Route itself needs upgrading: signage, route marking, cleaning up, and road maintenance are urgently required in order for the Route to be perceived as well managed and safe, and dealing with the above should be a primary focus. Although the swot analysis of the nodes shows that there are important issues to address, there is sufficient interest in the heritage aspects to attract some visitors regardless of the weaknesses. The focus there should be on enhancing the visitors experience once they are there, and on getting bigger volumes of visitors on the route so that the spin –off economic activity benefits the whole community. Marketing the Route as a broader cultural experience than just heritage is also important.

6.2 SITUATION ANALYSIS ISSUES SUMMARY

6.2.1 The Route as a whole

- Toilets needed along the route and at Nodes.
- Road maintenance needed.
- Lack of tourist facilities.
- Better information needed.
- Refreshment facilities lacking.
- Demand for shops.
- Nodes - heritage focus only
- Lack of interpretation information.
- Need better links to other attractions.
- General lack of awareness.
- Inanda community not geared for visitors.
- Many opportunities for development .especially for attractions other than nodes.
- Different kinds of route experience possible.
- Need for branding and marketing. Currently inconsistent and confusing.
- Management also not up to standard.
- Booking system inadequate.

6.2.2 Phoenix: Settlement Node:

- High historical significance.
- Potential for more international interest as it has global significance.
- Range of activities. Potential for more.
- Existing infrastructure good but needs upgrade/maintenance.
- Land invasions are an issue.
- Land issues with the school.
- More parking and toilets are needed.
- Potential for interpretation centre for the overall route.
- Potential for refreshments and overnight accommodation.

- Kasturba Gandhi Primary School ruin is unsafe.
- School needs to be upgraded.
- Functional institution (Phoenix Settlement Trust).

6.2.3 Ekuphakameni: Node

- Unique experience, distinct from Ebuhleni.
- Focus on historical origins of the Shembe religion.
- Interpretation needed.
- Vehicle entrance is problematic.
- Only recently installed temporary visitor ablutions.
- Bus parking created as 'Quick Win' project.
- Signage needed.
- Site is very safe.
- Attractive but rundown.
- Incumbent Bishop lives elsewhere
- Separate refurbishment initiative underway.
- Land legal issues - land goes across the M25 and portions owned by different Shembe Trusts.
- Trust (registered land owner) not based in Durban.
- Institutional arrangements are not clear.

6.2.4 Ohlange: Node

- International significance. Mandela's vote site in 1994.
- Historic buildings.
- Bus parking and tourist amenities are inadequate.
- Overall relationship between heritage asset and the Ohlange School is problematic.
- Land issues need to be resolved. Ownership is unclear.
- African Renaissance Centre initiative has not been implemented.
- Institutional, finance management, security and services issues need to be addressed.
- Huge potential as an exciting visitor attraction.
- Potential for guest accommodation in the medium to long term.

6.2.5 Inanda Seminary: Node

- Well-run 'mission' school.
- 140 year history. Illustrious Alumni
- International (American) links.
- Rich archives-in the process of being sorted.
- Excellent infrastructure. Attractive environment.
- School has plans and funding for ongoing upgrading.
- Secure precinct, but approach is unsafe.
- No land issues, no institutional problems.

6.2.6 Ebuhleni: Node

- Unique experience.
- Beautiful natural setting.
- Annual event is spectacular comparable to anything in the world.
- Infrastructure inadequate, both for residents and visitors but substantial (R 60 million) upgrade planned.

- Directional signage and interpretation lacking.
- Land issues to be resolved.
- For this project, focus on the approach, signage and visitor facilities only (mostly achieved as 'Quick Wins')
- Institutional arrangements not clear.
- Incumbent Bishop lives onsite.
- Safe for visitors. Tensions between Shembe factions.

6.2.7 Mzinyathi Falls:

- Natural spectacle. Close to Durban.
- Isolated. Unmanaged.
- Huge potential as view site, picnic, hiking trails, bird watching.
- Development of hiking trail is underway as separate project.
- Parking and view platform created as Quick Win project.
- Environmental damage caused during implementation of the above needs urgent remedial action.
- Management of issues such as litter called for.

6.2.8 Inanda Dam:

- Largely undeveloped. Huge tourism and recreation development potential.
- Potential as climax at the culmination of the route.
- Links via dam to Hillcrest, Verulam, Pinetown etc
- Natural beauty.
- Water based recreation.
- Adventure cycling and canoeing development underway.

7 TOURISM STUDY

7.1 INTRODUCTION

Urban-Econ Tourism (U-ET) was appointed by the Economic Development Unit of the eThekweni Municipality to give tourism input into this Framework Plan project. The consortium has worked closely with the U-ET consultant as part of an iterative process, and the Tourism Study therefore forms part of the wider study to develop a Framework for the development of the Inanda Route into a world class tourist attraction in Durban.

The outline of the Tourism Study is aligned with the deliverables as per the project terms of reference, and project aims and objectives for overall Framework Plan.

The tourism study includes recommendations for infrastructure and access, product development, community participation, and safety and security on the route, as well as proposals for the institutional management and operation, and input into the branding and marketing. These recommendations have been included in the overall framework.

7.2 TOURISM RECOMMENDATIONS

7.1.1 General tourism recommendations for the whole Inanda Route

- The inclusion of non-heritage products critical for route development as a vehicle for jobs / economic development / tourist demand
- Re-branding of the route to be experiential rather than limited to heritage (open up significant opportunities, increased demand)
- Improve access, linkages to other routes, and make the route more attractive.
- Traffic safety measures including speed control enforcement
- Install branded signage – welcoming, marketing, directional and informational
- Ensure visitor facilities e.g. toilets are available along the route
- Implement proposed way-finding rocks and landscaping
- Make opening hours explicit and implement an improved booking system

7.1.2 Product Development Recommendations

- Taverns / shebeens / eating establishments
- Inclusion of developmental projects e.g. Sizisimele Development Trust
- Opportunities to engage with locals (NGO, home visits, cultural groups, crafters, tavern / restaurant, Sangomas, markets)
- Include Apartheid era Hostels on the route
- Crafts for sale
- Nature based products (Inanda dam, Mzinyathi falls, Intathakusa Retreat)
- Food and beverage facilities
- Overnight accommodation
- Authentic cultural performances

7.1.3 Community participation and SMME Development

Community participation is a critical success factor for a tourism route. This is particularly important in a route which takes place in a more rural area, where the support of residents for a particular tourism initiative is critical for the success and safety of the route. The Situational Analysis further found that one of the constraints of growing the Inanda Route is the lack of participation of local residents in the route, through the limited focus of the route on important heritage sites within the area.

Furthermore, security is often critical to the success of a route in more rural areas in South Africa. Limited access to tourists by residents has the potential to create resentment amongst these residents for the route, and potential threats to security can be the result. This is particularly the case where economic benefits are perceived to accrue to only a few persons within an area. The list of 'soft' projects, and the Institutional proposals in this framework attempt to address these threats.

The specific recommendations to ensure greater community participation and SMME development along the Inanda Route are as follows:

- Increase the awareness of tourism in the area
- Increase of tourism products along route and in nodes
- Develop tourism and business skills in INK area
- Create linkages with established business for mentoring programme

The tourism study includes a list of proposed projects. The recommendations and proposals in the Tourism Framework have been included in the overall proposals, and in particular, they are incorporated in the projects list in the Implementation Plan (Section 166)

The Tourism Study is a stand alone report, in 2 parts, and should be used as a more detailed resource document for the tourism aspects.

8 STRATEGIC DIRECTION

The main objective of this project was to analyse the obvious opportunities, to identify potential new opportunities, and make recommendations for capitalising on and developing these, to increase tourism led local economic development on the Inanda Heritage Route.

The most important recommendation that emerged out of the Situational Analysis is that the primary strategy that should be employed to achieve the outcome is to broaden the tourism offering beyond the current Heritage focus, and to *“shift the focus to a “township experience”, which will enable greater opportunities for product development, community participation and economic development”* (U-ET). Focus on heritage limits the opportunities for tourism related LED initiatives. As visitor volumes increase, a range of opportunities will emerge anyway, but a more inclusive offering with marketed to appeal to a broader target group will achieve more; sooner.

This was presented to the project steering committee at an early stage in the development of this framework and was agreed to be the best way forward. Although much of the emphasis of this document is still on the heritage sites which are important nodes, these should be seen as ‘anchor’ attractions along the route. Product development and marketing focus must be on the route as a whole, as an experience that includes township life, spiritual experience, nature, and adventure as well as heritage. Existing initiatives should be included as part of the overall offering, under an umbrella brand for marketing purposes.

Preliminary proposals around the heritage interpretation (Section.10) also seek to include intangible heritage and to make the cultural links between the past and the present explicit, broadening the visitor experience, and hence the appeal of the route to a wider audience.

9 PROJECT VISION

The original terms of reference for this project emphasised the **Heritage** aspects of the Route. Early on it became apparent that in order to achieve the stated objectives, the focus of the Route must be expanded beyond Heritage and Culture, and that the vision and name might need to change.

It was agreed in principle that the responsibility for the process of getting buy-in to a revised vision was to be taken on by the Project Steering Committee. Once accepted in principle, the focus of discussions was about selecting a new Route name, rather than on developing a new vision statement. This is partly because the current vision statement is so general that even with the proposed shift in emphasis, it is still applicable. There were numerous discussions and workshops with regards to the name, both internal to the project consortium, and with stakeholders through the Steering Committee. The consortium made recommendations, after testing with a focus group, but the stakeholder process was managed by the Steering Committee. Eventually, Woza eNanda was selected as the name for the umbrella brand for the Route.

The current Vision statement for the Inanda Heritage Route is the following:

“Meaningful local economic empowerment through establishing one of the city’s most visited tourism routes, offering world-class heritage attractions and experiences unique to Inanda.”

In order for this vision to be achieved, a number of broad objectives must be worked towards, and implemented.

- Activate the route and deliver tourism-led economic development in the Inanda area
- Upgrade to meet world-class tourism standards
- Authentic experience
- Stimulate tourism – related economic activity in the area
- Meaningful local economic empowerment

Although as a broad statement of intent it suffices, the vision statement could be improved by including a timeframe, and by being more specific and measurable.

e.g. By 2015, meaningful local economic empowerment through establishing one of the city's most visited tourism routes, offering world-class heritage attractions and experiences unique to Inanda, will have created significant / (x number of..) new income generating opportunities”

Some of the draft vision statements drafted by the consortium are attached in the separate Appendix document.

WOZA eNANDA – THE NEW UMBRELLA BRAND FOR THE WHOLE ROUTE

10 HERITAGE INTERPRETATION

10.1 APPROACH

Heritage Interpretation is integral to the Development Framework. Sabine Marschall is the historian in the consultant consortium, and was charged with the task of proposing a Heritage Interpretation Framework for this project. Her full report is included in the Appendix document as Appendix 8.

The objectives are to broaden interpretation to include previously excluded aspects, to include more than just the colonial and political history, articulate cross-links between the four nodes and their respective founders and communities, include women's issues, to link the past to the present, and present an experience of heritage as it is lived through home-stays, crafts, performance, religious festivals, food, etc, creating opportunities for local economic development.

The proposed heritage interpretation framework for the Inanda route is structured around the primary heritage nodes and their respective founders, and proposes that it is important to define the genius loci of Inanda, which preferably links cultural with natural heritage and the heritage of the past with the cultural practices and daily life-experiences of the present. This must be linked to the vision of the route development.

To stress the coherence of the route experience, strong emphasis should be placed on the links between the five core heritage sites. Based on a review of the historical literature, a list of significant cross-links between the four nodes and the contacts that existed between their respective founders and affiliated communities (some of which are little known) is included in the Marschall document, and would be of assistance to tour guides and heritage professionals.

Much attention has been paid nationally and internationally to the importance of preserving and representing intangible heritage. Three categories of intangible heritage are considered:

- Intangible heritage which can be expressed only with the support of the tangible heritage
- Intangible heritage which makes use of the tangible either as a medium to transmit messages, as a means to seek for further effect, or as a place to provide a framework in which to perform.
- Expressions of the intangible cultural heritage which are not directly related to the tangible.

In South Africa, the 1999 National Heritage Resources Act (NHRA) does not explicitly refer to intangible heritage, but rather to “living heritage” which it defines as “*the intangible aspects of inherited culture, and may include (a) cultural tradition; (b) oral history; (c) performance; (d) ritual; (e) popular memory; (f) skills and techniques; (g) indigenous knowledge systems; and (h) the holistic approach to nature, society and social relationships.*”

The policy documents provide a strong mandate by national and international conservation agencies and organizations to protect, conserve and display intangible heritage. Yet, not only is the preservation of intangible heritage resources often challenging, but its representation to tourists may be far more difficult to organize than sightseeing. The Inanda Heritage Route could become a national or even international best practice model if exciting, creative ways could be devised to enable visitors to gain a meaningful, authentic experience of the intangible heritage of the area, while simultaneously contributing to its conservation and possibly economic benefits for the community. Funding for such heritage conservation could fairly easily be sourced from the National Heritage Council (NHC), which is particularly interested in promoting community-based heritage initiatives.

While there is scope for much more research in this field, the appended document presents a few examples of intangible heritage experiences with recommendations for suitable methods of visitor representation.

It is proposed to move towards the recognition of Inanda as a Historic Urban Landscape (HUL) currently still under discussion at UNESCO. This comprehensive approach for the identification, conservation and management of areas within an overall sustainability framework, layers historical, cultural and natural values beyond ‘historic centres’ to include their broader setting. This includes natural features, the enveloping built environment, connecting infrastructure, open spaces, land use patterns, spatial organisation and all other elements of urban structure. Importantly it also encompasses social and cultural practices, values, economic processes and the intangible dimensions of heritage.

The HUL proposal suggests the following tools to manage this transformation;

THE AUSTRALIAN ‘SOCCEROOS’ PLAYED OHLANGE HIGH SCHOOL AT THE DUBE STADIUM DURING THE 2010 WORLD CUP

THE HOME AND ‘WORK’ PLACE OF JOHNSON DLALISANA KAMBULE, SANGOMA AND INYANGA, TOGETHER WITH HIS TRAINEES

Regulatory systems.

The South African Heritage Resources Act No 25 of 1999 together with the Provincial Amafa aKwaZulu-Natali Heritage Council have clearly articulated requirements for the full range of historic places, buildings, structures and objects of cultural significance which abound in Inanda. The development management aspects are covered by the statutory hierarchy of plans commencing with the Integrated Development Plan (IDP) which must record and support the project, The Spatial Development Framework (SDF) that form part of the above guide overall development in spatial terms with Urban Development Frameworks (UDFs) providing parochial guidelines.

Technical Tools

Mapping should go beyond recording architectural and material attributes of urban heritage and also recognise cultural significance and diversity.

Financial Tools

These provide for improvement of urban areas while safeguarding their heritage values. They must aim to build capacity and promote income generating development rooted in tradition as well as tabulate projects to attract private and government investors and partnerships.

Community Engagement Tools

These should empower a diverse cross section of stakeholders to identify key values in their own areas and possibly to even negotiate trade-offs to safeguard heritage and promote sustainable development including inter- cultural dialogue.

Capacity Building

Involvement needs to be called for at all levels from decision makers, professionals, managers to the various communities involved.

Research

Ongoing collection and documentation of data about the complex layering in the surrounding urban settlement as a means to understanding and communicating ideas.

International Co-operation

It is essential to disseminate lessons learnt and items of best practice around a network of knowledge sharing and ongoing improvement and possibly also encourage corporate social responsibility.

10.2 INTERPRETATION THEMES

A thematic approach to heritage interpretation is then proposed with two key aims:

- a) to provide a new perspective on each site, bringing out aspects of history which are neglected in the standard narrative currently presented at each site;
- b) to allow sites and experiences outside the four nodes to be added along the lines of the theme to provide a more varied township experience that links the past to the present.

3 themes are proposed for now, but more can be added. Note that there is a Writers' Route already in place

10.2.1 In the Spirit of Healing and Care

The theme connects with the many different ways in which South African communities approach healing and caring today. It allows for linkage with present-day health care challenges, HIV/Aids and the care for orphans or the elderly, but also for a further exploration of multifaceted spiritual and religious experiences.

Current activities at Phoenix Settlement campus already exemplify the possibilities. The clinic programmes include; HIV/AIDS Drop-In Centre, Voluntary Counselling, Home-based care, OVC (Orphans and Vulnerable Children) and Primary Health Care. The Sathya Sai Movement operates free Optometry and Dental Units in the Press Building on Wednesday and in Sarvodaya there is a yoga group as well as the Ustad Ravi Foundation for Indian Music offering lessons.

THE GANDHI CLINIC AT PHOENIX

10.2.2 Meeting of Two Worlds

The co-existence of two (or more) worlds is a defining characteristic of South African society today and can be observed in many aspects of life, e.g. architecture, song and dance, sport, dress, and food.

10.2.3 Self-help, Resistance and Liberation

This theme explores how the communities at each of the core sites were concerned with liberation from economic subservience and oppressive bonds of other kinds, out of which emerged a growing concern for political freedom.

10.3 SUMMARY RECOMMENDATIONS

- Most objects and performances have both tangible and intangible heritage aspects. Tour guides need to be trained to know more about the intangible aspects and draw attention to them in their narratives and guided tours.
- Intangible heritage requires linkage with members of the community and especially custodians of the intangible heritage resource. These custodians must be trained to interact meaningfully with tourists.
- Opportunities for economic benefits and other forms of empowerment need to be investigated and expanded to ensure a sense of community ownership which will also benefit the tangible heritage resources.
- Creative ways of representing intangible heritage to visitors in a meaningful way must be developed and in some cases basic infrastructure may be needed.
- New sites associated with intangible heritage should be identified in an ongoing process; an expanding network of attractions adds interest and variety for tourists and tour operators, as well as spreading benefits wider.
- A system of management and quality control must be put in place to monitor tourist satisfaction and community benefits.
- Once viable models of intangible heritage preservation and tourist representation have been established, the National Heritage Council can be approached for funding further extensions of community-based heritage developments.
- Promoting Inanda as a very special place should not be targeted only at tourists, but also at the local community itself, shoring up a sense of pride and ownership.
- Position Inanda by aligning interventions with the objectives of HUL where possible, in anticipation of UNESCO adoption of the HUL strategy.

11 URBAN DESIGN AND PLANNING GUIDELINES

As this endeavour to cease the marginalisation of Inanda has unfolded, the need for focussing attention onto the actual Route has steadily become more evident. The Route is the string which binds the Nodes, thereby instilling confidence and legibility for the visitors but more importantly engender pride and identity amongst the residents of Inanda who will use it continually.

The former will be achieved by positioning signage, markers and clusters of vegetation and trees at strategic points. However an attractive Route will have an even greater impact on local commuters.

Throughout the inner suburbs of Durban vegetation is the unifying visual characteristic. This should pertain to Inanda as well. Greenery will distract from the disparate development responses flanking the Route including remaining pockets of unsightly shacks. Landscaping is also an important urban design device. (Section 13 below deals with the landscaping proposals in detail).

Shacks abound where there is no perceived security of tenure. A good example is the flood plain lying between the MR25 and Phoenix Settlement which can never be formally built on, yet is crammed with shacks for those turning a blind eye to the tragic drownings during cyclone Dementia. Since there is little evidence of a will to resolve this situation, shacks will always be present as a visual challenge. Active tree planting will ameliorate the image. Shacks should also be accepted as a feature on the Route – they are part of the geography syllabus, for example.

THE M25

With increased security of tenure and availability of services, an ongoing process of in-situ upgrading is evident. It is also apparent from a journey up the MR25 that this evolutionary process is certainly visually, and probably socially superior, and at considerably higher densities than the new 'RDP' type housing marching across the landscape. This type of rigidly formalised housing must be discouraged.

There are other compelling but much less tangible reasons to foster upgrading. Evidence from the Nelson Mandela Foundation HIV/AIDS Study (2005) reveals that both urban and rural formalised housing areas have a national average HIV incidence of 13.9% whereas shack settlements are twice as high at 25.8%! There are obvious explanations such as lack of services, poor access to clinics or transient populations typical of shackland 'reception centres'. However it is difficult to measure the impact of environmental quality on these revealing statistics. Although difficult to measure, decent, secure living conditions must surely offer a vision of the future, in contrast to reckless short sighted behaviour within seemingly hopeless conditions.

The existing housing matrix in Inanda is mixed, and harbours an array of informal economic activities; child minding, welding, motor repairs, shebeens, dressmakers, lodgings and so on, all associated with living quarters and increasing in intensity nearer to the major thoroughfares. These activities and mix are important for survival and defy accurate and singular definitions like those extensively recorded in the Land Use map (below) for Phoenix Industrial Park.

SHACKS IN FLOOD PLAIN AT ENTRANCE TO
PHOENIX SETTLEMENT

The extent of formal town planning neglect to date is demonstrated by the existing Land Use Controls which simply cease at Bester's Camp, as illustrated in the existing zoning map below. Furthermore the Land Use records are nine years old and end at 'Africa' (settlement), also included below. With regard to definitions, Phoenix Settlement and the Ohlange site have similar actual uses; schools, clinics, significant memorials and public buildings, yet the former has a blanket use description of 'cluster housing' (shacks?) and the latter is described as 'local authorities'!

It would also be very unrealistic to consider implementing formal town planning procedures in this economically disadvantaged and dynamic environment. The situation presents a unique opportunity to face reality and depart from traditional town planning controls as is currently happening in many European cities. We suggest the development of performance based controls, responding to the unique circumstances evident in Inanda; the call for higher densities especially along the Route, steep slopes, sustainability imperatives, high unemployment, the need for surveillance of public spaces and for mixed uses. A title of 'Developmental Housing' is proposed.

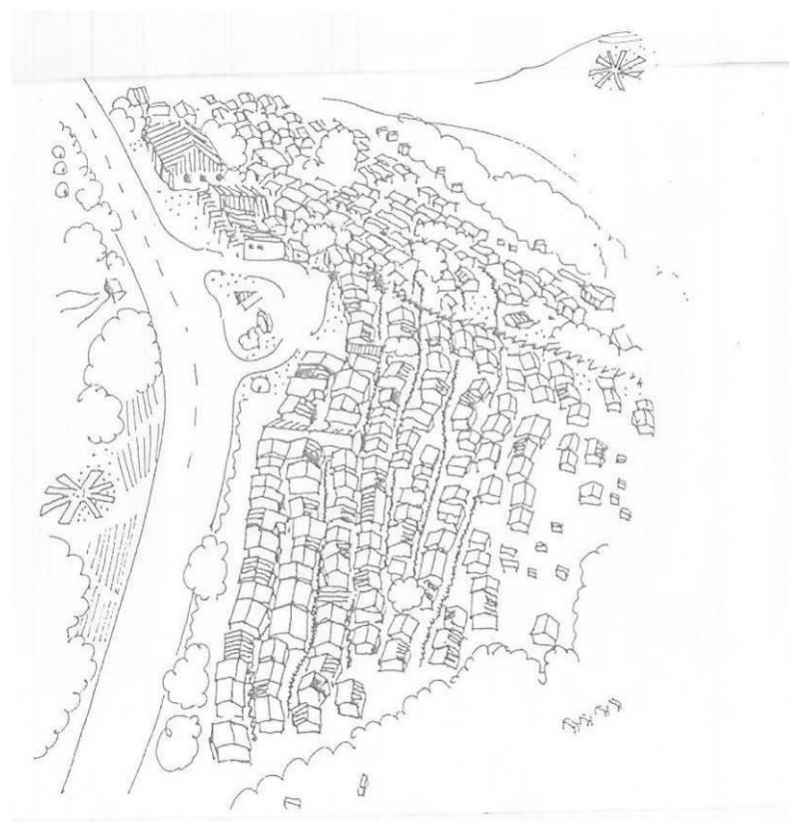
Recommended controls are a three storey Height Limitation, no Use Restrictions (apart from noxious manufacturing), 66% Coverage, zero Building Lines and one zero Side Space with a parapet wall, and the other to be a minimum of 2m. Clearly this needs debate since it moves away from the currently favoured LUMS, even the rural version, which is still under discussion.

FORMAL HOUSING JUXTAPOSED WITH SHACKS

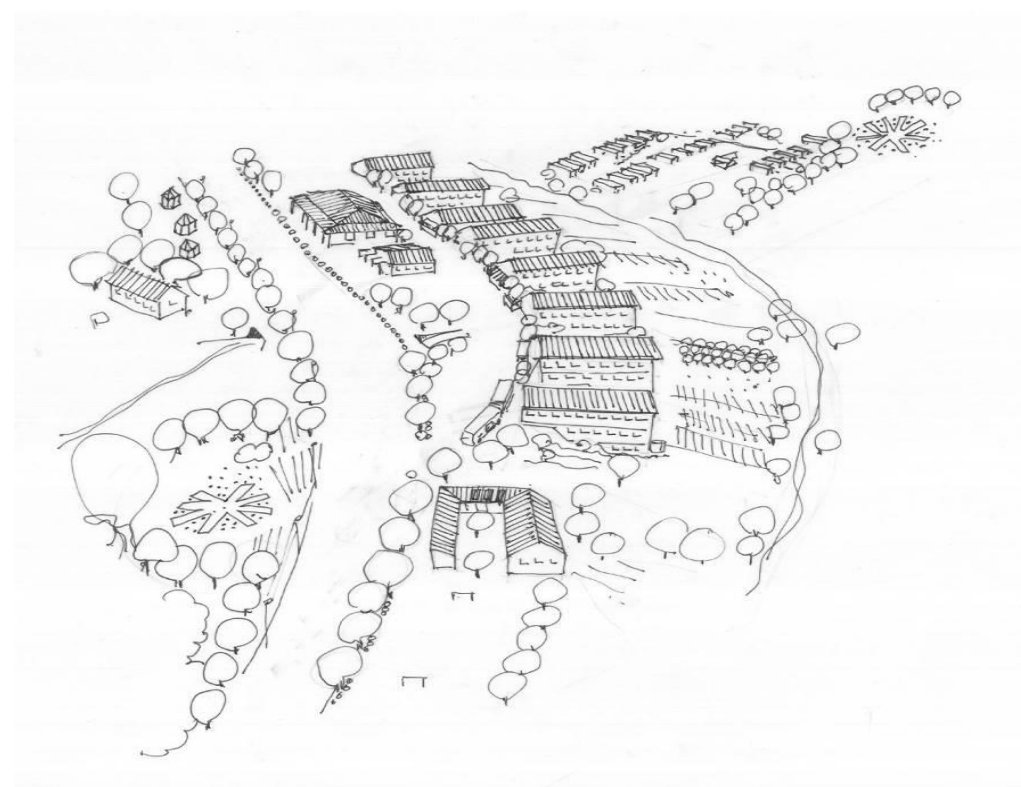
These proposals aren't at odds with some additional requirements such as parking, currently proposed at several landmark nodes in the Inanda area. A great deal also depends on a land ownership audit, with the original founding Nazarene Church, Dube, Ramgobin, Shembe and Phoenix Settlement landholding footprints still evident on the map.

The urban design will be driven by the need to ensure that the Route is attractive, legible, and safe, and is perceived to be a high quality, well managed and coherent tourism offering. Maximizing the potential of the diverse range of activities, conscious place making, optimising the built and natural environment of the key nodes and along the route itself, are fundamental to making the route attractive for visitors and residents alike.

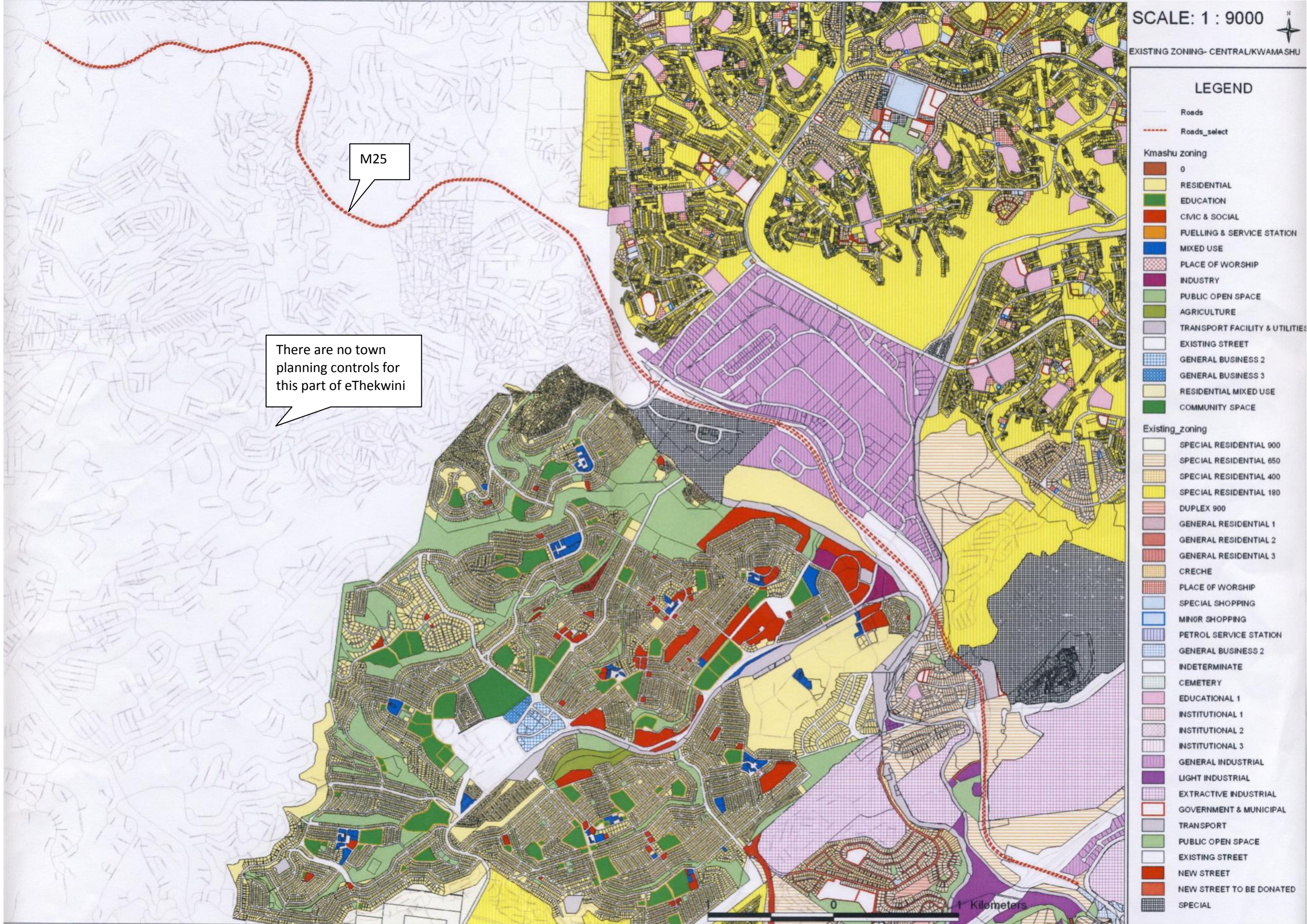
INCREMENTAL UPGRADING GRADUALLY TRANSFORMS THE URBAN LANDSCAPE

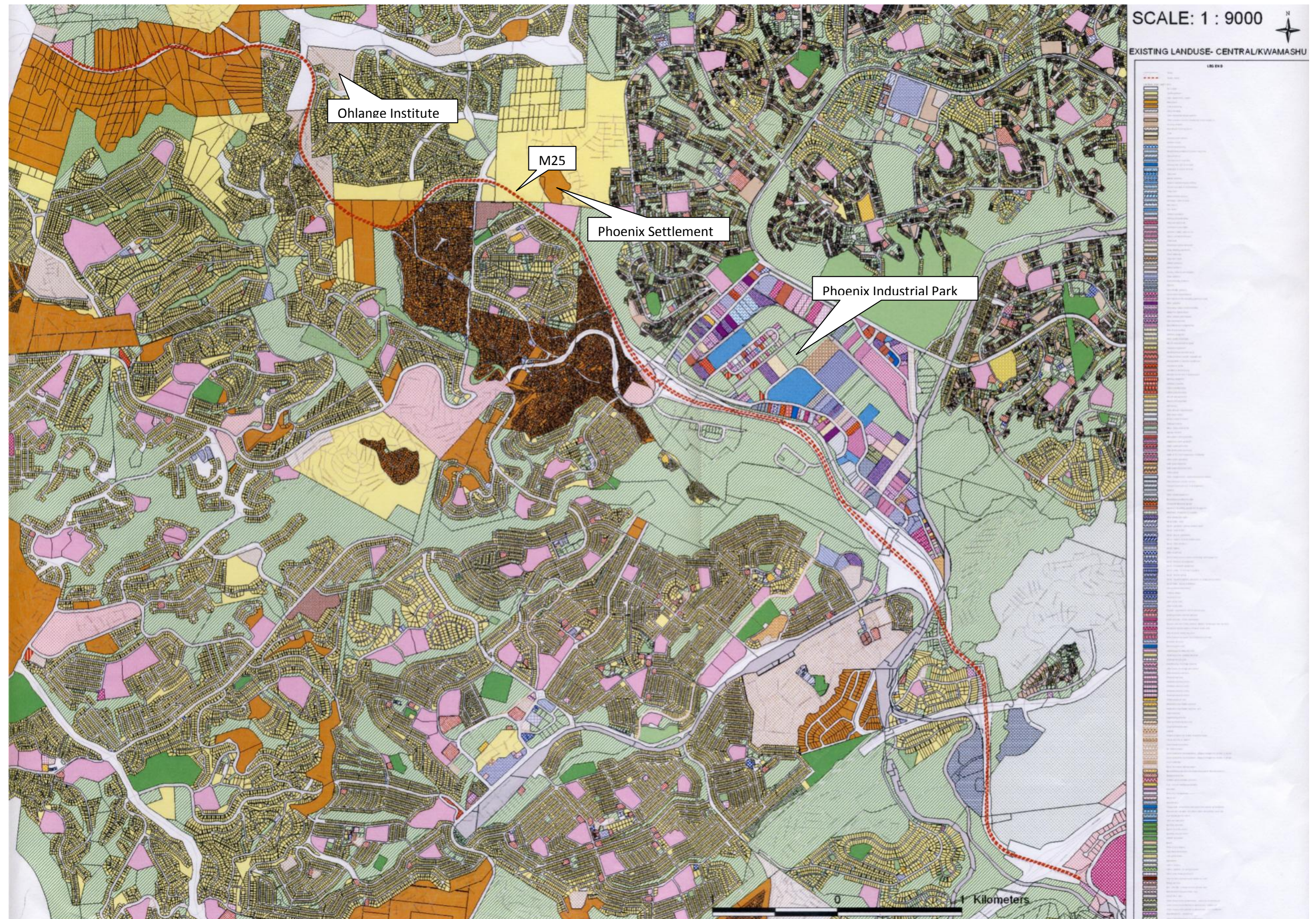


BHEKEZULU CIRCA 1985



FUTURE BHEKEZULU DEVELOPED WITH STALLS AND FORMALISED HOUSING





12 LAND ISSUES

12.1 LAND LEGAL ISSUES

As part of the situation analysis, a preliminary land legal report was prepared, and is attached in full in the Appendix document (Appendix 4).

The report considers the right and the obligation of the municipality to engage in development activities on the privately owned key nodes. It is understood that the municipality will not personally become involved in the operation of any of the identified places, but it may provide assistance in refurbishing buildings, provide tourist facilities and the like.

The Report also considers the ownership of land identified at the identified nodes for the development of the Inanda Route as a tourist destination. The legal basis on which the eThekweni, as a municipality, is able to invest funds and resources in or about these nodal points is also considered.

The Constitution of the Republic of South Africa, 1996, gives municipalities a developmental role, requiring them to promote social and economic development and to encourage communities and community organisations to become involved in local government. Every municipality is obliged, by section 25 of the Local Government: Municipal Systems Act No 32 of 2000, to adopt a single, inclusive and strategic integrated development plan (IDP) for the development of the municipality.

Any work intended to be undertaken in this project must be included in the municipality's IDP in order, inter alia, to qualify for inclusion in the budget under which funds are allocated to this project.

Given that the municipality has, under the legislation described above, a role in the promotion of local tourism and in the protection and preservation of heritage resources, it may, it is suggested, include this project in its IDP and include provision of funds for the project in its budget. This is provided for in the Local Government: Municipal Finance Management Act No 56 of 2003 (MFMA) which requires that particulars of any proposed allocations or grants by the municipality to any organisation or body outside any sphere of government other than in compliance with any commercial or business transaction must be provided in the budget.

In order to spend municipal funds on the development, refurbishment and reconstruction of infrastructure on privately owned land, it will be necessary to ensure that the funds are budgeted for, that the expenditure is within the municipality's competence and that a formal agreement is entered into in compliance with the legislation.

Draft Memoranda of Understanding for proposed nodes were prepared, and are included in the Appendix Document (Appendices 5 and 6). These were scrutinised and then discussed with the Municipality's Legal department, and were used as a basis for expenditure on the 2010 Quick Win projects, but the legal opinion was that MOU's may not be the correct form of agreement going forward. This issue now rests with the eThekweni Legal Department.

Resolution of the land issues will need to be finalised between the land owners and the Municipality, or what ever Institutional Structure is eventually mandated to implement this framework.

12.2 LAND OWNERSHIP AT KEY NODES

12.2.1 Gandhi's Phoenix Settlement

The Phoenix settlement occupies two properties:

Remainder of Erf 11 (of 1) of the Farm Piezang Rivier No 805 – FT in extent 5.0002 hectares – Diagram SV 164 Fol 66, and
Reminder of Erf 12 (of 11) of the Farm Piezang Rivier No 805 – FT in extent 3283 square metres – Diagram SV 165 Fol 78.

Both these properties are registered in the name of the Phoenix Settlement Trust under Deed of Transfer No 2434/1913.

12.2.2 Ekuphakumeni

The Ekuphakumeni site comprises several separate pieces of land:

Erf No	Portion of (Where applicable)	Extent (hectares)	Diagram No	Title Deed No	Registered Owner	Comment
34	Rem	0.6955	SV 235 F 43	T9414/1990	Dept of Rural Development and Land Reform	
85	Rem	4.6700	SV 409 F 66	T6697/1944	Nazareth Ecclesiastical Endowment Trust	There is a road surveyed as Portion 475 shown on the Diagram but not registered. There is a 9.45 m (30 ft) right of way servitude reflected on the Diagram.
121	0	4.0469	SV 523 F 19	T6697/1944	Nazareth Ecclesiastical Endowment Trust	There is an expropriation recorded on the title deed.
257	Rem	9.5924	SV 831 F 32	TT10100/1973	Nazareth Ecclesiastical Endowment Trust	Portions 476 and 477 have been surveyed but not registered. The diagram reflects a right of way servitude over the property.
268	0	1.4000	SG 1352/1936	T6694/1944	Johannes Mlangeni	9.45m Right of way servitude along northern border.
269	0	1.4903	SG 1353/1936	T28504/2002	Mbusi Victor Shembe and Joyce Shembe	There is a 9.45 m (30 ft) right of way servitude reflected on the Diagram.
270	0	1.4107	SG 1354/1936	T30942/1996	J G Shembe Family Trust IT 7799/1988	There is a 9.45 m (30 ft) right of way servitude reflected on the Diagram.
348	Rem	0.2019	SG 4380/1952	T15582/1987	Dept of Rural Development and Land Reform	The diagram bears a note that a portion of this land has been set aside for Less Formal Township Establishment Act 113 of 1991.
349	Rem	1.5931	SG 4381/1952	TT11748/1987	Dept of Rural Development and Land Reform	The diagram bears a note that a portion of this land has been set aside for Less Formal Township Establishment Act 113 of 1991.
351	Rem	0.3143	SG 4383/52	T1271/1987	Dept of Rural Development and Land Reform	Subject to Section 11(8) of Advertising on Roads and Ribbon Development Act 21 of 1940. The diagram bears a note that a portion of this land has been set aside for Less Formal Township Establishment Act 113 of 1991.
442	Rem	9.7397	SG 3021/1994	T12994/1996	Inanda Community Development Trust IT2688/1992	

Institutional Arrangements at Ekuphakumeni are unclear, and when asked who should sign the MOU, we were told that the incumbent Bishop should be the signatory. This is not necessarily the case and will need to be interrogated.

12.2.3 Ohlange

According to instructions, the Ohlange Institute is situated on the Remainder of Portion 398 of the Farm Piesang Rivier No 805 – FT in extent 75.5604 hectares. It should be noted that Portions 406, 407 and 411 have been surveyed and laid out under General Plans, these have not been separately registered and therefore remain part of the parent property.

The above property is registered in the name of the Minister of Rural Development and Land Reform (as successor to Minister of Regional and land Affairs) under Deed of Transfer No 26789/1988 and came about as a consolidation of Portions 91 (of 66), 49 (of 10), 10 (of 7), 388 and 390 all of Piesang Rivier No 805 FT. Since consolidation, Portions 399,400, 401, 402, 408, 409 and 410 have been transferred off leaving the current remainder.

As mentioned above, Erf 43 Dube Village FT in extent 4191 square metres is registered in the name of (1) James Sipho Dube, (2) Zenzele Mfundo Dube, (3) Dalisu Dube, (4) Langalibalele Dube and (5) Busisiwe Qondie Dube under Deed of Transfer No 25435/2000. It is a specially protected heritage resource listed in the schedule to the KwaZulu-Natal Heritage Act No 4 of 2008. As such it is specially protected under Chapter 9 of the Act.

The Dube family regard themselves to be the rightful owners of the Ohlange Land, and have instructed attorneys to proceed with a Land Claim. We have also been told, that the buildings with Heritage significance have been 'transferred' to the Dube Foundation. This may be the colloquial interpretation of the protection referred to above.

12.2.4 Inanda Seminary

According to the Reverend Robin Thompson of the Berea Congregational Church, to whom Peter Rutsch, the Land Legal expert on the consortium, was referred by the Reverend Scott Couper, the Inanda Seminary is established on Remaining extent of Portion 699 Inanda Glebe – FT, in extent 14.2030 hectares.

This property is registered in the name of the United Congregational Church of Southern Africa – KwaZulu-Natal under Deed of Transfer No T58333/2008. It is depicted on diagram SG No 562/2000.

The school principal is apparently authorised to sign on behalf of the owner.

12.2.5 Ebuthleni & Umzinyati Falls

The land where both these sites are situate, being Remainder of Inanda Mission Reserve No 4579, Registration Division FT, KwaZulu-Natal, is owned by the Trustee of the Ingonyama Trust. The KwaZulu-Natal Ingonyama Trust Act No KZ3 of 1994 established the Ingonyama Trust and appointed the Ingonyama as sole Trustee. The operation of the Trust is managed and administered by the Ingonyama Trust Board assisted by a Secretariat. All land previously within the KwaZulu legislative area was transferred to the Trust.

The land vested in the Trust must be dealt with in accordance with Zulu indigenous law and any other applicable law, subject to the provisions of the Act itself. The land may not be encumbered, pledged, leased, alienated or otherwise disposed of unless the prior written consent of the traditional council of the traditional community in whose area the land is situated, in this case, the Qadi Traditional Council.

The land must be administered for the benefit, material welfare and social well-being of the members of the traditional community where the land is situated. The Trust may not infringe on any existing rights or interests. In terms of the Interim Protection of Informal Land Rights Act No 31 of 1996, the informal rights to land, as defined in that Act, which includes land registered in the Ingonyama Trust, may not be taken from any holder of such rights save with his or her permission or on expropriation, in which case compensation must be paid. If a traditional community by resolution resolves to deprive such a holder of his or her informal rights to land, that resolution must be supported by a majority of the holders of such rights in the community and compensation must be paid.

Land registered in the name of the Trustee of the Ingonyama Trust and used by the state for state domestic purposes before 24 April 1994 or land in an approved township vests in the state or local municipality by operation of the law.

13 LANDSCAPING

The landscaping concept for the entire route has been incorporated into the overall development concept from the beginning. The environmental vision and development objectives for the area are totally integrated. The landscaping and branding concepts are also integrated.

13.1 LANDSCAPING CONCEPT

As mentioned already, the greening of the route is proposed as an important unifying, urban design device. Clearing of invasive alien vegetation, rife along much of the route will have a huge impact. New planting of clumps of carefully selected species makes the route more attractive, but also serves as a 'route marker' for visitors. Signature planting at strategic points, e.g. at turn-offs and entrances to key nodes, along the route reassures visitors that they are on the right path. The idea of signature planting extends to the key nodes themselves as well, as described in more detail below. In principle, exotic varieties are to be replaced with similar indigenous plants, although landmark trees must be retained as part of the collective memory and genius loci. Palms and mango trees allegedly planted by Gandhi, the avenue of eucalyptus on the approach to Inanda Seminary etc, should be kept.

Inspired by the Shembe's use of white painted stones to demarcate paths and significant buildings or even trees, and the universal use of stone cairns to mark places of spiritual significance, including graves, the idea of using rocks has emerged as an important landscaping concept. Cairns at the bases of all main sign posts, painted stones to line the route, and in particular to mark turn-offs to visitor attractions, and large rocks as sculptural elements in the landscaping composition are examples of the proposed use of rocks and stones on the route. Stakeholders were consulted, and each of the key nodes has selected a particular paint colour for the stones associated with it. Phoenix Settlement has historically used green – some of the shacks on the approach, as well as buildings on the 'campus' have already been painted the selected hue. Inanda Seminary selected a purple to match the school badge, and Ohlange chose alternating black and white, referring to the zebra on the school badge. Both Shembe factions were consulted, and they had no objection to this interpretation of their use of the white stones. The route itself will be marked with eThekweni blue stones, and another colour (possibly red although this is not favoured by the paint suppliers as red pigments fade) can be used to indicate the approach/entrance to other attractions or nodes.

SHEMBE TRADITIONAL WHITE STONE MARKERS

The main idea is that the main route marker stones will be closer together at the approach to intersections or turn-offs or at cuttings where visibility of the road ahead is restricted. On secondary approach roads, the stones will be painted the colour specific to that node.

As mentioned under urban design guidelines, it is important that paving, street furniture such as lighting, seating, taxi/bus shelters, etc should also be consistent throughout the route. A number of bus shelters have recently been replaced with the ubiquitous steel and curved sheet shelter. It is recommended that a signature design for these, as well as for public benches be developed, and that a signature palette of materials for paving, lighting, signage etc be selected and adopted for use by any department or other implementing agency.

PAINTED SHACK ON PHOENIX APPROACH

13.2 PROPOSED LANDSCAPING THEMES

13.2.1 The Route

At the main node intersections, concentrations of plants from the Inanda Route plant list, with boulders and rocks, and painted rocks.

To signify other attractions, smaller clumps, from a reduced plant list, and fewer rocks.

Between nodes, alternating bush clumps of trees – winter flowering e.g. erythras and aloes, or very green clumps e.g. albizia, acacia etc.

Between clumps, verges to be clean, cleared managed (mown, weeded and alien free) indigenous grasses.

All road cuttings to be landscaped to create confidence for visitors driving through the cuttings.

Cuttings to be clean, alien free, rocks exposed, indigenous grasses enhanced. A mixture of aloe species can be added as sculptural elements and for winter flowering and balaria for summer flowers, over time.

The intention is that the route is not landscaped as a formal 'tree-lined avenue'.

INITIAL LANDSCAPING AT SASOL NODE
IMPLEMENTED AS QUICK WIN PROJECT

13.2.2 Phoenix Settlement

Use the general plant list, but with concentrations of white flowering and scented plants e.g. dietes, pavetta and jasmine.

13.2.3 Ekuphakameni and Ebuhleni

Use the general plant list, with concentrations of scented species around the ablution facilities e.g. jasmine and pavetta. Clumps of crinum lilies, as these are significant to the Shembe's.

Trees at Ebuhleni to be selected for winter flowers and maximum summer shade e.g. erythrina, acacia, and albizia. The original figs should be retained.

13.2.4 Ohlange Institute

Use the plant list but avoid the orange flowering varieties e.g. erythrina.

Use makaya bella (dark leaves and white flowers), dietes, and plectranthus (especially dark leaves and light flower varieties) for shady areas, according to the black and white colour theme.

There are existing trichellia, which create a lot of shade.

13.2.5 Inanda Seminary

The eucalyptus avenue should be kept, but interplant with a mixture of other endemic tree species to keep the avenue approach when the eucalyptus eventually die or have to be removed.

Concentrate balaria and purple flowering varieties of plectranthus at the entrance as a ground cover and understory, in keeping with the school colour.

13.3 ENVIRONMENTAL ISSUES AND OPPORTUNITIES

The eThekweni Municipality's Environment Branch is a key stakeholder in this project. Inanda is regarded as one of the most important environmental assets in eThekweni, in terms of biodiversity, and the opportunity exists to use the links between nodes on the route as a means of enhancing this, by planting endemic indigenous species. Identifying negative zones (already in progress) and dealing with them is part of the programme. Engagement with the Environment Branch regarding the possibility of including the Route as part of the eThekweni Municipality's Carbon Sequestration Project has already begun. This is run by the Wildlands Trust. Implementation of 2010 Quick Win landscaping projects also takes account of this potential. Richard Winn, the horticulturist in the professional consortium, already works closely with the Municipality and his input has been crucial. A recommended plant species list was prepared for the project, see below. For inclusion in the project, all planting must be indigenous, preferably endemic from within a 50 km radius, and the project must be community based.

13.4 IMPLEMENTATION AND MAINTENANCE

13.4.1 Community Nursery

Initiated as part of Human Settlement Redevelopment Programme in 1995/6, a community nursery was established on several hectares of Council owned land, on a former railway servitude near Phoenix Settlement. The site was secured and there is a borehole, a 10 000l water tower, a solar pump (the solar panels have been stolen), a caretakers cottage, learning centre, and parking.

Ideally a nursery on the route, for propagation and rearing plants on the species list, is needed. If sustainability objectives are taken seriously (energy efficiency as well as economic sustainability), the more local the nursery is, and the more local based the nursery staff is, the better. The existing community nursery must be re-started as it is perfect for this purpose. It needs to be set up in keeping with the requirements of the eThekweni Municipality's Carbon Sequestration Project. Setting the nursery up for the route landscaping, does not preclude food security gardening initiatives being run from there as well. There is potential to include herbs, muti, fruit and vegetables. The chairperson of the Bambayi Reconstruction and Development Committee (BRDC) has been approached and is keen to resurrect this project.

Gardening contractors for planting of new landscaping, and locally based maintenance contractors are also needed. Community based small landscaping and maintenance contracting business can be based at the community nursery, which should also be a training venue.

The nursery operator should be local, although a specialist manager will be required at first. Procurement could be via an RFP (refer Wildlands Trust who have experience in this), for a concession agreement. For 3 years the Municipality/Route funders should guarantee enough budget, along with mentoring input to get the system running.

The route must have total access to plant material and must not have to compete for them
The nursery could also supply for extra nodes, special events etc

This is consistent with the overall approach, and has been included in the project list in the implementation plan (section 16) with cost estimates

13.4.2 Maintenance and Development Programme

Implementation of proposed landscaping on the Inanda Route will be at least a 5 year project, and will have to be accompanied by an ongoing maintenance programme if it is not to be a wasted effort. Given that the main objective of this project is local economic development, the ongoing landscaping implementation and maintenance strategy must be community based. In addition to job creation and income generation, it is hoped that the benefits of local people learning about environmental sustainability through working on the projects will be widespread.

At the nodes, an annual supply of plants, from the list, should be donated to each node . Ideally the nursery provides garden services to the nodes (2 extra staff to nursery), basic maintenance, and weed control. Every now and then they will need landscape design input. Each site will need basic tools and equipment (mower, bush cutter, spades etc) which allows for community based labour to arrive on site and work without the complication of obtaining the equipment from a centralised location.

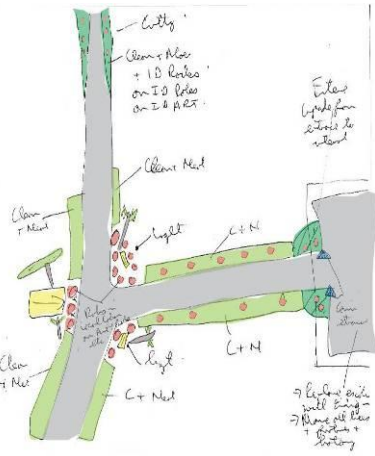
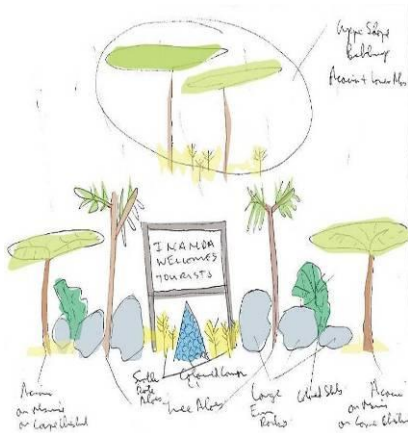
For the route, a project-management plan is to be drawn up. Maintenance and clearing should be done in sections, 1 section/year. In the beginning what is required is watering and weeding, pruning and planting. Work within DOT sight lines.

If plants are endemic (50km radius), implementation is community based etc-apply for inclusion in the carbon sequestration project. After the route is right, this can incentivise other land owner e.g. Bridge City to join. Inanda will end up with a corridor and not just a route.

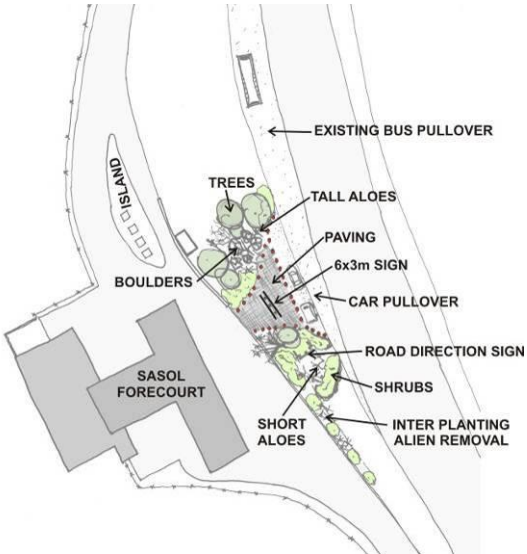
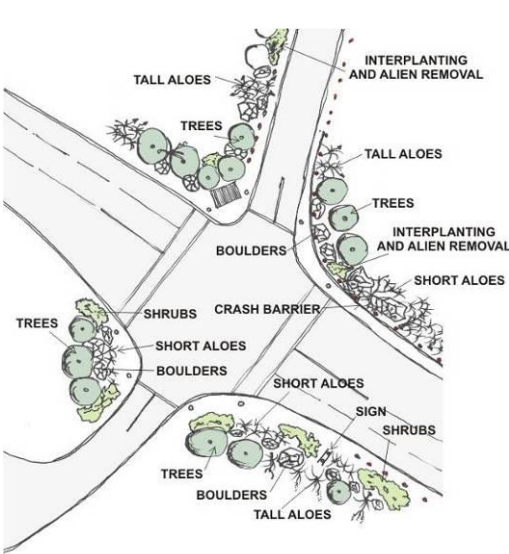
FACILITATED COMMUNITY MURALS AT THE COMMUNITY NURSERY
EXPRESSING THE IDEALS OF THE INITIAL NURSERY PROJECT

BASE LINE SPECIES FOR INANDA ROUTE

Species	genus	Species	genus
Aloe	arborescens barberiae thraskii pluridens maculata	Pavetta	lanceolata
Erythrina	lysistemon caffra humeana	Carissa	macrocarpa
Rauvolfia	caffra	Tecomaria	capensis
Commiphora	Harveyi woodii	Plumbago	auriculata
Maytenus	cordata	Bauhinia	natalensis
Baphia	racemosa	Orthosiphon	labiatus
Burchellia	bubaline	Makaya	bella
Rothmannia	capensis	Plectranthus	spp (endemic types)
Albizia	adanthifolia	Barlaria	obtusa
Acacia	sieberana caffra ataxacantha karoo	Asystasia	gangetica
Trichellia	dregeana	Kniphofia	praecox
Dovyalis	caffra	Crinum	macowanii
Ziziphus	mucronata	Agapanthus	praecox
Heteropexis	natalensis	Carpobrutus	dimidiatus
Jasminum	multipartitum angulare	Dietes	grandiflora
Buddleja	pulchella auriculata salvifolia	Hypoxis	acuminate
Coddia	rudis	Gazania	rigens



INITIAL LANDSCAPING CONCEPT SKETCHES



LANDSCAPING PLANS FOR TYPICAL NODE AND SASOL NODE



START OF ROUTE GREENING AND LANDSCAPING AS 2010 QUICK WIN PROJECT

14 BRANDING AND MARKETING STRATEGY

14.1 OVERVIEW

IHR seeks to position itself as a prominent tourist attraction in the Ethekwini Metro, which offers visitors a diverse range of authentic cultural, natural, recreational and historical experiences designed to benefit both visitors and the host community. Through the development of existing facilities and capacity it is envisaged that Inanda will promote itself primarily as a cultural and heritage precinct. Ultimately it will become a keystone socio-economic project, delivering tourism-led economic development to the Inanda area, thus offering economic benefits to the local community

The emerging vision for the Inanda Route as a basket of tourist and visitor attractions, that includes the heritage sites as the anchors, requires that the route is branded as a whole under an umbrella brand. This was agreed in principle by the Project Steering Committee in September 2009.

Until now, there has been huge potential for brand confusion as Inanda is being marketed by a number of different bodies, for example – independent tour operators who re-work the branding to suit the demands of their clients, the Inanda Community Tourism Board who were key stakeholders in developing the Inanda Heritage Route name and logo, and the TKZN Freedom Route which includes the Inanda Heritage Route.

IHR plans to offer a visitor experience anchored around a number of ‘destination nodes:’

- MK Gandhi’s Ashram at Phoenix,
- JLM Dube’s Ohlange Institute,
- 140-year-old Inanda Seminary
- Shembe (Ebuhleni and Ekuphakameni)
- Inanda Dam and environs
- Supplemented by the greater Inanda township experience (schools, taverns, sangomas, markets, crafts, B&Bs and local scenery etc).

The above offerings could be expanded or reduced to include additional sites (by example):

- Accommodation offering
- Craft Market with Associated Food and Beverage
- Eco Trails and Nature and Birding Walks
- Hiking, Cross Country Running
- MTB Trails (Mountain Bike)

It is envisaged that this unique tourism offering will, by 2014, become a ‘must-see’ destination experience for international and domestic visitors.

14.2 “WOZA ENANDA” (WEN) COMMUNICATION STRATEGY

In looking to identify the target market/s and how to best communicate with them, the following questions must be asked:

- **Who are we talking to?**
- **What do we want to say to them?**
- **How do we say it?**

In answering these, the following has been identified:

14.2.1 Who are we talking to?

- Durban and the greater KZN region
- National visitors from South Africa
- International tourists, mainly from developed countries and increasingly emerging markets, notably India.

- All IHR stakeholders

14.2.2 What do we want to say to them?

- The IHR differs from the rest of the country
- The message should speak clearly of eNanda as a culturally, historically and geographically authentic South African experience to both locals and visitors.
- Culture and heritage include arts and crafts, museums and important historical buildings, other landmarks and scenic natural attractions
- Encounter contemporary African lifestyle: Township tour, traditional Zulu people, local cuisine and beverages
- Recreational activities in natural settings: wildlife, bird watching, mountain biking, hiking

14.2.3 How do we say it?

- 'Voice' must be welcoming, confident, reassuring and local
- We must clearly communicate that there is something for everyone.
- The tone and manner of communication used should solicit a response from tourists and be tailored to the audience.

14.2.4 Summary

In terms of communications, it must encourage tourists to visit the destination. All communication to the targeted sectors must be marketed under the mother brand ID and additionally communicate the sub-brand offerings specific to the route, by example, marketing material will sell the total offering under the IHR brand, yet highlight specific offerings such as Gandhi's Settlement or the Ohlange Institute and so on. These sub-brands could have their own individual identities but it is essential that the mother brand always be the 'hero' and the 'sub brand' subservient.

- Give good answers to the question 'Why visit/invest in eNanda?'
- Develop in eNanda, a safe and well-managed route, which is visibly branded and recognised as a key attraction in KZN.
- Make readily available and cohesive information covering all sub-brands.
- Continuous and ongoing dialogue between IHR stakeholders, tour operators and the City
- Learn from mistakes. React promptly. Always remember "we are not the audience" (visitors are)

14.3 IHR AND 'WEN' MARKETING AND BRANDING SPECIFICS

14.3.1 Woza eNanda Brand Identity

Stakeholders commissioned consultants to develop a brand name, identity and brand/marketing strategy for IHR. Following a lengthy process including all stakeholders, the name 'Woza eNanda' was selected. Coming out of an exhaustive process to develop a Vision and new name for the Inanda Route, that was driven by the Project Steering Committee, the selected name is 'Woza eNanda'.

Following a similar approach an extensive identity exercise was commissioned resulting in the approval of the Woza eNanda brand identity (the logo).

The Woza eNanda brand was launched in Ohlange in May 2010 to stakeholders, the media and the city.

14.3.2 Initial phase: Woza eNanada Brand Rollout

Who are we talking to?

- Tour operators
- Travel industry

- IHR community
- People of Durban

What do we want to say to them?

- Create an awareness: IHR exists
- IHR has appealing investment opportunities
- *Woza eNanda* is an exciting new 'experience brand'

How do we say it? (The *WeN* Rollout)

Infrastructure that is suitable and expected for visitors is already in place. Tabled below are some suggestions for consideration:

- *Woza eNanda* is an **experience** brand, so each brand component or offering should consider "does it add to the *WeN* experience?" (we are not a 'what it is brand' but a 'how it makes you feel brand')
- Inform all stakeholders on the new *WeN* identity and rollout process. And their part in that process
- Insure that each node has the requisite 'champion/s' and a suitable infrastructure to facilitate a positive visitor experience
- Tour operators need to be taken on a guided tour to experience all the IHR offerings for themselves and become familiar with the different components
- Training of guides for the overall route, plus experts for each specific node offering
- Ditto the Hotel, B&B and Backpacker industry
- Stakeholders along the route must be educated in 'visitor protocols' and ensure that suitable standards are maintained
- Continued dialogue with the City to ensure all stakeholders are updated regularly – consider using a newsletter or website
- Tour vehicles, operators, service providers and sites must be visibly branded (*Woza eNanda*)
- Consider developing 'official' *WeN* branded clothing to be used by Tour operators and custodians of the sites.
- Consistent branded signage and wayfinding should be placed throughout the route
- Promotional and informational literature (brochures/pamphlets/flyers/posters) needs to be well informed and readily available, detailing the offering - both holistic and/or specific
- Online presence is vital: creation of a dedicated "*Woza eNanda*" website (linked to the City related websites). Search Engine Optimization could be considered
- An official "*Woza eNanda*" craft shop and café / bar / restaurant should be developed, so as to enable visitors with time constraints to experience *WeN* at a 'one stop shop'. Ideally this should be sited within easy access of the N2
- Food and beverage facilities, together with 'craft offerings' must be easily accessed along the route. Each of the node experiences could tailor their 'products' specific to the varied visitor experience available at their particular site.

14.3.3 Further Recommendations

- A Bed and Breakfast, Backpackers or similar accommodation should be developed along the route
- Invite and encourage relevant stakeholders to develop offerings en route. Eg birding or mountain bike experiences
- Develop a medium and long term vision (and associated strategy) for the IHR which can be understood by all stakeholders

15 SPATIAL DEVELOPMENT FRAMEWORK

15.1 THE ROUTE

15.1.1 Significance

The route is the string that holds the beads (the nodes) on the Inanda Route necklace together. As a line on a map, it begins as the M25, or the Inanda Highway at the turn-off from the N2. At the Inanda Police station the M25 turns south towards Pinetown, and the MR93 goes north towards Verulam. Mzunjani Drive continues east until it reaches the Inanda Dam, which is the other end of the route.

Development of the route, as articulated in this framework will increase tourism, and create local economic development opportunities. However, the route is also the main access route for hundreds of thousands of commuters and residents in the area, and the benefits of an upgraded route, will have a huge impact on their quality of life as well.

15.1.2 Vision

The Inanda Route should eventually be a well maintained, attractive, and safe route for everyone, not just tourists. The proposed interventions on the route, and consequent increase in visitors will not only create economic development opportunities related to tourism, but should improve investor confidence which will attract other spin-off developments in the area. It is hoped that a renewed sense of community and civic pride will also emerge as public and private investment turns the perception of Inanda as a neglected area of the City around.

The route is now effectively a cul de sac, but the vision is that it could be linked to other parts of the City and to other tourism routes.

There are secondary routes shown on the maps that follow. These connect to attractions off the main road, but these are currently un-signposted, and are generally in need of upgrading, or even total re-development. The project list in the implementation plan lists the proposed interventions required for development and inclusion in the route. In time, it is hoped that these, and other as yet unidentified opportunities are taken up as activity on the route gathers momentum.

15.1.3 Opportunities

The unique combination of natural, historical, political, and cultural attractions all concentrated along an existing main road, means that the Inanda Route could readily become a must visit attraction for local and international tourists. Apart from the key nodes, there are few attractive stops for visitors, and in general the Inanda community is not geared for visitors. There are many opportunities for shops, refreshments stalls, shebeens, crafts etc, and these should be developed.

The current lack of visitor facilities along the route is easily solved because of the existing resources at the key nodes. Although there is limited capacity at the nodes, and a general lack of tourism awareness in Inanda, the opportunity exists through the momentum of the route transformation, to sort out institutional and land issues, and to develop human capital.

At Bhekuzulu, opposite Ekhupakameni, there is an opportunity for the development of a commercial strip. This is private land, belonging to the Nazareth trusts. This is one of very few level places immediately adjacent to the main road where there is space for vehicles to pull off. Unfortunately, the existing historic buildings are completely run down, but have an attractive character and local flavour which should be retained.

Although this is long term, the planned re-development at Dube's Village will also enhance the route, both for residents and visitors, as will the planned upgrading of the road and taxi facilities at the MR93 intersection.

There is no doubt that with a purposeful intervention, as the Route gains visual and economic prominence more and more opportunities will consolidate around it, thereby totally transforming its present uninviting character.

NEW BRIDGE LINK TO PINETOWN, NOW COMPLETE

BHEKUZULU

One of the problems with the Inanda route is that at the moment it is a cul-de-sac. Although there are links to Hillcrest, Pinetown, Verulam, and Fredville/ KwaXimba/ Cato Ridge, these need to be upgraded and signposted. Greater connectivity increases economic threshold as well. Potential connections to other tourism routes, e.g. the Valley of a Thousand Hills, also need to be made more explicit, and included in marketing material, thus reinforcing tourism routes within the whole Municipal area.

Using locally propagated endemic species for the landscaping on the route is proposed as a key intervention. There is also the important potential inclusion in the eThewini carbon sequestration initiative, creating the opportunity for Inanda to be an example of international best practice in terms of environmental sustainability. This will lead to further multiplier impacts.

15.1.4 Guidelines

The current management of the MR25 leaves a lot to be desired. Crumpled bus stops, displaced and broken kerbstones, grass growing through the paving on sidewalks, and opportunistic dumping, which is far more offensive than garbage skips (few and far between), give the route an unkempt appearance.

Informal trading stalls and kerbside agriculture, which are interesting in that they are socially informative, abound, and are also completely unmanaged. Part of the M25 is currently being re-surfaced. The extent of that road maintenance project is unclear at the time of writing.

The M25 is more than just a road, and must be treated as a significant piece of public domain. It is very important that there is co-ordination between all stakeholders, including all the different municipal departments, so that the vision for the Inanda route can become a reality. This framework should be used consistently as a guide to development, and must therefore be adopted as a point of reference for all new and maintenance work on the route. The landscaping proposals must be implemented over an intense period and then pro-actively maintained. A palette of signature street furniture and hard landscaping must be selected and be made mandatory for all stakeholders working in the public domain. The infrastructure on the route should not be allowed to deteriorate.

The planning guidelines described above in Section 11 may seem loose fit compared to traditional land use management tools such as functional zoning, but this does not mean that performance and built form guidelines should not be properly applied. The complete lack of land use management that currently prevails does not lend itself to the development of an iconic tourism route, and pressure for developable land in the area may see the destruction of key tourism assets if this is not managed.

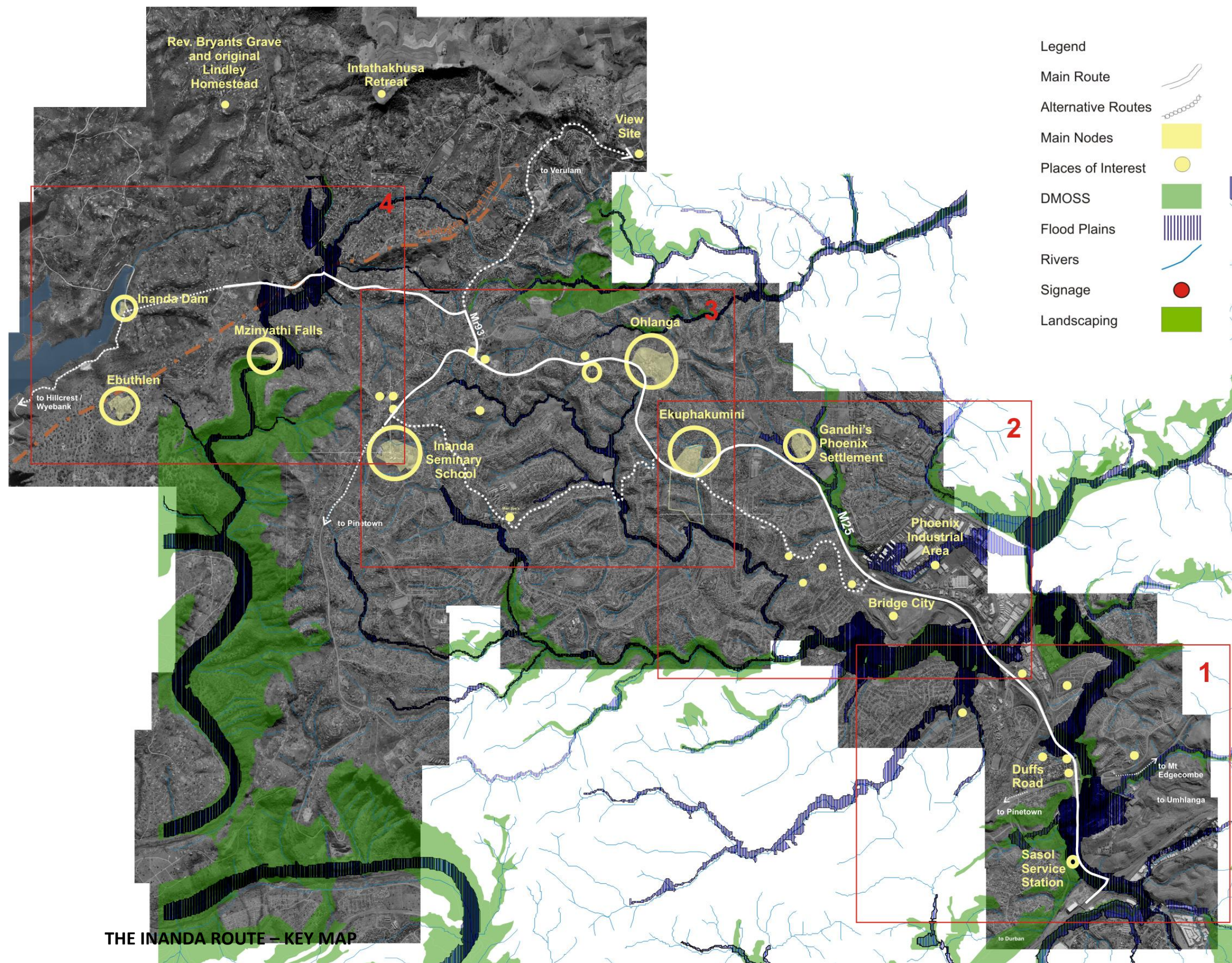
Conceptually, the route is self-perpetuating if it works. The more economic opportunities, the more development, the more demand, the more opportunities. There is potential for real activity corridor.

15.1.5 Development proposals

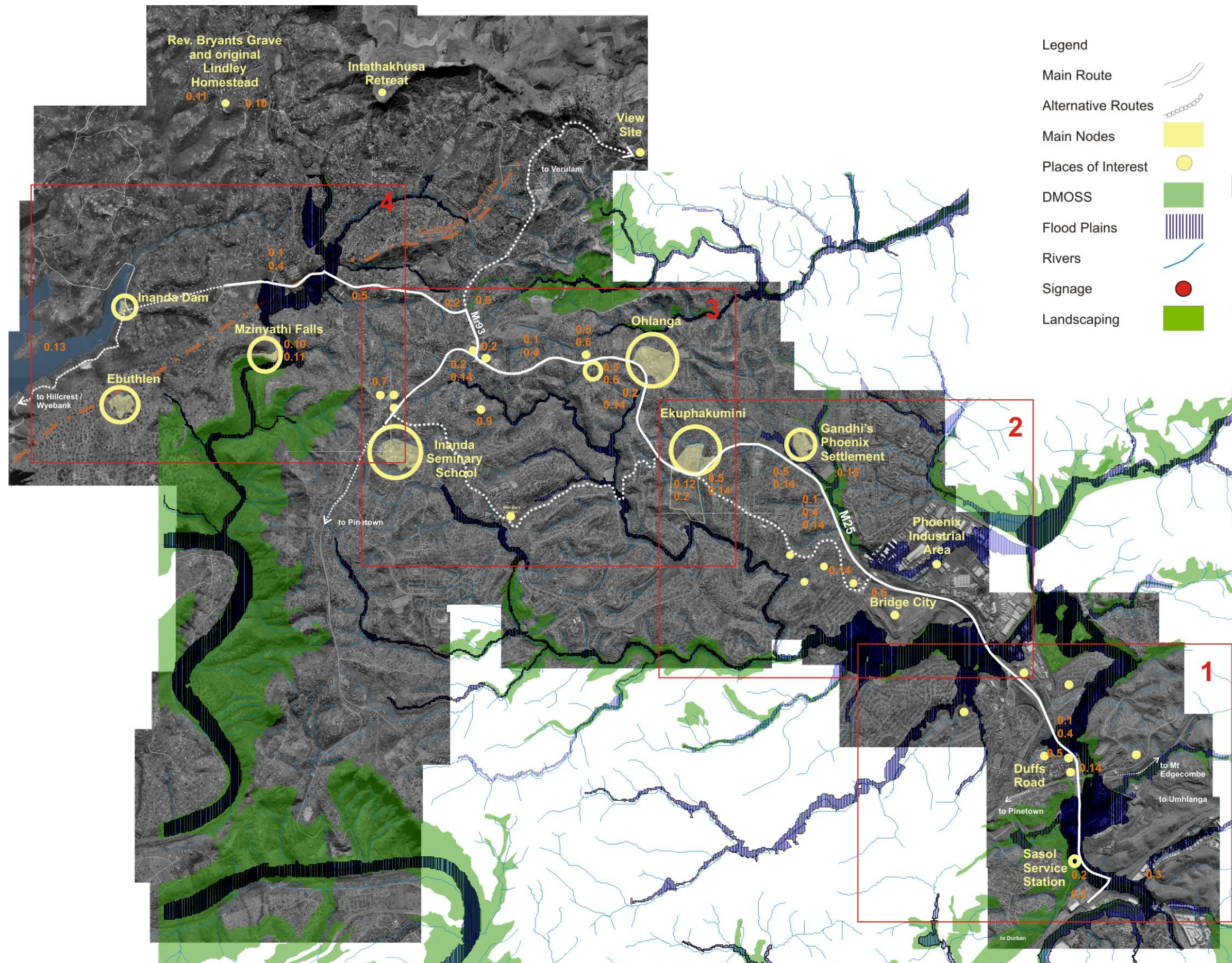
POORLY MAINTAINED M25

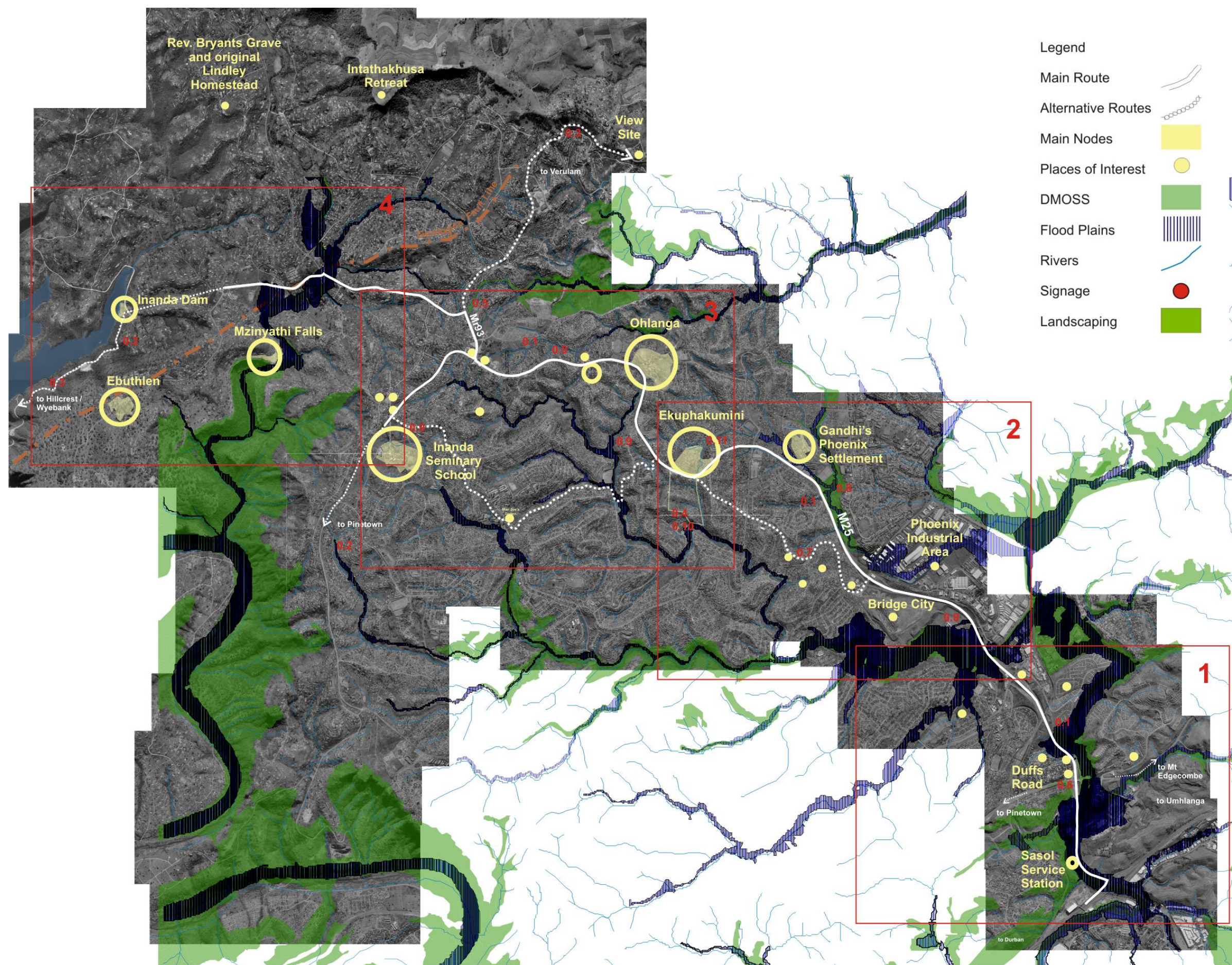
The maps below show the development framework proposals for the route overall. The first four maps show the overall route. Project numbers and phasing are illustrated on the second, third and fourth map, which refers to the project list included before the second map. The project names articulate the short, medium and long term proposals for the route. More detailed project descriptions are included in the implementation plan. The project names and numbers are consistent throughout the framework document.

The following larger scale maps (numbered 1-4 as per the numbered blocks on the first map) show more detail, section by section.

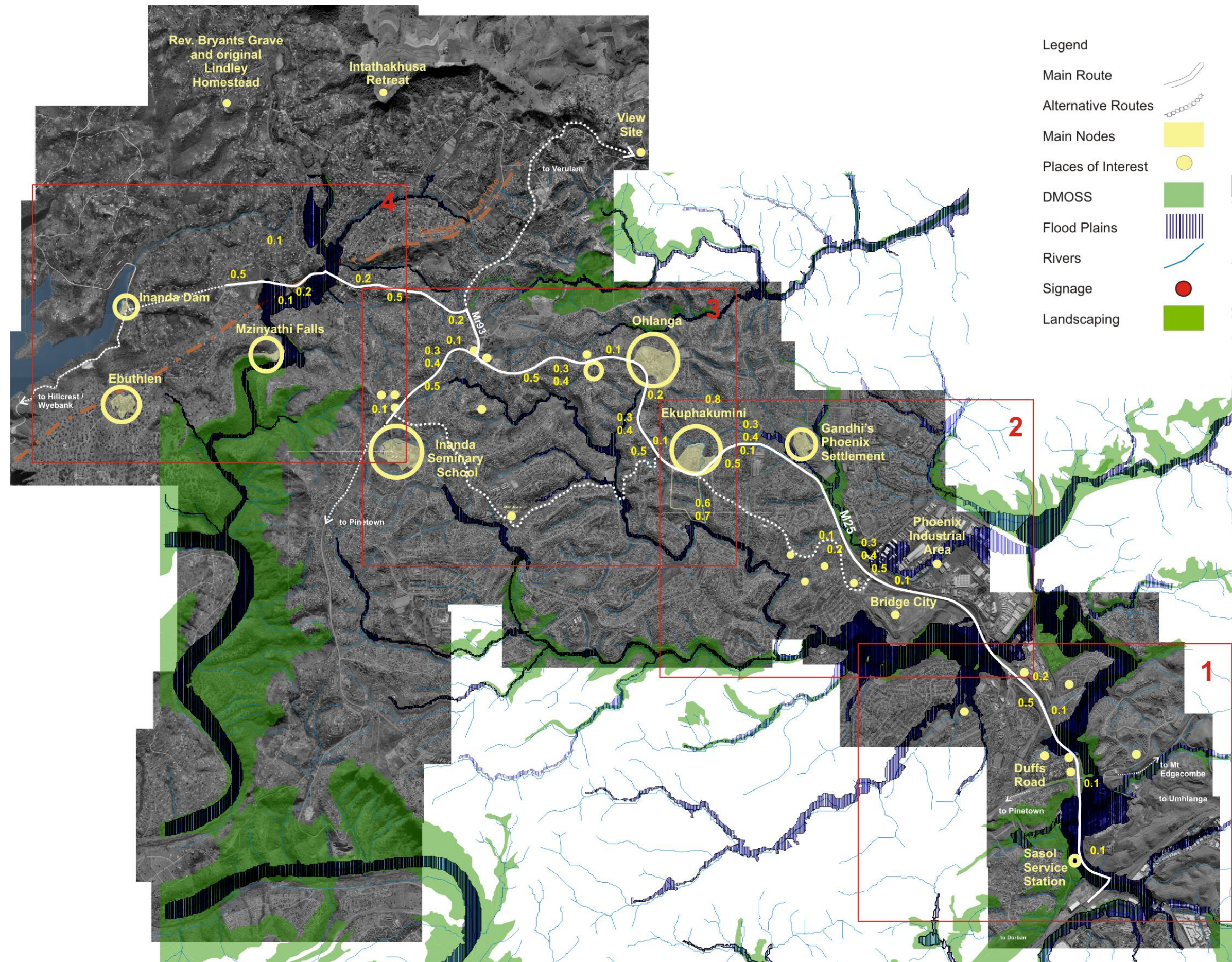


SHORT TERM PROJECTS			MEDIUM TERM PROJECTS			LONG TERM PROJECTS		
0.1	ST	Landscaping along the route	0.1	MT	Ongoing landscaping maintenance and development	0.1	LT	Ongoing development of route signage and route marker rocks
0.2	ST	Route signage	0.2	MT	Surface link Road to Valley of 1000 Hills	0.2	LT	Develop Crafts production and sales opportunities on the route
0.3	ST	Signage for the Route on the N2	0.3	MT	Link the Route with other tourism routes	0.3	LT	Develop cultural performance venues on the route
0.4	ST	Road and sidewalk maintenance on the M25	0.4	MT	Investigate development of Bhekuzulu site as a tourism node	0.4	LT	Street furniture
0.5	ST	Replace damaged bus stop shelters and introduce signature Woza eNanda (WeN) bus stop shelter.	0.5	MT	Possible restoration of Pixley Ka Seme's store as a tourist facility/shop	0.5	LT	Ongoing landscaping and upgrading of the Route
0.6	ST	Include Sizimisele Development Trust Centre as a node on the route.	0.6	MT	Facilitate proactive inclusion of the Dookey Ramdarie properties as part of a unique Durban and Inanda visitors' experience .	0.6	LT	Restoration of existing buildings and implementation of commercial/economic development project(s) at Bhekuzulu, along main road frontage.
0.6	ST	Include African Congregational Church as a formal stop on the route.	0.7	MT	Investigate the possibility of using the 'old road' (up from Besters, coming back onto the main road at Ekuphakameni) as a secondary route, on the Woza eNanda route.	0.7	LT	Implementation of social housing project(s) at Bhekuzulu
0.7	ST	Include Dr Gumede's Surgery and the original Post office where his wife was the postmistress.	0.8	MT	Include the Bhambayi Community Nursery in the eThekwin Municipality's carbon sequestration project	0.8	LT	High School at Ekuphakameni
0.8	ST	Investigate inclusion of Pixley Ka Seme's store (ruin) on the main road to Msinyathi, in the route.	0.9	MT	Identify opportunities for accommodation along the route other than just at the identified nodes.			
0.9	ST	Investigate inclusion of AWG Champion 's house and nearby on the route. Needs restoration.	0.10	MT	Investigate development of social housing on Bhekuzulu land			
0.10	ST	Ensure protection of Rev Lindley's original 1847 house at Mzinyathi.	0.11	LT	Investigate development of a High School at Ekuphakameni.			
0.11	ST	Signage and interpretation at Rev Bryant's grave at Msinyathi.						
0.12	ST	Landscaping at Bhekuzulu on main road frontage						
0.13	ST	Investigate feasibility of visiting Inanda dam wall, especially for education re water etc.						
0.14	ST	Signage for supplementary attractions along the Route						
0.15	ST	Re-establish the <i>Community Gardens near Phoenix Settlement as a Community Nursery for the Route</i>						

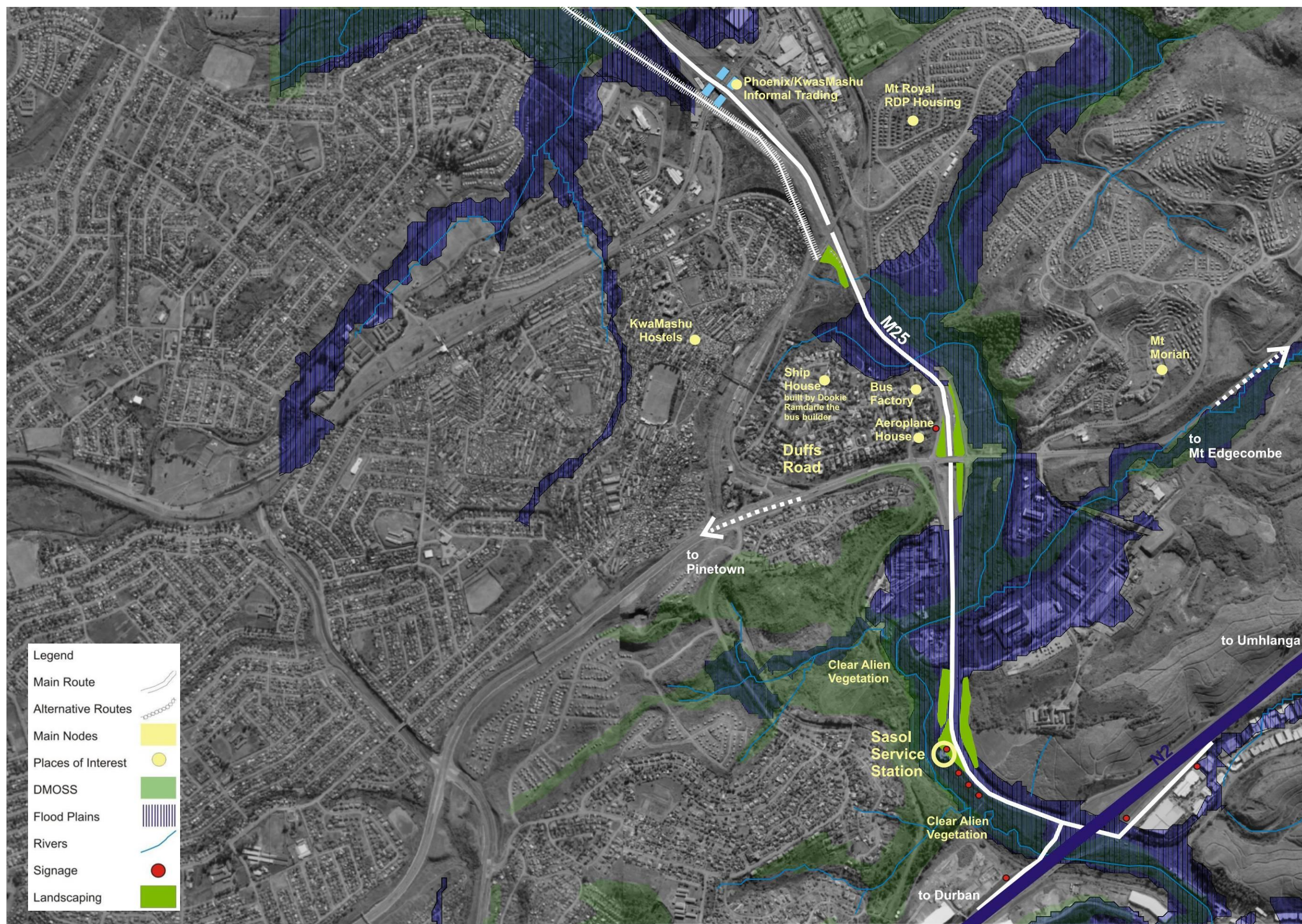




MEDIUM TERM PROJECTS

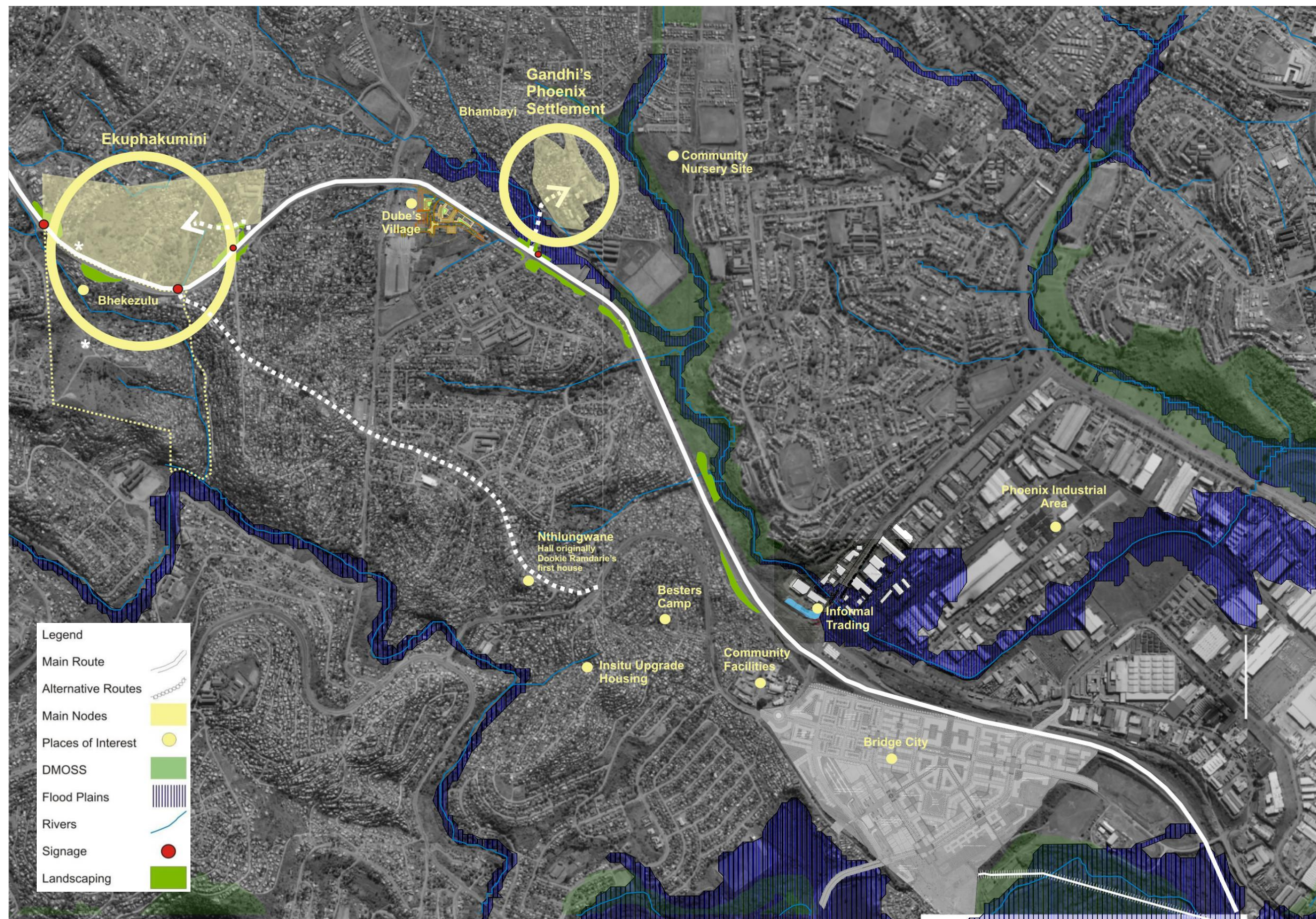


LONG TERM PROJECTS



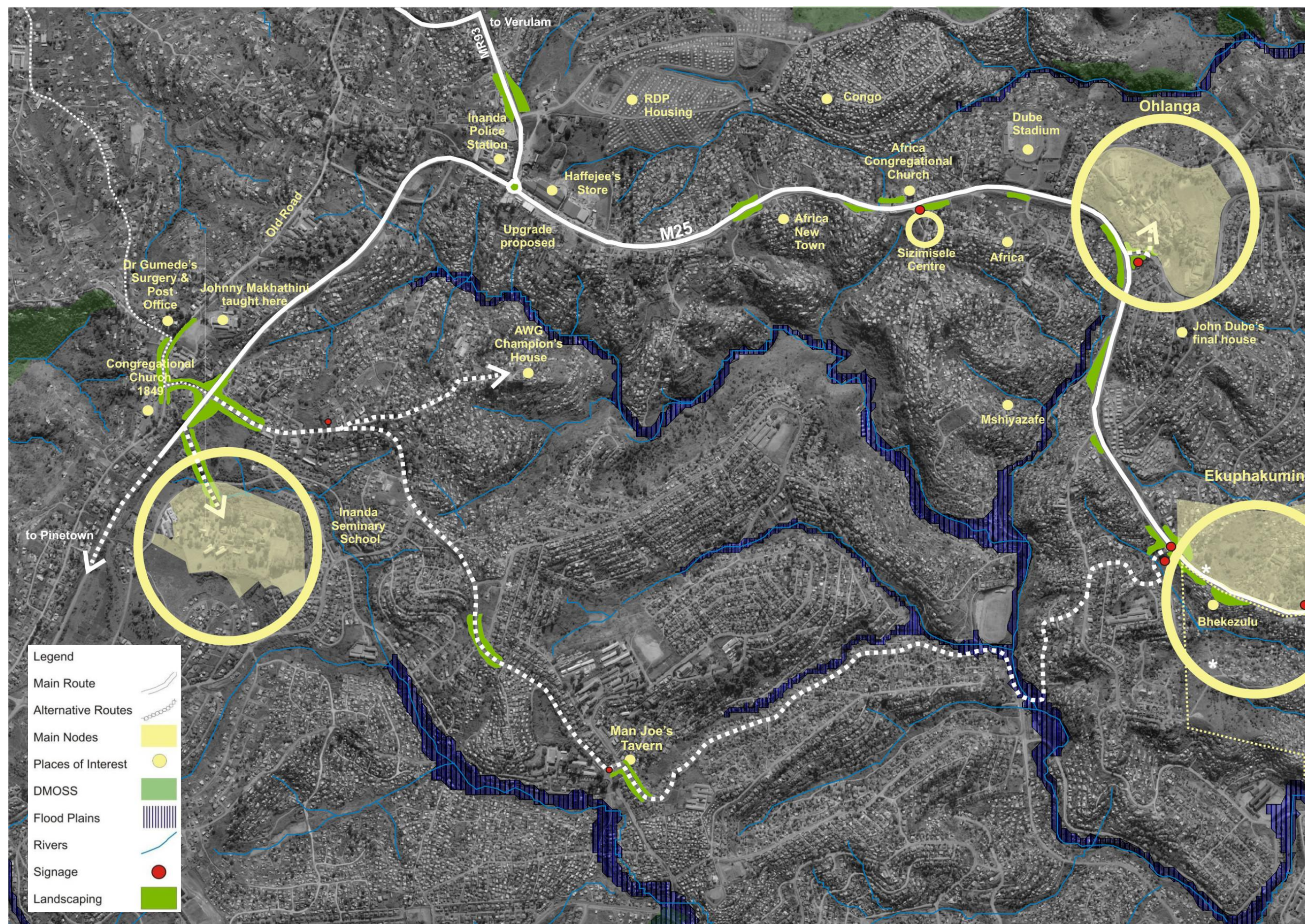
Detail Map 1

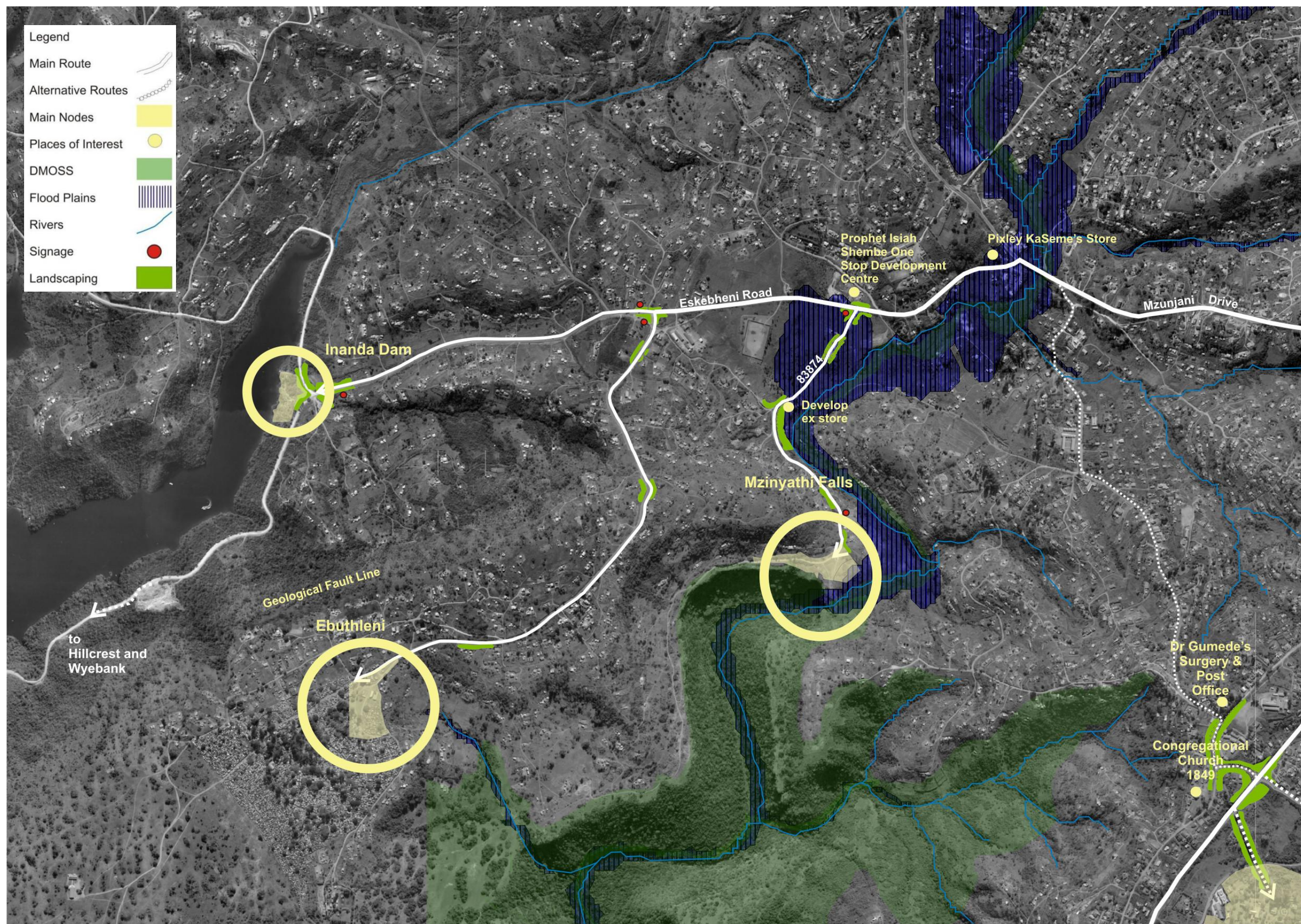
Scale 1:10000



Detail Map 2

Scale 1:10000





Detail Map 4

Scale 1:10000

15.2 PHOENIX SETTLEMENT

15.2.1 Significance

M K Gandhi selected this 100 acre farm in 1904 to relocate his International Printing Press from Johannesburg and for his experiment in communal living, in response to John Ruskin's book "Unto This Last". According to his autobiography, "My Experiments with Truth" Gandhi was impressed by Ruskin's ideals, "That the good of the individual is contained in the good of all" and "That the life of labour ie the life of the tiller of soil and the handicraftsman is the life worth living" These still carry profound connections to contemporary concepts such as Ubuntu and Sustainability.

Phoenix Settlement became the fountainhead of the Gandhian Trinity; Ahimsa (Reverence for Life), Satyagraha (Call for Action) & Sarvodaya (Welfare of All), which contributed significantly to the demise of colonialism and so bestowing this site with global significance. These ideas informed the ANC's Freedom Charter giving it direct links to South African contemporary history as well.

The Settlement stood as a beacon for mass democratic rights throughout the Apartheid period until it was destroyed during land invasions in 1985 followed by horrific political violence and rebuilding 14 years later. (Refer to images in Section 1.2.3)

GANDHI'S COTTAGE SARVODAYA RECONSTRUCTED

15.2.2 Vision

Make a visit potentially life changing
 Create a world class Interpretation Centre as an introduction to the overall route backed up by comfortable facilities
 Develop the site for "The Welfare of All". Learning, Understanding and Care especially for the disadvantaged
 FET oR other tertiary training facility
 Reclaim the Apex land – remove shacks
 Non-aligned religiously, but reverent.
 Celebrate Ahimsa by being manifestly 'green'
 Respect for Ruskin's philosophy of self reliance
 Establish facilities for overnight stays interrelated with training / conferences.
 Demonstrate self-reliance with urban agriculture.
 Demo food garden and worm farm – sustainability
 Upgraded school

SPINNING WHEEL

KASTURBAPAVAN
ACCOMMODATION

15.2.3 Opportunities

Use remaining evidence of the 1985 violence (Kasturba Gandhi Primary School ruins) as a counterpoint to global co-existence teachings at the established Centre for Learning in the former Museum and the personal contacts at the "Gandhi Luthuli Academy of Arts".

Present Sarvodaya as the home and crucible of ideologies with the smaller back rooms dedicated to Mahatma Gandhi's latter period in India, the destruction, reconstruction and recent events on site such as the visit of Sonya Gandhi.

The Printing Press will deal with the importance of early newspapers (Indian Opinion and Ilanga) and display a picture of the original wood and iron press next to the stream. The Sathya Sai Movement currently runs dental and ophthalmic clinics there. The statue of Dorothy Nyembe, who sheltered in the building during the political unrest should be placed on the verandah with an interpretative panel of her political achievements.

BULLET HOLES IN MASONRY

DANGEROUS RUINS OF THE OLD
PRIMARY SCHOOL

The Gandhi Clinic, which celebrates its 50th anniversary in 2011, will focus on the 'Welfare for All' message with it's response to the HIV/AIDS pandemic being a "Drop-in" Centre, Home-based care and OVC (Orphans and Vulnerable Children) programmes which visitors are welcome to witness. During the pre-election violence this building served as a refuge which will be demonstrated by marking bullet holes in the masonry walls.

Kasturbapavan (designed by Hermann Kallenbach, a Gandhian and renowned South African architect) as a B & B or Backpackers is bound to be successful, considering it's globally significant location, can house the balance of the Indian photographic collection and also celebrate significant events with plaques on the verandah eg "It was here that the Committee for Clemency made the first call for the release of all political prisoners in January 1971, Signatories included; Archbishop Dennis Hurley, Shushila Gandhi, Mewa Ramgobin, Rick Turner, Lawrence Schlemmer, Alex

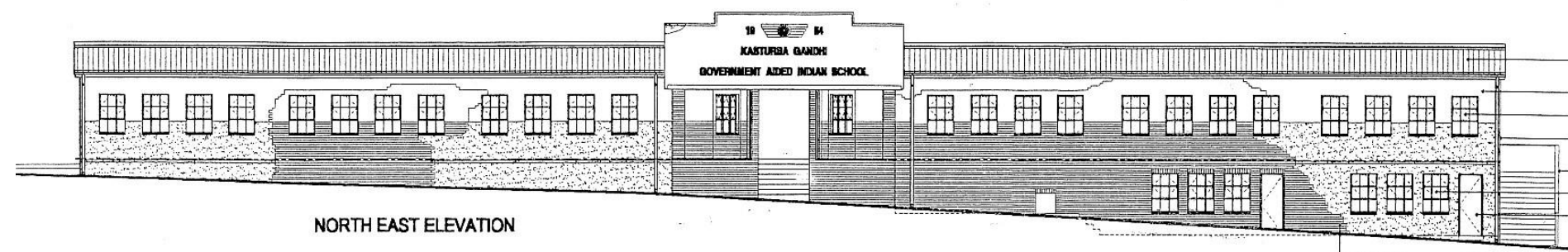
KASTURBA GANDHI PRIMARY
SCHOOL PULLED DOWN FOR
BUILDING MATERIALS

EVIDENCE OF 1990'S VIOLENCE

Borain, Mary Grice, Dr Rustomjee, Louis Skweyiya and others” and “ The United Democratic Front held their first National Executive Meeting symbolically at the Phoenix Settlement in 1983. Their motto was ‘Apartheid Divides, UDF Unites’”.

The ‘Kastuba Gandhi Government Aided Indian Achool’ is an example of what not to do to important historic buildings! The original school was an important statement by MK Handhi’s wife Kasturba, who had an arranged marriage when she was a teenager and subsequently was never formally educated. She resented this, and the beginnings of this hunger for education came about within Savodaya, where the couple took local children in for schooling. In 1954 the school was built in recognition of this, opening back onto a courtyard below Sarvodaya

In September 1985 the school building was destroyed for building materials. AMAFA approved plans have been presented to the Public Works Dept, however, these plans have been steadfastly ignored and mundane standard classrooms were built in front of the ruins on what was once the playing fields.



ACCESS ROAD UNDER CONSTRUCTION – NOT THE MODEL TO FOLLOW!

AMAFA APPROVED PLANS FOR SCHOOL RESTORATION, IGNORED BY PUBLIC WORKS.

The ruin is now visually dislocated and dangerous for children, (refer to image on the right). It is proposed to excise the land from the school (the transfer to the school is unregistered) along the base of the bank and reconnect it back visually to Sarvodaya up the existing steps.

Education remains an imperative to escape the vicious circle of poverty. The final vision of the site includes facilities for a crèche (Shanti), Grade R and Primary School, an existing Comtech on the boundary and finally FET or similar training facilities.

Situated at the beginning of the Route the Interpretation Centre, in the former Library must be a world class and informative experience of all of Inanda, backed up by impeccable tourist comfort facilities with universal access, comprehensive visitor information, security, and a choice of facilities. Craft should be available for purchase as well as facilities provided to make donations.

The original agreement between the Phoenix Settlement Trust and the City of Durban separated the historic ‘Apex’ from the ‘periphery’, which was donated for housing. This brought about the settlement fourteen years after the 1985 land invasion. However, although the ‘apex’ was formally surveyed, it was never fully cleared of shacks, which means that the City has not kept its side of the bargain. This is essential for the welfare of all, so the implementation plans propose a gradual hardening of the cadastral boundaries, albeit penetrable.

15.2.4 Guidelines

The heritage of the site as a whole must be respected. Every alteration or addition must be submitted for approval by Heritage Authorities. Major re-development and or new development must be discouraged in the historic core. It is a humble place. Keep it like that.

Buildings to be literally green and to follow ‘green’ principles. e.g. no obvious air conditioning. Gandhian founding principles always to be borne in mind e.g. Gandhi espoused hand labour to gain dignity through employment and could even be considered as the forerunner of ‘Labour Based Construction’.

PROPOSED BOUNDARY LINE
BETWEEN NEW AND OLD

RECONNECTING TO SARVODAYA,
RESTORATION PROPOSED

STANDARD EDUCATION
DEPT CLASSROOM

INAPPROPRIATE ENERGY
CONSUMPTION



POST DEVELOPMENT CONDITION

All infrastructure and buildings that are due for renovations are already in existence..

SHORT TERM PROJECTS

- | | | |
|------|----|---|
| 1.1 | ST | <u>Restore Sarvodaya</u> |
| 1.2 | ST | <u>Restore existing toilets</u> |
| 1.3 | ST | <u>Repaint Kasturbapavan externally</u> |
| 1.4 | ST | <u>Create approach to Interpretation Centre</u> |
| 1.5 | ST | <u>Develop mini walking route around the site.</u> |
| 1.6 | ST | <u>Design and Install Interpretation Centre Exhibit</u> |
| 1.7 | ST | <u>Convert Press Building Machine Room into tea room/ café kitchen, with out door paved café seating area</u> |
| 1.8 | ST | Build toilets |
| 1.9 | ST | Repaint Press Building externally. |
| 1.10 | ST | <u>Green landscaping</u> |
| 1.11 | ST | Survey and define Apex boundaries |
| 1.12 | ST | Create 'Kick About' space |
| 1.13 | ST | Prepare Gandhi Clinic for visitors |
| 1.14 | ST | Define/protect Well. |
| 1.15 | ST | Upgrade Shanti as Preschool |
| 1.16 | ST | Transform Press Building into community health services |
| 1.17 | ST | Extend existing Bus parking |
| 1.18 | | Separate Kasturba Gandhi Primary School ruin from the occupied adjacent school. |
| 1.19 | ST | Re-do Sarvodaya interiors, i.e convert Sarvodaya to an authentic house museum. |
| 1.20 | ST | Upgrade Tourist Information Office. |
| 1.21 | ST | <u>Paint shacks and features on approach road green.</u> |
| 1.22 | ST | Formalise double storey shack as attraction on the route |
| 1.23 | ST | Develop Conference facility in former Museum |
| 1.24 | ST | AMAFA approval for Kasturba Gandhi Primary School |
| 1.25 | ST | Install statue of Dorothy Nyembe on the Printing Press Building veranda |
| 1.26 | ST | New security gate house |
| 1.27 | ST | Relocate unsightly overhead electrical cables |

** Projects underlined already completed in 2010*



MEDIUM TERM PROJECTS

- | | | |
|-----|----|--|
| 1.1 | MT | Reinforce total <i>Apex</i> boundaries |
| 1.2 | MT | Establish demonstration vegetable gardens and wormery on <i>Apex</i> |
| 1.3 | MT | Restore ex Caretaker's Cottage and develop dining facility |
| 1.4 | MT | Transform <i>Kasturbapavan</i> into Backpackers accommodation. |
| 1.5 | MT | Define <i>Kasturba Gandhi Primary School - phase 2</i> . Reunite with historical campus. |
| 1.6 | MT | Ongoing development of Interpretation Centre |
| 1.7 | MT | Ongoing landscaping |
| 1.8 | MT | Shack relocation off of APEX |

PROPOSED DINING TERRACE (1.3) FOR VEGETARIAN COUSINE



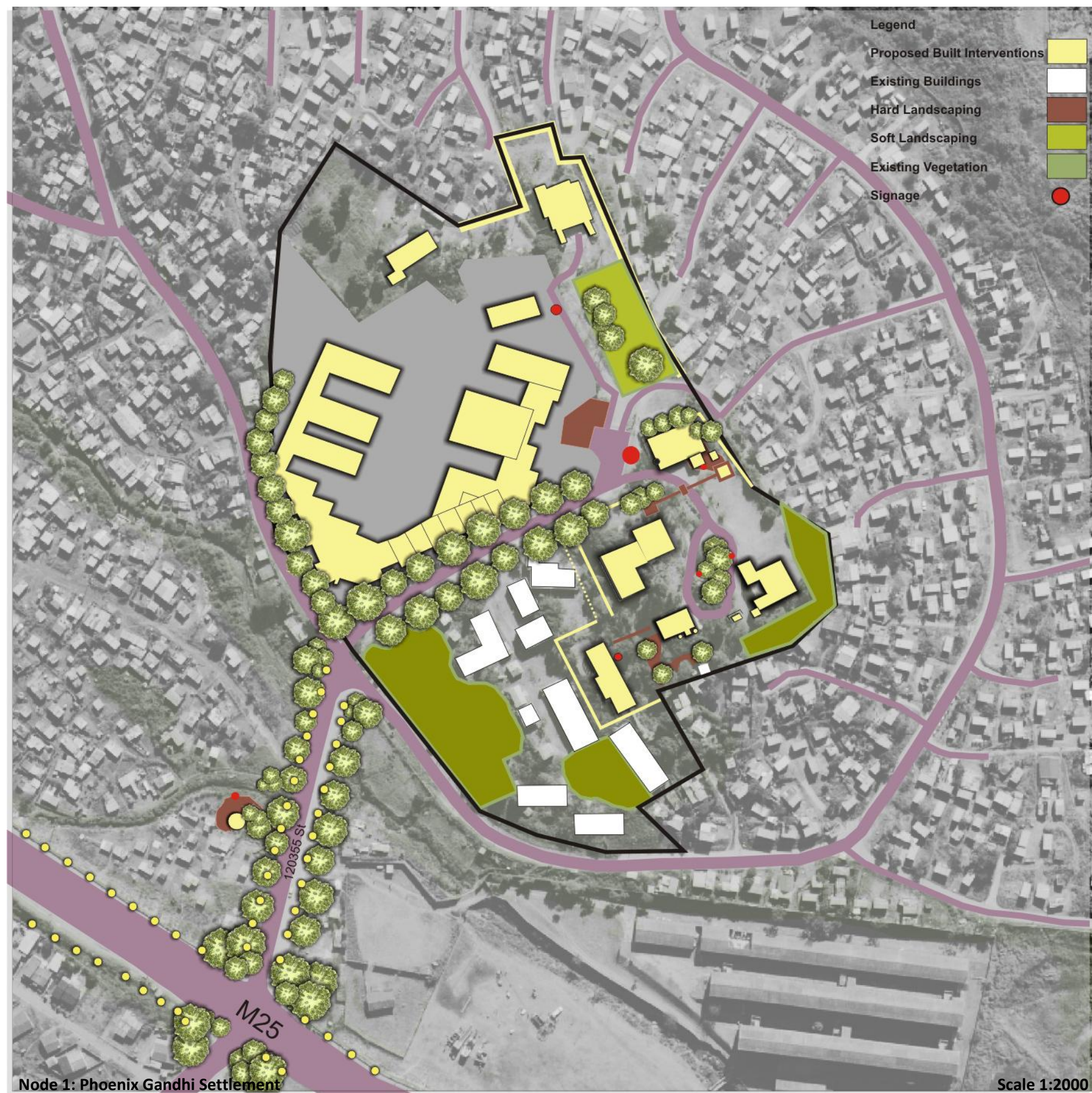
Node 1: Phoenix Gandhi Settlement
Long Term Projects

Scale 1:2000

LONG TERM PROJECTS

- | | | |
|-----|----|---|
| 1.1 | LT | New College/ Training Institution |
| 1.2 | LT | Restore Kasturba Gandhi Government Aided Primary School |
| 1.3 | LT | Ongoing development of Interpretation Centre and of the whole site. |
| 1.4 | LT | Upgrade the existing Primary School |

RETAINING THE GENIUS LOCI



THE VISION TO PROVIDE FACILITIES 'FOR THE WELFARE OF ALL' WITH THE HISTORIC CORE RETAINED

15.3 EKUPHAKAMENI

Significance

Literally translated as “the elated place” this well treed and dignified site was purchased in 1913 from the original White owners by one of his followers for the founding Prophet Isaiah Shembe. This served as the centre of the *amaNazarene* an eclectic and intriguing African religious movement giving rise to a range of historic buildings, spaces and pathways arranged in a typical Bantu manner around ‘Paradise’ an open air prayer space not unlike an *isibaya*. Men and Women are separated

It is proposed to focus the visitors experience onto the origins and beliefs of the AmaNazarene.

Vision

To enhance the religious ambience of the site
 Define discrete and informative tour routes
 To demonstrate an African religious response
 Uphold the Prophets respect for flora and fauna
 Develop the overall site further to accommodate contemporary demands

Opportunities

There are excellent examples of **intangible heritage, and even** intangible architecture at this site, notably the white painted rows of stones which represent ‘walls’, the star beacons, the cairn as well as oral accounts of events.
 Archive the records properly and provide access for visitors and scholars.
 Provide access to witness special rituals.
 Accommodation on site for serious visitors.
 There are plans afoot to make the large site more responsive to current urban demands by developing transitional/social housing accommodation and a high school.

The current barbed fencing on site is a result of tension between factions and will hopefully be resolved soon.

Guidelines

The current neglect of historic buildings needs to be reversed in a professional manner to the approval of Heritage Authorities. This creates a special challenge because the church themselves have recognised the limitations of traditional bio-degradable materials. For example the original four *amaqhugwane* forming the *Musamo* for the ancestors near the MR25 have been replaced by hexagonal masonry rondavels!
 Visitor behaviour in regard to access to the site, dress codes and separation of genders is important.
 Development of the vacant land must be done sensitively, and the character of the core religious site should be retained.

B
E
C
A D

1930's AERIAL PHOTOGRAPH CLEARLY SHOWING *BHEKEZULU* (A) ACROSS WHAT IS NOW THE MR25. THE *JAMENGWENI* BUILDING (B) FOR THE ‘NATAL’ WIVES IS ON THE OTHER SIDE OF THE DEFINED RECTANGLE. THE LARGE THATCHED RONDVEL (C) IS THE CHILDREN'S CHAPEL WITH THE *EKAMA* FOR MEN CLEARLY EVIDENT. AT THAT STAGE, THEY CONGREGATED IN THE OPEN (E) IN PARADISE. THIS PHOTO MUST BE BEFORE 1935, WHEN THE PROPHET PASSED AWAY SINCE THERE IS NO MAUSOLEUM. THE SITE IS SURROUNDED BY *AMAQHUGWANE* OF THE FOLLOWERS WITH THE ‘STAR’ BEACONS CLEARLY VISIBLE DOWN THE LEFT HAND MARGIN.



SHEMBE RESPECT FOR
FLORA AND FAUNA



WHITE STONES DENOTING WALLS – INTANGIBLE
ARCHITECTURE



CAVERNOUS INTERIOR OF *INDLU YESONTO*



BARBED FENCES FROM
FACTIONALISM



RUN DOWN BUILDINGS



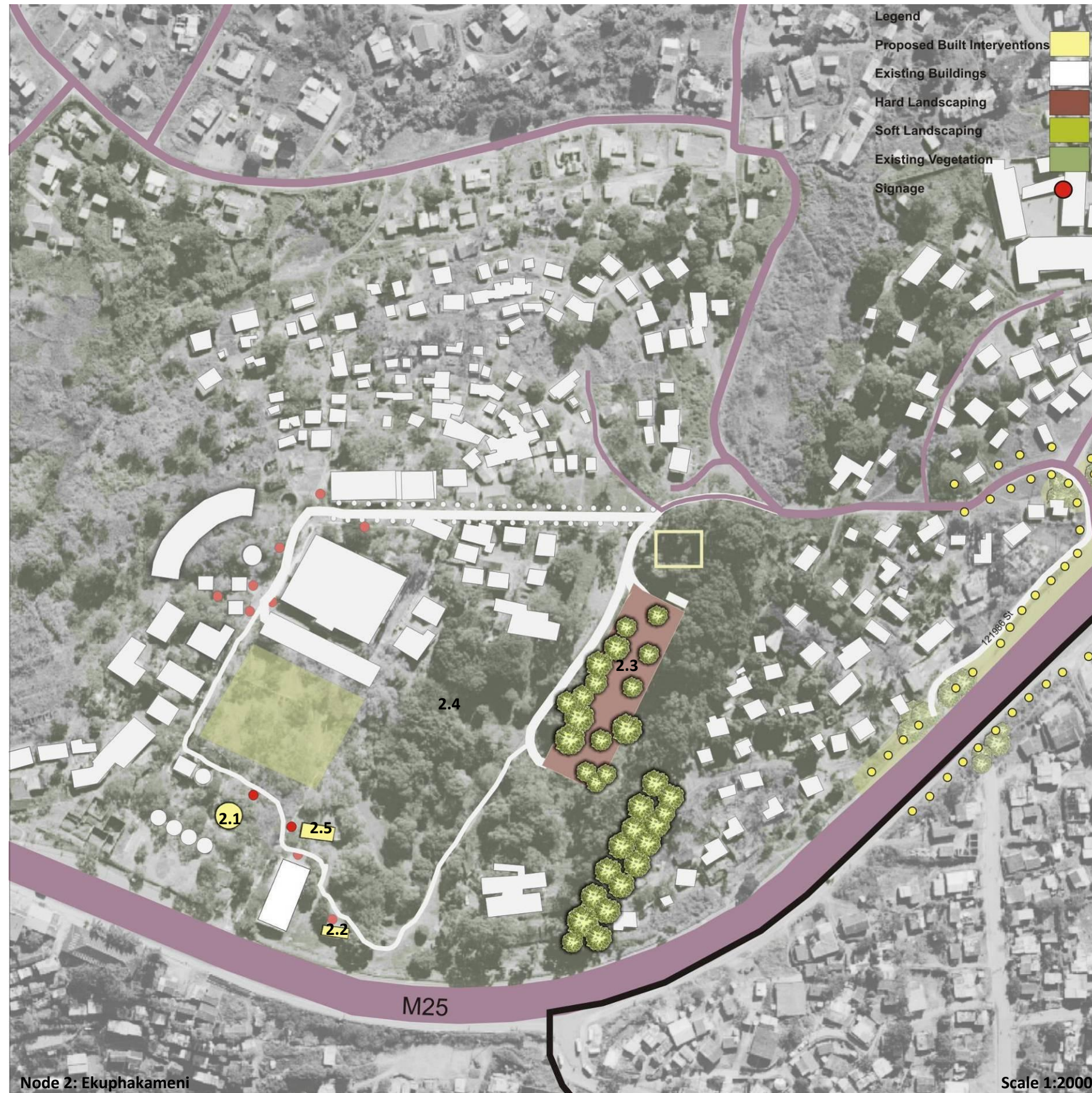
POST DEVELOPMENT CONDITION

All infrastructure and buildings that are due for renovations are already in existence with the exception of the bus parking area. This was a degraded area overgrown with alien plants and trees.

SHORT TERM PROJECTS

2.1	ST	<u>New bus and tourist access</u>
2.2	ST	<u>Level bus parking with landscaping (4600 sqm)</u>
2.3	ST	<u>New temporary visitors toilets: converted container</u>
2.4	ST	Surface <i>Kwandedele</i> ("Place of Angels")
2.5	ST	Grass <i>Paradise</i> (open worship area)
2.6	ST	Create shaded waiting/milling space outside <i>Indlu yeSonto</i>
2.7	ST	Develop internal visitors route
2.8	ST	Install comprehensive signage
2.9	ST	Landscaping
2.10	ST	Heritage building maintenance and repair programme
2.11	ST	Stabilise <i>Ekamu</i> (<i>mens quarters</i>) footings
2.12	ST	Protect and 'exhibit' historic cars as visitor attraction.
2.13	ST	Shembe 'star'
2.14	ST	Internal alterations to <i>Tabernacle</i> Security measures to <i>Tabernacle</i>
2.15	ST	Maintenance on <i>Indlu yeSonto</i> (<i>Main Hall</i>)
2.16	ST	Project preparation for restoration of <i>Children's Chapel</i>
2.17	ST	Clear up existing grave site adjacent to bus parking
2.18	ST	Clear up existing grave site

* Projects underlined already completed in 2010



Node 2: Ekuphakameni
Medium Term Projects

MEDIUM TERM PROJECTS

2.1	MT	Restore <i>Children's Chapel</i>
2.2	MT	Reconstruct <i>Indlubalungu</i> (Visitors' accommodation)
2.3	MT	Ongoing landscaping
2.4	MT	Comprehensive site planning
2.5	MT	Toilets

RUINS OF CHILDREN'S HUT



Node 2: Ekuphakameni
Long Term Projects

LONG TERM PROJECTS

- 2.1 LT New *Interpretation Centre*
- 2.2 LT Develop Bhekezulu

BUILDINGS HAVE BEEN SURVEYED BY CITY ARCHITECTURE WITH A VIEW TO RESTORE



THE VISION TO RETAIN AND ENHANCE THE RELIGIOUS EXPERIENCE AND TO DEVELOP A NEW HIGH SCHOOL AND MEDIUM DENSITY HOUSING

15.4 OHLANGE INSTITUTE

15.4.1 Significance

The Ohlange Institute site is very significant because it demonstrates the dreams and achievements of its founder, the remarkable Rev Dr John Langalibalele Dube or 'Mafukuzela' and the site where President Nelson Mandela recognised Dube's achievements by casting his vote during South Africa's first democratic elections in 1994. Born in the Inanda Mission where his father James was one of the first Black pastors, John Dube went to Oberlin College, Illinois in the US during the 1890's to study to follow his father to the priesthood. Here he was influenced by the ex-slave Booker T Washington who espoused social emancipation through self improvement, academic learning, practical skills and Christian morality. Dube returned to found the Ohlange Institute to put these into effect in 1901. He also founded Natal's first African newspaper "Illange lase Natal" in 1903 and went on to co-found the Natal Native Congress and later became the first President of the African National Congress.

15.4.2 Vision

To celebrate the life and achievements of Rev Dr J L Dube
 To enhance the African Renaissance Centre.
 Record the struggle for Democracy in South Africa
 To reintroduce Dube's ideals about practical skills
 Create definition between the school and the heritage precinct
 Enhance the landscaping

15.4.3 Opportunities

Provide a moving experience at the Nelson Mandela voting site including struggle songs.
 Reintroduce Dube's founding objectives of self improvement and practical skills in classrooms flanking the former chapel.
 Enhance the site of the original humble Dube homestead, family graves and the first classroom.
 Provide overnight accommodation in the original dressed sandstone boys hostel.
 To provide an opportunity for visitors to experience a large high school in operation.
 Restore the elegant final homestead for visitors.
 Project centre – the site as the centre of the implementation - project capacity located on the route – community based
 Sort out the school – reinstate close relationship between ideals of the Institute with the school

15.4.4 Guidelines

On the upper part of the campus the original house, built of earth, has already been restored as a Museum with Mafukuzela's statue seated on the veranda. The graves still need to be suitably celebrated and the foundations of the original mud classroom nearby, consolidated.

The former chapel is now the African Renaissance Centre and houses the Mandela voting site. When the school expands as a result of the 'Historic Schools Restoration Project', the flanking classrooms will become vacated and used for teaching various practical skills to fulfil the founding objective – ie extension of the African Renaissance Centre founding vision

Ownership and control of these sites within the overall campus needs to be resolved as well as the provision of services prior to any further development.



THE ORIGINAL CHAPEL AND FLANKING CLASSROOMS.



AN EARLY CLASSROOM

POSSIBLY THE RUINS OF THE EARLY CLASSROOM WITH DUBE'S GRAVE IN THE BACKGROUND



JOHN DUBE'S ORIGINAL HOUSE RESTORED



CHILDREN GRAVES

CLASSROOMS FLANKING THE AFRICAN RENAISSANCE CENTRE, USED FOR PROGRAMME EXPANSION



MADIBA VOTING SITE



ORIGINAL ADMINISTRATION / LIBRARY. SITE OF FOUNDING OF INANDA CULTURAL GROUP IN 1956, A NON-RACIAL MEMBERSHIP IN PURSUANCE OF THE FREEDOM CHARTER.

EARLY VIEW OF CLASSROOMS WITH WATER TANKS.



BOY'S HOSTEL FACING ONTO A STUNNING VIEW



DRESSED SANDSTONE REAR ELEVATION OF BOYS HOSTEL

VERY INAPPROPRIATE ALTERATIONS TO BUILDINGS



FINAL HOME OF REV. DR. JOHN LANGELIBALELE DUBE

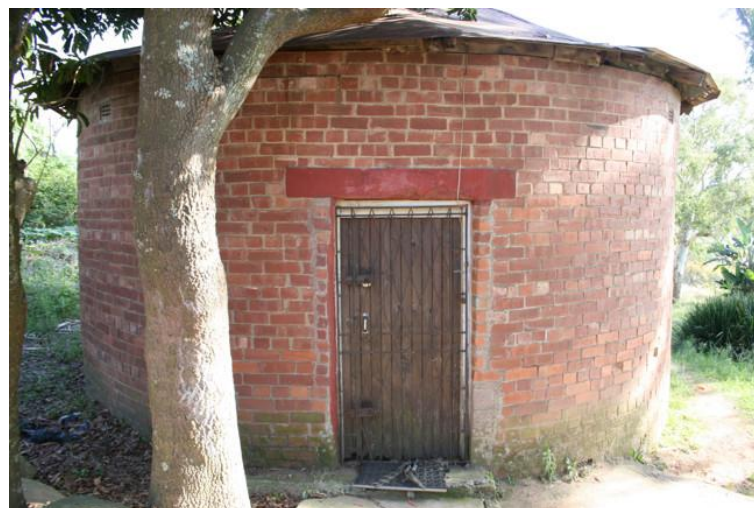


INTERNAL CEILINGS HAVE COLLAPSED FROM PIDGEON INVASION

INTERIOR SURFACES COVERED WITH DROPPINGS

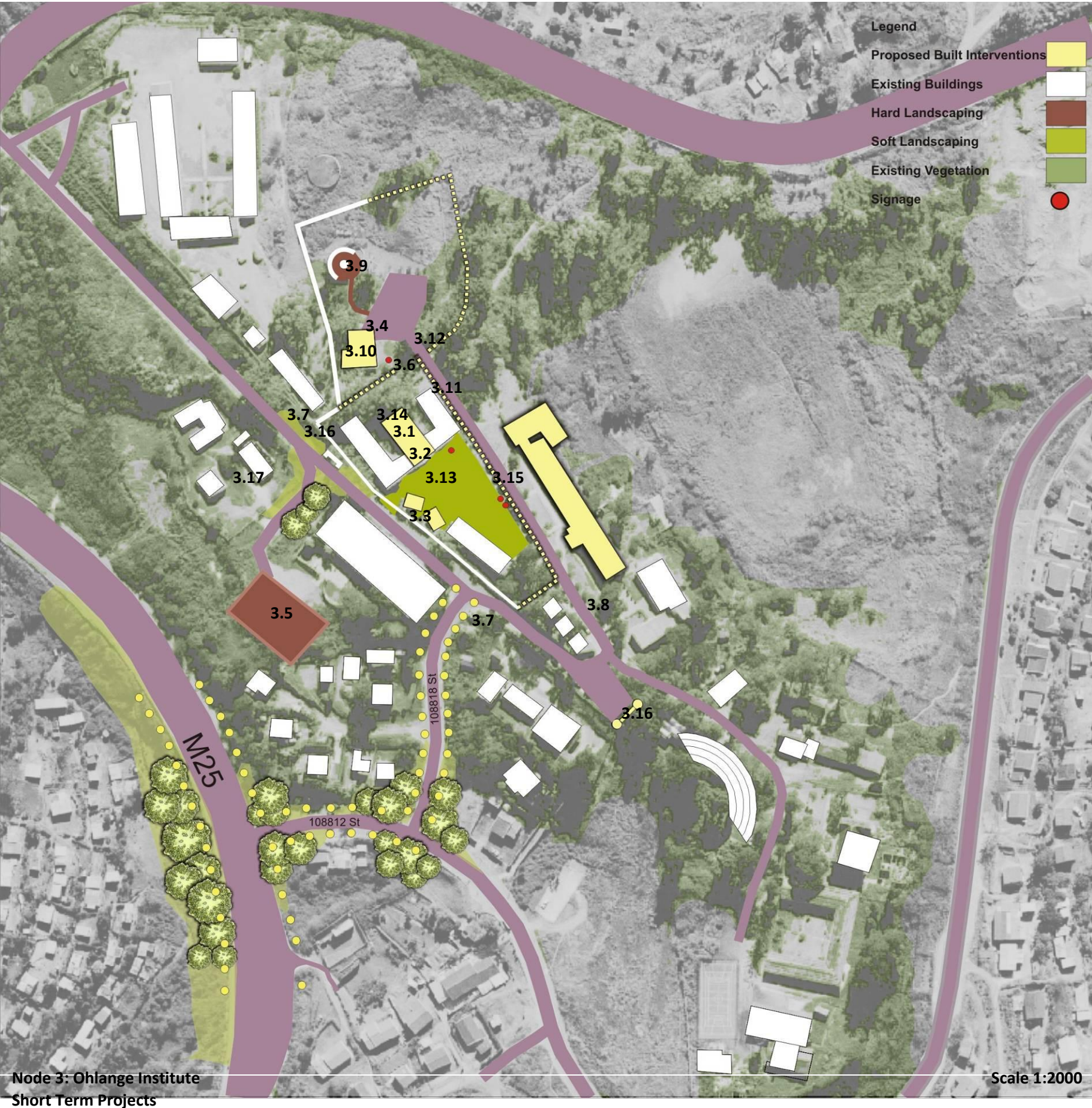


IMPORTANT HUNTING TROPHIES ALSO EXPOSED TO DAMAGE BY DROPPINGS



DUBE'S GARDEN RONDAVEL REMAINS LOCKED

ROOF REPAIRS NEEDED TO PROTECT CONTENTS



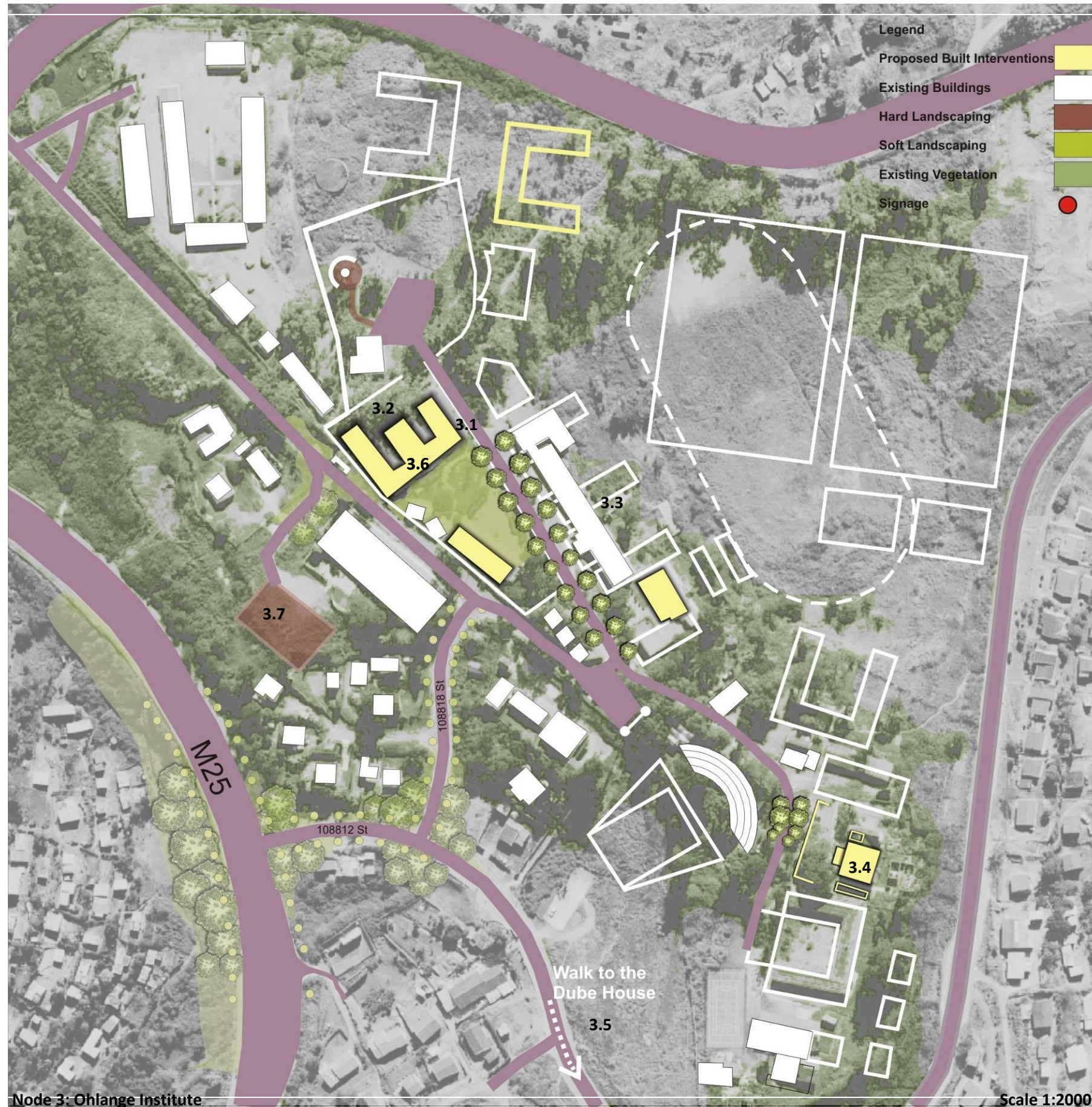
POST DEVELOPMENT CONDITION

All infrastructure and buildings that are due for renovations are already in existence.

SHORT TERM PROJECTS

3.1	<u>ST</u>	<u>Install Madiba 1994 vote exhibit.</u>
3.2	<u>ST</u>	<u>Repair vandal damage to African Renaissance Centre (ARC)</u>
3.3	<u>ST</u>	<u>Restore vandalised toilets</u>
3.4	<u>ST</u>	<u>Placing Rev Dr JLB Dube statue</u>
3.5	<u>ST</u>	<u>Provide bus parking</u>
3.6	ST	Create new side entrance to Heritage precinct
3.7	ST	Make new entrance attractive.
3.8	ST	Resolve staff parking issues
3.9	ST	Upgrade grave site and ensure ongoing maintenance plan
3.10	ST	Establish Caretaker's quarters
3.11	ST	Separate heritage precinct from school precinct.
3.12	ST	Improve security arrangements
3.13	ST	Develop African Renaissance Centre Garden
3.14	ST	Commission bronze ballot box for exhibit
3.15	ST	Comprehensive signage
3.16	ST	Paint Dookie Ramdarie gates
3.17	ST	Investigate the nearby INK digital hub opposite library as a site of potential interest for tourists.
3.18	ST	Stabilise foundations of original classroom
3.19	ST	Landscape Dube childrens grave

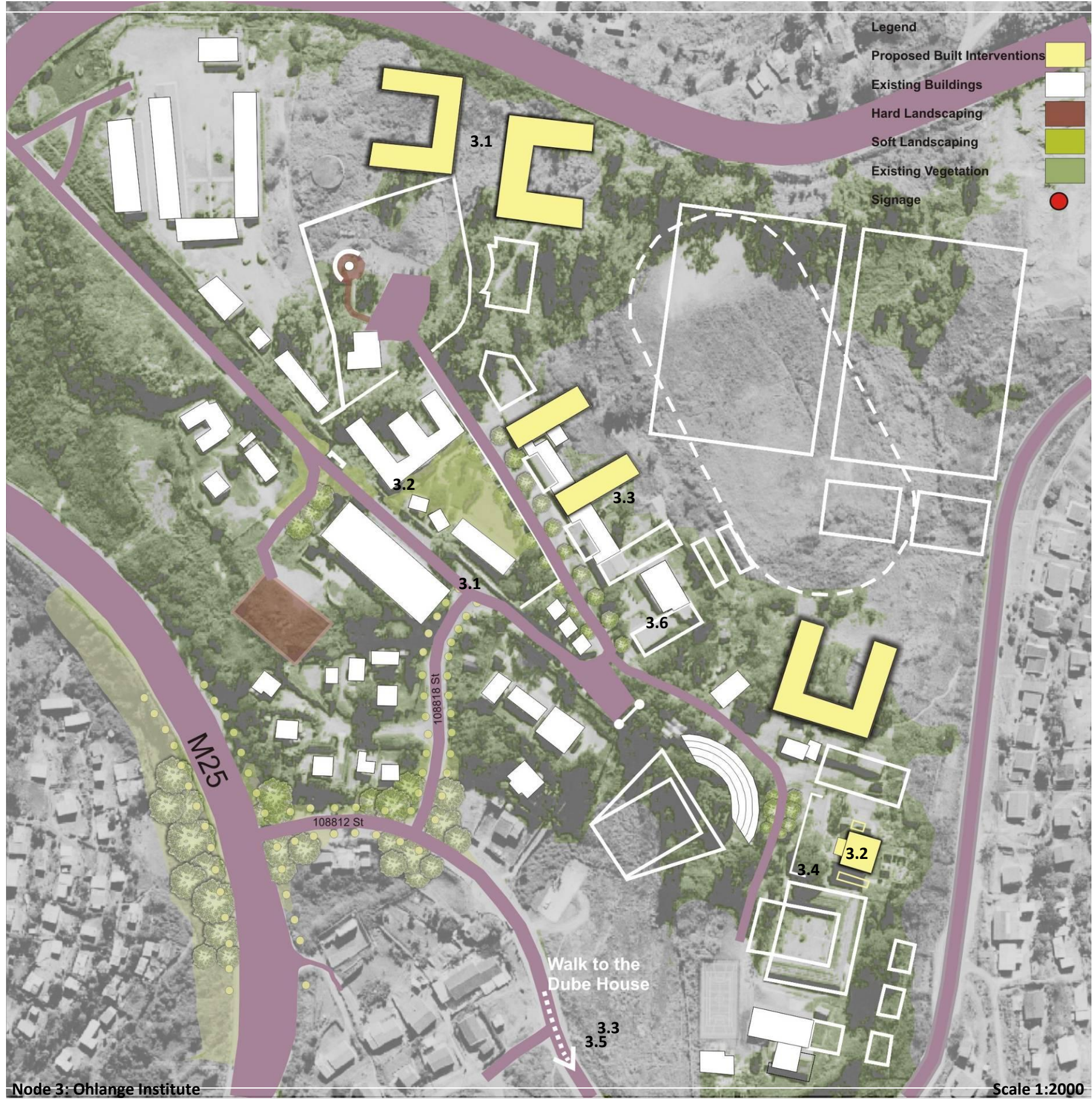
* Projects underlined already completed in 2010



MEDIUM TERM PROJECTS

3.1	MT	Create Route Project Centre
3.2	MT	<u>Develop African Renaissance Centre displays:</u> <u>Curate and display.</u>
3.3	MT	Finalisation of school expansion plans
3.4	MT	Upgrade surrounds of former Boy's Hostel
3.5	MT	Consider inclusion of other Dube House in walking tour of this node
3.6	ST	<u>Sound equipment for ARC Interpretation Centre</u>

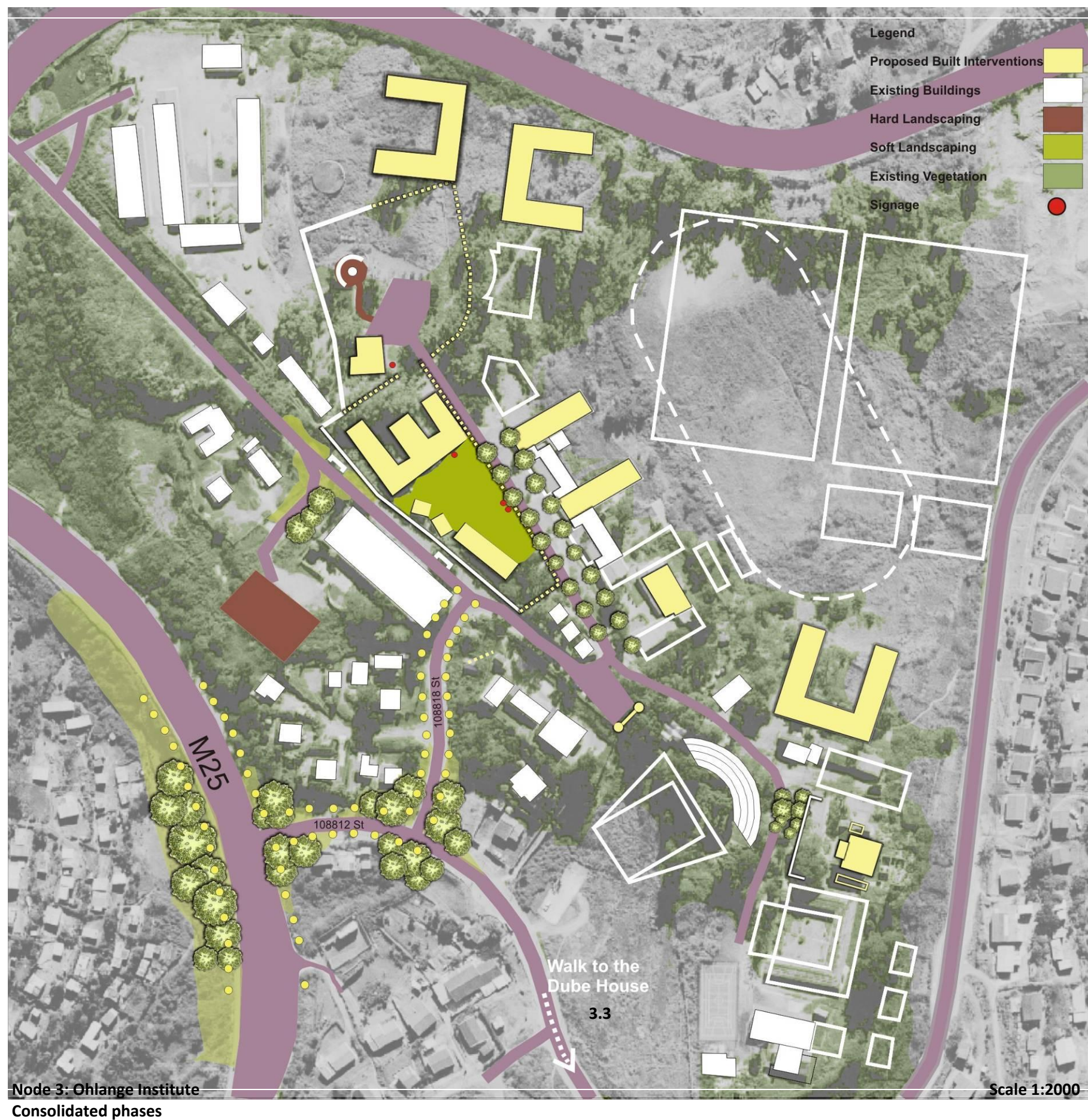
Node 3: Ohlange Institute
Medium Term Projects



LONG TERM PROJECTS

- | | | |
|-----|----|--|
| 3.1 | LT | Facilitate implementation of Historic Schools Restoration Project plans. Prioritise new boys hostel. |
| 3.2 | LT | Transform existing sandstone boys hostel into B&B |
| 3.3 | LT | Upgrade other (final) Dube House and rondavel. |

Node 3: Ohlange Institute
Long Term Projects
Node 3: Ohlange Institute
Medium Term Projects



WHEN OHLANGE HIGH SCHOOL EXPANDS AS A RESULT OF THE 'HISTORIC SCHOOLS RESTORATION PROJECT' (AFTER EMMETT & EMMETT ARCHITECTS) THE HISTORIC BUILDINGS WILL FORM PART OF THE MAIN PEDESTRIAN AXIS.

15.5 INANDA SEMINARY

15.5.1 Significance

Established by the missionary, Rev Daniel Lindley and his wife Lucy in 1869 for the American Board of Missionaries, Inanda Seminary was the first secondary school exclusively for African girls in Southern Africa and still remains the oldest girls private boarding school in South Africa. It was built to train girls to be teachers and 'good wives' to the young males being trained at Adams College in Amanzimtoti.

It is significant because it has remained unscathed throughout the Apartheid era when 'Bantu Education' was enforced and has a fascinating record retained in the archives.

It is also a record of the origins of the *Amakholwa* starting, for example, with James Dube, half brother of Chief Mqhawe of the local Qadi clan and the father of John Dube the founder of the Ohlange Seminary.

The original Congregational Church, built by Lindley in 1849 lies at the head of the eucalyptus lined Seminary Avenue entrance to the school. John Dube's father James was one of the first African pastors.

A related important discovery during this project period was the discovery of the ruins of Daniel Lindley's original home in Umzinyathi dated 1847 which makes this a significant colonial vestige.

The first principal was Mary Edwards who arrived from America as a forty year old widow and remained Head until 1892. She only died at the school in 1927 at the age of 98. Her bust is mounted in the forecourt, before the Administration Building which was the original thatched Lindley homestead. *"She arrived in Inanda on an ox wagon three months after leaving Boston. Her belongings and supplies including teaching equipment of ten double desks, a teacher's desk, a black board, globes, a thermometer, and a microscope..."* (Rev DR Scott Couper)

15.5.2 Vision

To demonstrate the pioneering role of the American Board of Missionaries in Inanda
 To appreciate the impact of
 To enhance the role of the Inanda Seminary as an historic school in South African society
 To maintain a secure and tranquil campus together with historic buildings

15.5.3 Opportunities

To provide an opportunity for visitors to experience a mission school
 To retain the very important archives and museum of school and pioneer history.
 To build on the long history of the establishment

15.5.4 Guidelines

Fortunately after a serious funding crisis in 1997 the alumnae took over control and with the help of former president Nelson Mandela secured corporate sponsorship from SAPPI to renovate many buildings. Edwards Hall built in 1888 was destroyed by fire in 1993 and reopened in 2009 to celebrate the 140th anniversary of the school. There are ongoing plans to upgrade facilities outlined elsewhere, all in co-operation with the Heritage Authorities.

The school has clearly set its own guidelines.



MISSIONARY, REV. DANIEL LINDLEY



DANIEL LINDLEY'S ORIGINAL HOME AT MZINYATHI, CURRENTLY BEING EXCAVATED

UNPROTECTED GRAVE OF REV. JAMES BRYANT

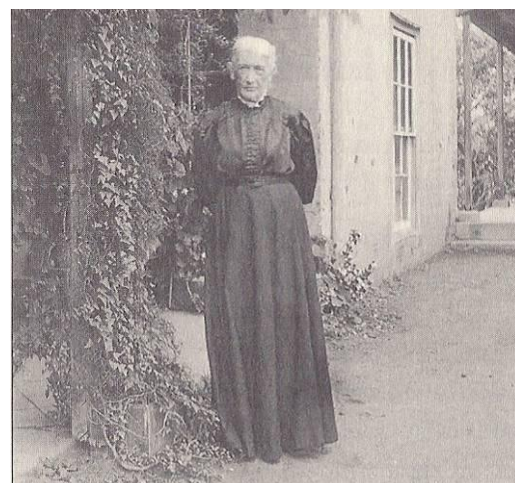


REV. BRYANT AND HIS WIFE. HE WAS A LINGUIST WHO LEARNED ISIZULU IN TEN WEEKS! HE WENT ON TO DEVELOP SOME OF THE FIRST TEXTS



THE MISSION HOUSE, INANDA SEMINARY 1858

MISSION HOUSE TODAY, RECLAD IN CORRUGATED IRON. A BUST OF MAH EDWARDS IS IN THE FOREGROUND



MAH EDWARDS, FIRST SCHOOL PRINCIPAL.



THE 'FIRST SCHOOL BUILDING,' SITUATED ON THE LEFT OF THE IMAGE, COMMENCED IN 1865 AND DEMOLISHED IN 1920 DUE TO TERMITE DAMAGE

ARCHIVES ARE LOCATED IN LUCY LINDLEY HALL, DEDICATED IN 1897



ARCHIVE INTERIOR WITH CLIMATE CONTROL NOW IN PLACE



ARTIFACTS FROM EARLY LIFE AT MISSION SCHOOL



GIRLS WERE PREPARED TO BE 'GOOD WIVES'



AN IMPORTANT ARCHIVAL RECORD THAT STILL CALLS FOR FIRE PROTECTION



MA EDWARDS HALL, OPENED IN 1888 AND RECONSTRUCTED IN 2009 AFTER A FIRE



STANWOOD COTTAGE OPENED IN 1906 HOUSING STAFF QUARTERS, GUESTS AND THE PRINCIPALS OFFICE



MARY K. EDWARDS INDUSTRIAL BUILDING (DOMESTIC SCIENCE) OPENED IN 1919



ORIGINAL SERVANT'S QUARTERS, NOW THE MUSIC ROOM



PHELPS HALL, STARTED IN 1918. THIS BOARDING ESTABLISHMENT IS CURRENTLY UNDER RENNOVATION



Node 4: Inanda Seminary
Short Term Projects

Scale 1:2000

POST DEVELOPMENT CONDITION

All infrastructure and buildings that are due for renovations are already in existence.

SHORT TERM PROJECTS

4.1	ST	Consolidate Archives
4.2	ST	Fire protection for Archive.
4.3	ST	<u>Comprehensive Signage</u> <u>Individual building</u> <u>plaques - develop mini walking tour</u>
4.4	ST	Renovation of existing Mobil Centre
4.5	ST	Restoration of <i>Phelps Hall</i>

** Projects underlined already completed in 2010*



MEDIUM TERM PROJECTS

- | | | |
|-----|----|---|
| 4.1 | MT | Ongoing landscaping development |
| 4.2 | MT | Ongoing upgrade and development of the Inanda Seminary school |



15.6 EBUHLENI

15.6.1 Significance

A breakaway faction led by the regent Amos K Shembe broke away from Ekuphakameni in 1977 and now has the dominant membership. Their site settled as recently as 1980 is on the striking plateaux of Mtabutule with spectacular views all around providing it with the apt name 'Ebuhleni' (the beautiful place).

Densities are exceptionally high, aided by religious tolerance, especially during the January and July festivals when followers crowd into makeshift shelters of *isintingu* (lathes) bound by nylon rope and draped with the over runs of beverage cartons. Transitional architecture at its best!

In contrast the central prayer space is sublime under a canopy of trees with white stones defining the edges and separate entrances defined for the Bishop, men, women and maidens.

The Prophet was perceptive to recognise dance as a primary form of worship resulting in world class spectacles of thousands of dancers separated into gender and age groups.

15.6.2 Vision

To share the experience of a very dense informal settlement with a large central open air prayer space.
To preserve traditional values.

15.6.3 Opportunities

Offering an experience of an African eclectic religion and its mass rituals.
Creating employment by producing their unique memorabilia for sale e.g. 'vuvuzelas'

15.6.4 Guidelines

Visitor behaviour in regard to access to the site, dress codes and separation of genders is important.

INDUSTRIAL WASTE USED IN TRADITIONAL SHELTERS

EXCEPTIONALLY DENSELY SETTLED SITE



'PARADISE' THE CENTRAL OPEN AIR PRAYER SPACE SHADED BY TREES

SPECTACULAR 'TRADITIONAL' DANCE PERFORMANCES



Node 5: Ebuhleni
Consolidated phases

POST DEVELOPMENT CONDITION

1. Area 5.1a were existing access roads and parking areas for taxis.
2. Area 5.1 b: disturbed area with no vegetation that were used informally by the church for visitor parking and gathering area during their religious festival periods. Large portion of area were also occupied by informal dwellings by church members.

SHORT TERM PROJECTS

5.1	ST	<u>Rationalise approach and tourist facilities</u> <ol style="list-style-type: none"> 1. <u>5.1 a:</u> Parking area formalised with grass blocks at approx. 2231sqm. 2. Area brick paved with tree planting at approx. 1975 sqm.
5.2	ST	<u>Landscaping and signage at entrance</u>
5.3	ST	Bus parking: are occupied by informal dwellings. Area to be grassed for parking use and for use as sport grounds by the local primary school
5.4	ST	<u>Ablutions for visitors: converted containers connected to existing soak pit.</u>
5.5	ST	Interpretation and protocols information
5.6	ST	Re-establish stalls with Shembe memorabilia, clothing, badges, vuvuzelas. drums etc

MEDIUM TERM PROJECTS

5.7	MT	Transitional housing
5.8	MT	Ongoing upgrade of primary school

* Projects underlined already completed in 2010

Source: MIKULA WILSON ASSOCIATES ARCHITECTS

15.7 INANDA DAM

15.7.1 Significance

The huge body of water is sited spectacularly within broken terrain and yet the enormous potential lies generally dormant. Since Inanda presents the easiest access to the dam which lies at the far end of the Route this should eventually lead to ongoing invigoration along the entire length.

15.7.2 Vision

It is important to make access to this spectacular dam so near central Durban more accessible to the general population and in so doing offer employment opportunities.

15.7.3 Opportunities

To enhance the social perspective by displaying examples of the early Bantu settlements inundated under the dam.

To demonstrate the importance of water in Development

Enhance social tourism which is already in place eg 'home stays'

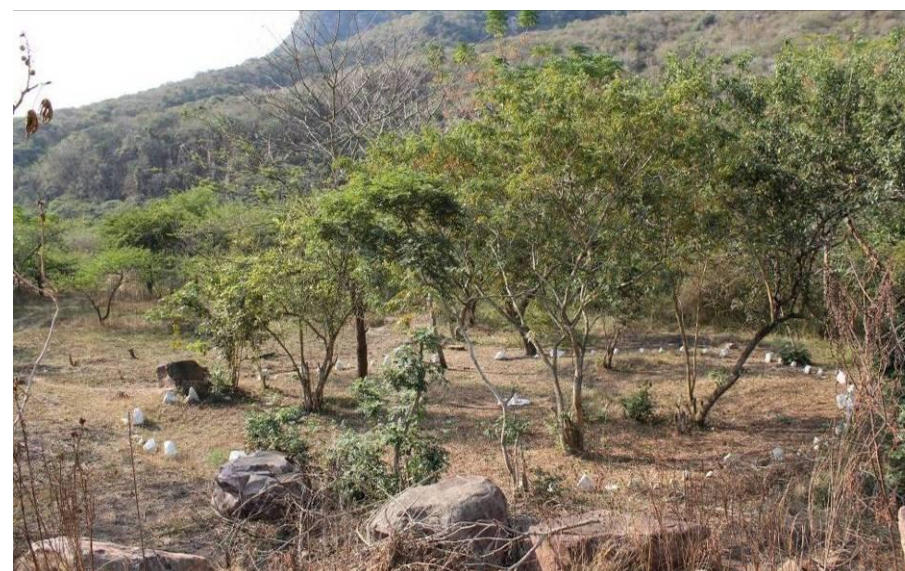
Create employment opportunities servicing tourist facilities

15.7.4 Guidelines

All developments will need to be undertaken in close co-operation with relevant Water Authorities who have the responsibility of maintaining the integrity of this major water source.



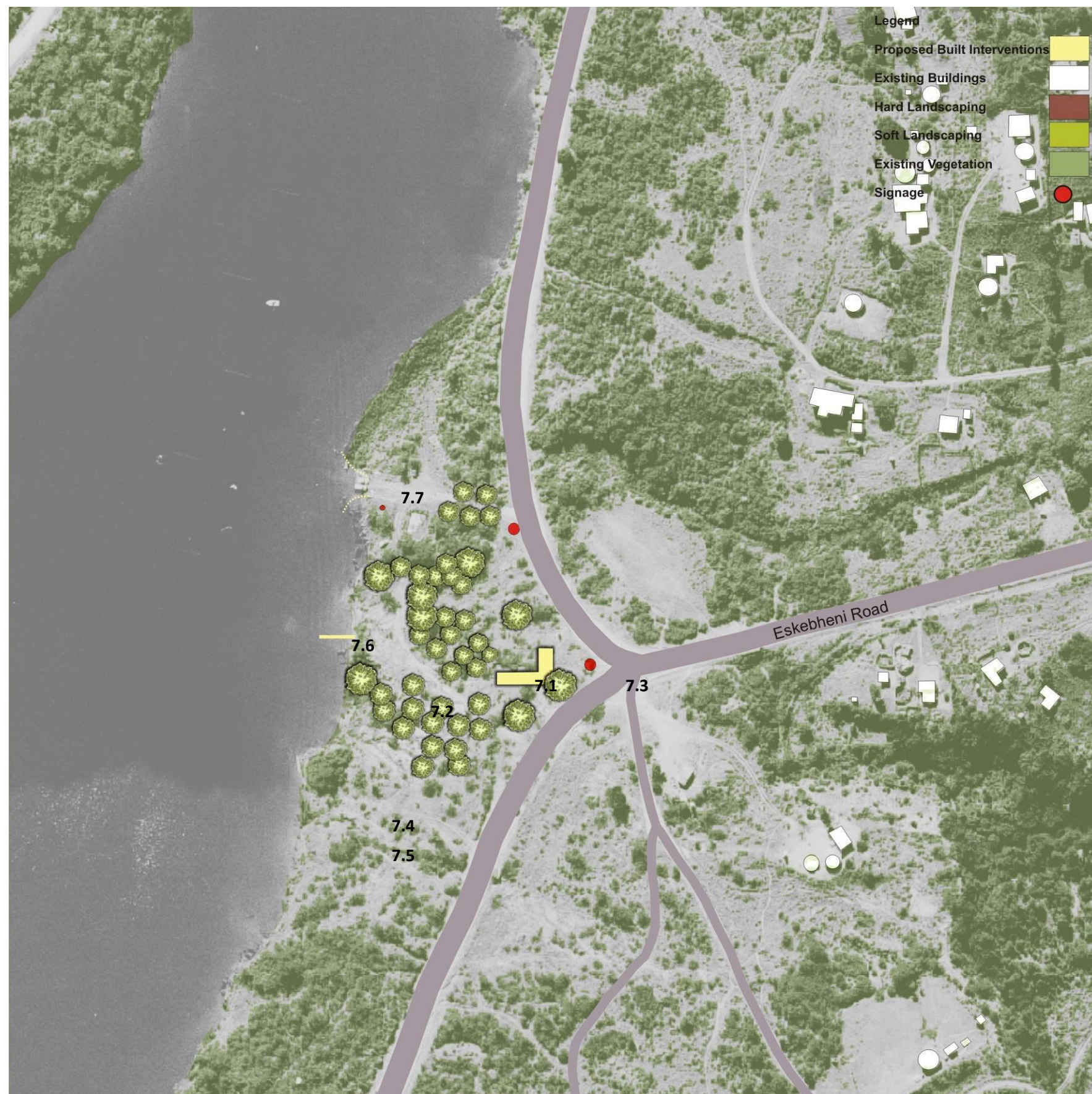
ENORMOUS POTENTIAL LYING DORMANT



EXAMPLES OF 'INTANGIBLE ARCHITECTURE' ALONG THE ROAD WITH THE STEEP GEOLOGICAL FAULTLINE IN THE BACKGROUND

THE APPROACH ALONG ESKEBHENI ROAD AT THE END OF THE FORMAL ROUTE

POTENTIAL FOR A RANGE OF WATER SPORTS
Source: www.gite-brittany.org



Node 7: Inanda Dam
Short and Medium Term Projects

Scale 1:2000

POST DEVELOPMENT CONDITION

1. Area in current use was previously under regular use by the local community for washing, collecting water, cattle grazing and sand mining activities. The latter which had started to cause erosion on the site. Bush clearing were also starting to take place as the community were using the area as a local day visit site as per attached email.

SHORT TERM PROJECTS

7.1	ST	<u>Install Adventure cycle trail & Kayak project centre and café</u> . Consisting of four containers on a platform area of approx. 1120 sqm
7.2	ST	Develop picnic area
7.3	ST	Comprehensive signage
7.4	ST	Investigate Dam access controls

MEDIUM TERM PROJECTS

7.5	MT	Enhance Dam development for visitors
7.6	MT	Jetty
7.7	MT	Launch site

** Projects underlined already completed in 2010*

15.8 MZINYATHI FALLS

15.8.1 Significance

It is important to make access to this spectacular scenery so near central Durban more accessible to the general population and also to retain it as a visual contrast to the dense settlement nearby in Inanda

15.8.2 Vision

An exhilarating view or adventure experience in contrast to all else on the route

15.8.3 Opportunities

- Viewsite over the falls
- Eco-adventures ; cycling, hiking, abseiling, canopy tours, zip lining
- Visiting the Rastafarian cave

15.8.4 Guidelines

- It will be important to always respect the natural setting by ameliorating all manmade features with a high standard of landscape design.
- Protecting the wetlands above the waterfall.
- Maintenance, especially in regard to litter
- Warning notices.
- Existing small shop on the approach road to be enhanced for refreshments to resolve security problems, keep litter away from the site and support local endeavours. The owner has been approached and is keen.



WETLANDS DAMAGED BY OVERZEALOUS EARTHMOVING!

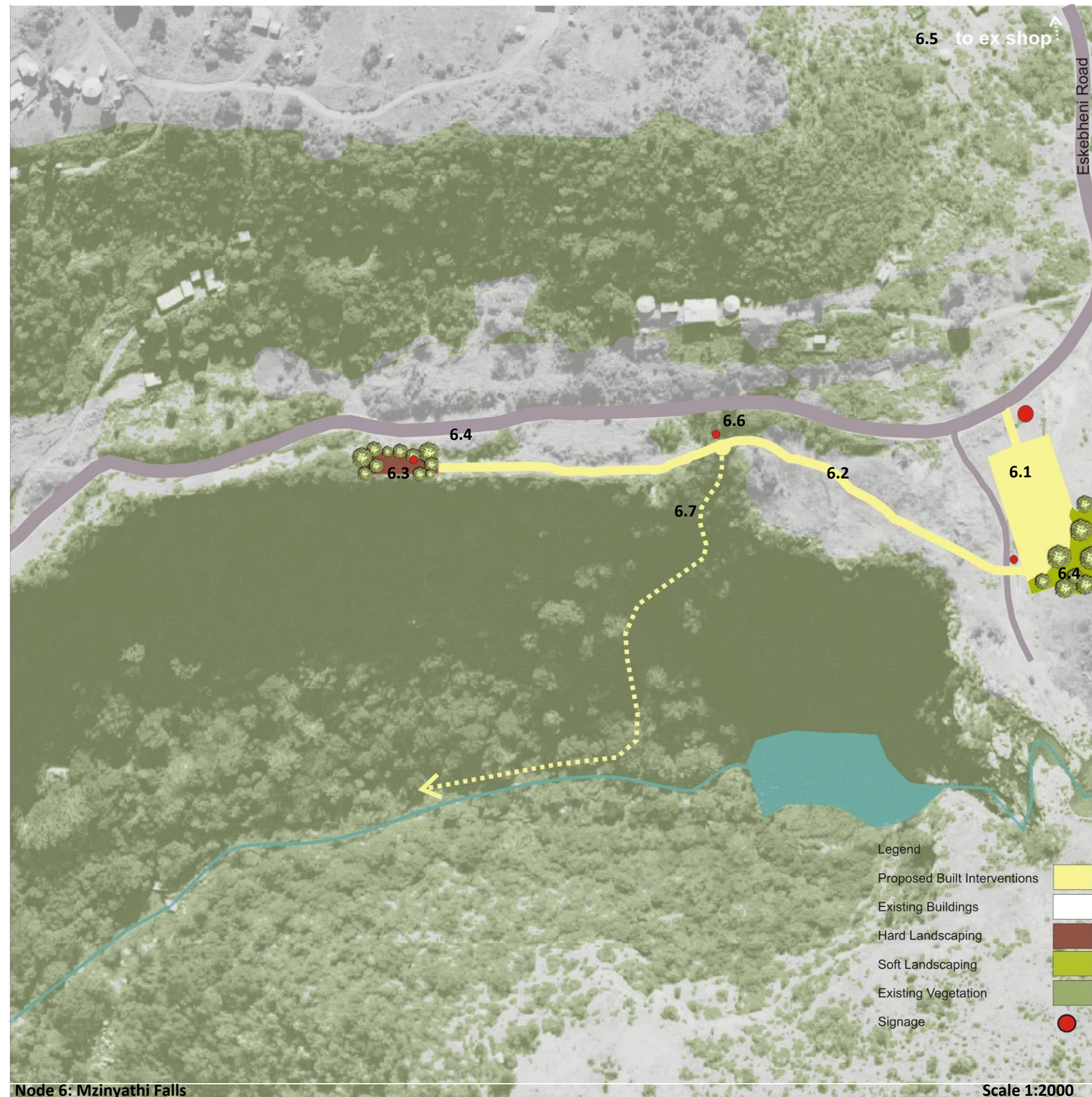


LOCAL SHOP TO BE ENHANCED FOR REFRESHMENTS

SPECTACULAR SCENERY FROM THE VIEWING DECK



POTENTIAL FOR ECO-ADVENTURES
Source: www.techeblog.com



POST DEVELOPMENT CONDITION

1. Existing community access road was in existence prior to development. Road was graded and storm water pipes replaced.
2. Parking area: area was already in use and disturbed by local community and also using the river for car washing. More recently before construction, local sand mining activities were taking place for local building materials. Note the new houses being constructed to the east side of the parking area.
3. Concrete footpath follows the alignment of an existing footpath that was in use by the local community.

SHORT TERM PROJECTS

6.1	ST	<u>Establish parking area</u> . Area required was meant to be below 1Ha. Current parking area is aprox 5000 sqm. Rehabilitation landscaping and downscaling of the parking area is being planned for this year.
6.2	ST	<u>Install pedestrian footpath 1m wide</u>
6.3	ST	<u>Build view site</u>
6.4	ST	Landscaping
6.5	ST	Upgrade existing shop
6.6	ST	Safety signage
6.7	ST	<u>Develop Hiking and Cycling Trails</u>

** Projects underlined already completed in 2010*

15.9 OTHER ATTRACTIONS

The overall route is peppered with interesting buildings, places and events which enhance the rich cultural landscape. The following are some examples which will increase as curiosity takes hold. Many of the places listed below feature in more detail as projects in the implementation plan. (Section 17)



Duff's Road: The aeroplane house, bus factory and final ship house of Dookie Ramdarie. This creative bus builder celebrated forms of transport with superb examples of 'Pop' or 'Mechanomorphic' Architecture. When the house was originally built over 30 years ago a private pilot reported an air crash!



Gumedé's Surgery and the original Post Office in Inanda. The original Post Office is an important milestone of modernization established by Rev. Posselt Gumedé in the early 1900's and run by Methi Zulu, his daughter. Dr. Innes Ballington Gumedé was the second black medical doctor in Natal and built the surgery in 1931 when he returned from the University of Birmingham.



'Africa' Congregational Church: An early independent church breaking away from the mission churches



A W G Champion's House. 'Mahlathi', veteran trade unionist but house now in ruins



Rev Daniel Lindley: Foundations of one of the oldest remaining coastal houses north of Port Elizabeth, threatened by a pipeline!



Ntuzuma/Phoenix turnoff. In contrast to the above, informal trading stalls and a 'container' shopping centre. Traditional drums, recycled car tyres...



Rev James Bryant: Grave of the first missionary to pass away in Natal. He learnt to preach in isiZulu after only ten weeks!



Bester's Camp: With about 6 000 houses, one of the original and largest examples of high density in-situ upgrading in South Africa. Inanda is exceptionally rich with many housing delivery models- from traditional, hostels, 'RDP', shacks, self build, row housing, incremental housing, to mansions

- Kwa-Mashu Hostels: An essential guided visit to view the consequences of migratory labour with very interesting street trading stalls. Sangomas are available for consultations
- Bridge City: Massive free standing shopping centre as a contrast to informal trading constructed in the original Apartheid 'cordon sanitaire' between African and Indian residential areas . Internodal transport site and a choice of refreshments.
- Congregational Church: At other end of the avenue from the Inanda Seminary. Built by Lindley 1849
- Pixley ka Seme: Store of ANC co-founder in ruins at the junction of Msunjani Drive to Mzinyathi and the Inanda Dam turn-off.
- Apartheid planning: KwaMashu/Phoenix and the intervening 'cordon sanitaire' which has been transformed into an industrial park and Bridge City, all undertaken to stitch the Apartheid City together.
- Settlement patterns: RDP freestanding houses, shacks, flats, hostels. In-situ upgrade, housing on steep slopes, densities, rural housing, and urban agriculture.
- Mshiyazafe: (Beat him until he is dead!) Pre-election violence. In-situ upgrading typologies.
- Haffejee's Store: Same family since 1880's. Other trading stores and informal trading, refreshments.
- Inanda Police Station: Beleaguered during the struggle and now greatly enlarged symbol on top of the hill.
- Mzinyathi turn-off: Semi rural living. Qadi clan.

16 IMPLEMENTATION PLAN

The plan will be focused on sustainability in all its aspects, e.g. financial, operational and environmental. Integrating environmental sustainability initiatives (including demonstration projects as part of heritage site refurbishment projects), with potential for education programmes to include sustainability together with social and cultural heritage, makes the whole experience richer, more relevant, and broadens the base of potential users and visitors to the area. The potential for partnerships with various stakeholders, such as tour operators, food outlets, accommodation establishments and other local business will be explored.

THE WOZA eNANDA ROUTE							
PROJECT NO.		PROJECT NAME	PROJECT DESCRIPTION	Completed as 2010 Quick Win	Underway by Municipality	Underway by Site Owner	Potential Institutional Linkages
SHORT TERM PROJECTS							
0.1	ST	Landscaping along the route	Initial landscaping along the route to include alien removal and grassing, signature indigenous route landscaping focusing on the primary nodes	✓			1 1000 000.00
0.2	ST	Route signage	Branded information, direction and node signage along the route	✓			370 000.00
0.3	ST	Signage for the Route on the N2	The only signs along the N2 are the standard brown ones. Investigate the possibility of getting branded route signage along the N2. This would probably have to be located on private property, and would require signage applications to the National Roads Dept.				40 000.00
0.4	ST	Road and sidewalk maintenance on the M25	Parts of the road, and the kerbs and sidewalks in particular, on the M25, are in need of routine maintenance and repair. There is rubbish dumped on verges at various places along the route, and invasive plants growing in the drainage channels. In order for the route to be perceived as well managed, this is an urgent and ongoing requirement.				640 000.00
0.5	ST	Replace damaged bus stop shelters and introduce signature Woza eNanda (WeN) bus stop shelter.	There are 2 broken bus stop shelters on the route. These are unsightly and add to the perception that the route is unmanaged (and unsafe). These must be replaced, preferably with a robust signature WeN design. All subsequent bus stops on the route to be the same design.				200 000.00
0.6	ST	Include Sizimisele Development Trust Centre as a node on the route.	At the Sizimisele Development Trust Centre, opened in 1982, visitors are welcome to interact in a functioning facility for small children, vegetable gardens, crafters and hear about Maggie Dhladhla's numerous community projects. Tourists have expressed demand for community interaction and opportunities for outreach, and respond very positively to a visit to the Centre. It is currently the only place on the route where visitors can see crafters at work. As a response to clearly articulated demand, and the broadened vision for the route, inclusion of this site on route tours is imperative. Branded signage, and resolution of issues related to "ownership" of the route are the only interventions necessary.	✓			25 000.00
0.6	ST	Include African Congregational Church as a formal stop on the route.	Important African Independent Churches break away site. These Churches broke away from colonial Christianity in 1917 led by Rev Mvuyana Gardiner. Ex building dated 1951/2. Signage and interpretation required.				25 000.00
0.7	ST	Include Dr Gumede's Surgery and the original Post office where his wife was the postmistress.	These buildings have been saved from demolition through this study. The owner has agreed to retain them and to allow restoration for inclusion on the route. Facilitate restoration. Directional signage from the main route as well as signage and interpretation information required at the sites.				300 000.00

0.8	ST	Investigate inclusion of Pixley Ka Seme's store (ruin) on the main road to Msinyathi, in the route.	Investigate ownership and condition of Pixley Ka Seme's store now in ruins but with name evident onto the main road to Msinyathi. Pixley Ka Seme was the first Treasurer of the ANC. The site of his store in Inanda should be included in the route. Eventual restoration of the store, especially as a tourist related facility, would enhance the visitor experience. Directional signage from the main route as well as signage and interpretation information required at the site if included.				10 000.00	
0.9	ST	Investigate inclusion of AWG Champion 's house and nearby on the route. Needs restoration.	Investigate ownership and condition of AWG Champion 's substantial house and nearby cemetery and explore potential use. Suggest community facility e.g. extended foster home for Child Welfare. Directional signage from the main route as well as signage and interpretation information required at the site if included.				1 400 000.00	
0.10	ST	Ensure protection of Rev Lindley's original 1847 house at Mzinyathi.	Formally request AMAFA archaeological investigation -for middens or other building, reportedly "a stone's throw away". (Photo recently located by Rev Scott Couperl in the Inanda Seminary Archive) Large adjacent ficus tree of equal importance. Investigate historical authenticity from literature. Investigate ownership issues. Protect urgently with a fence. This site is currently under threat due to the installation of a eThekwin Water pipeline.				50 000.00	
0.11	ST	Signage and interpretation at Rev Bryant's grave at Msinyathi.	Clear surrounding alien bush. Sign, path and interpretation plaque required. Decipher inscription.				10 000.00	
0.12	ST	Landscaping at Bhekuzulu on main road frontage	Signature indigenous landscaping at Bhekuzulu, as one of the few places along the main road where there is space for pulling off and parking, and has potential for the development of a specifically tourism related commercial node.				20 000.00	
0.13	ST	Investigate feasibility of visiting Inanda dam wall, especially for education re water etc.	Water could be a wider theme eg from Gandhi's well but expanded in this secure environment. Early water vessels, role of mythology(Thokoloshe), role in development, water conservation etc Also further display of evidence from archaeological sites. Water tower was a prize winning project by Architect James Gourley. Directional and Information signage required. Interpretation panel required.				40 000.00	
0.14	ST	Signage for supplementary attractions along the Route	Branded signage for all sites included in the route, not only the nodes. This is an ongoing project as new sites are included in the route.				360 000.00	
0.15	ST	Re-establish the <i>Community Gardens near Phoenix Settlement as a Community Nursery for the Route</i>	Assess status of the existing HSRP Bhambayi community gardening project, initiated in 2005 on Council owned land, and re-invigorate as a community nursery business, with the specific purpose of propagating endemic species as recommended by the environmentalist, for use on the Woza eNanda Route as part of the eThekwin Municipality's carbon sequestration project. Ongoing landscaping will be required on the whole route, with an intensive new planting programme being proposed for the first 5 years. Ongoing maintenance will require supplies from the nursery for the foreseeable future. Refer Section 8.1 for more information.				150 000.00	
MEDIUM TERM PROJECTS								
0.1	MT	Ongoing landscaping maintenance and development	Annual supply of plants to each node, landscaping development and maintenance on approach to each node, alien clearing and development of indigenous landscaping along the route.				2000 000.00 pa for 5 years	
0.2	MT	Link Road to Valley of 1000 Hills	Tar the road link between Inanda Dam Node 7 and Valley of 1000 Hills (3.3 km)				4 500 000.00	

0.3	MT	Link the Route with other tourism routes	Initially this is a Tourism coordination marketing project. The idea is to fan outwards and make connections with other tourism routes e.g. Luthuli at Groutville to north over eTafuleni. Further investigation will lead to capital projects including road upgrading, route marker signage and landscaping etc.				200 000.00	
0.4	MT	Investigate development of Bhekuzulu site as a tourism node	Feasibility investigation for development of Bhekuzulu site as a tourism node. Huge potential for commercial, traditional crafts, refreshments, etc Space for pulling off M25. 2 existing buildings require restoration.				1 000 000.00	
0.5	MT	Possible restoration of Pixley Ka Seme's store as a tourist facility/shop	refer 0.8 ST above				20 000.00	
0.6	MT	Facilitate proactive inclusion of the Dookey Ramdarie properties as part of a unique Durban and Inanda visitors' experience .	Persuade the Dookey Ramdarie heirs to touch up the bus factory elevation and consider tours to the 'aeroplane' and 'ship' houses by arrangement. These are world class examples of mechanomorphic architecture				n/a	
0.7	MT	Investigate the possibility of using the 'old road' (up from Besters, coming back onto the main road at Ekuphakumeni) as a secondary route, on the Woza eNanda route.	The 'old road' goes up from Besters, past the Ramdarie original home (Nthlungwane Hall with ANCYL office), the Kwa Jeena Hall at Esimangweni (converted from a Tea Room in the early 1990's, displaying what was a provocative mural "Freedom Charter" depicting MK soldiers), past Ramgobin house and back onto the M25 at Ekuphakumeni. This is an area of intense former Indian occupation (Esimangweni = place of mangoes!) with cemetery "and all". Indian residents were chased out in 1985. Directional and information signage required. Road maintenance required.				20 000.00	
0.8	MT	Include the Bhambayi Community Nursery in the eThekweni Municipality's carbon sequestration project	It is proposed that the Route landscaping is to be included in the eThekweni Municipality's carbon sequestration project, discussed in more detail in section 8.1				800.000.00 starting up, then 500.000.00 p/a	
0.9	MT	Identify opportunities for accommodation along the route other than just at the identified nodes.	Look at Soweto precedent for development of home stays. Linked to infrastructure development, 'soft' interventions are important, e.g. facilitation of LED aspects.				40 000.00	
0.10	MT	Investigate development of social housing on Bhekuzulu land	Feasibility investigation for development of Bhekuzulu land for social housing. Huge potential for medium density housing. During the process of this study, the Shembe's articulated a need for medium density social housing on their land, for their followers.				220.000.00	
0.11	LT	Investigate development of a High School at Ekuphakameni.	During the course of this study the Shembe's indicated a need for a high school. There is already a Primary school on their land.				25000.00	Dept of Education
LONG TERM PROJECTS								
0.1	LT	Ongoing development of route signage and route marker rocks	Eventually the whole route should be marked with signature rocks and branded signage, to ensure that visitors are reassured at every road cutting and intersection that they are on the right road, and that the route is well managed, maintained and safe.				250 000.00	Roads Dept
0.2	LT	Develop Crafts production and sales opportunities on the route	Coupled with 'soft' interventions to develop local crafts production in Inanda, there is a need for production and sales opportunities on the route that would allow visitors to connect directly with the crafters and see the work in progress. This has been clearly articulated as a demand from tourists. Initially stalls/museum shops' at the nodes are the obvious locations for sales, and there is production happening at Sizimisele, but the route as a whole presents a major opportunity for development of this as a local income generator. (Bhekuzulu would be an ideal site)				1 000 000.00	

0.3	LT	Develop cultural performance venues on the route	There is tourist demand for cultural performance venues on the route, and a need for associated marketing of this aspect. This should be at one or more of the existing nodes for security, parking etc. e.g. Ohlange ARC building. Purchase PA system, chairs, etc. Events at the Dube Stadium should also be promoted.				50 000.00	
0.4	LT	Street furniture	Develop/select a robust, well designed, palette of street furniture (lights, benches, bus stops etc) for use along the route, and apply incrementally				250 000.00 PA	
0.5	LT	Ongoing landscaping and upgrading of the Route	Alien clearing, additional indigenous landscaping, general maintenance etc. Do in sections. 1 section per annum. Plants are "free" from the community nursery if the City pays the operating costs of running the nursery, as proposed. See section For more detail.				680 000.00 PA	
0.6	LT	Restoration of existing buildings and implementation of commercial/economic development project(s) at Bhekezulu, along main road frontage.	Details depend on professional evaluation/feasibility undertaken as MT project.				4 000 000.00	
0.7	LT	Implementation of social housing project(s) at Bhekezulu	Details depend on professional evaluation/feasibility undertaken as MT project.				50 000 000.00	
0.8	LT	High School at Ekuphakameni	Refer 0.9 MT above. A High School will be necessary in the area especially if the medium density housing proposala are implemented.				40 000.00	

NODE 1							
PHOENIX SETTLEMENT							
PROJECT NO.	PROJECT NAME	PROJECT DESCRIPTION	Completed as 2010 Quick Win	Underway by eThekweni Municipality	Underway by Site Owner	Estimated Value	Potential Institutional Linkages
SHORT TERM PROJECTS							
1.1	ST	Restore <i>Sarvodaya</i>	Repaint throughout, replace rotten timber, renovate water tanks and restore rainwater goods. Fell Syringa at side and reconstruct retaining wall .	✓		120 000.00	
1.2	ST	Restore existing toilets	Paint, refurbish and connect with paving and landscaping. Green.	✓		340 000.00	
1.3	ST	Repaint <i>Kasturbapavan</i> externally	Termite assessment. Stitch cracks and fill, replace window and repaint.			35 000.00	
1.4	ST	Create approach to <i>Interpretation Centre</i>	Augment existing path and steps with pergolas	✓		157 000.00	
1.5	ST	Develop mini walking route around the site.	Comprehensive signage. Main introductory sign and mini route incl. information for individual buildings.			50 000.00	
1.6	ST	Design and Install <i>Interpretation Centre Exhibit</i>	Installation of interpretation exhibition for the whole route, at Phoenix Settlement. Refer project On list of 'Soft' projects			1 750 000.00	
1.7	ST	Convert <i>Press Building</i> Machine Room into tea room/ café kitchen, with out door paved café seating area	Secure, install fittings and solar heater,create shaded landscaped paved seating area, purchase furniture.	✓		180 000.00	
1.8	ST	Build toilets	Two disabled toilets on septic tank.	✓		150 000.00	
1.9	ST	Repaint <i>Press Building</i> externally.	Stitch cracks and fill, repaint externally			40 000.00	
1.10	ST	Green landscaping	Green landscaping extensively augmented with historical and indigenous plants.	✓		200 000.00	
1.11	ST	Survey and define <i>Apex</i> boundaries	Surveyors to install 22 no. visible steel pipe beacons all around			18 000.00	
1.12	ST	Create ' <i>Kick About</i> ' space	Former allocation to be taken up, levelled and landscaped. Implementation of this project will include resolving refuse disposal arrangements.			50 000.00	
1.13	ST	Prepare <i>Gandhi Clinic</i> for visitors	Mark bullet holes. Signage and interpretation. Liaise with Chairperson Simphiwe Myeza			10 000.00	
1.14	ST	Define/protect <i>Well</i> .	Landscape the approach road, and define, repair and render Gandhi's Well safe. Allow for paving and landscaping as well as information signage. Install symbolic drinking fountain.			25 000.00	
1.15	ST	Upgrade <i>Shanti</i> as Preschool	Structural, health, hygiene and programme content assessment. Proposed to use external agency e.g., TREE or ECD to develop.			40 000.00	Dept of Education, and Health
1.16	ST	Transform <i>Press Building</i> into community health services	Staya Sai Movement will install partitions and fit out for community Optometry and Dental Units		✓	120 000.00	
1.17	ST	Extend existing Bus parking	Extend to perform adequately. No space to manouvre a bus at present. New trees and low wall / seat on the edge. 150m ² paving plus landscaping.			50 000.00	
1.18		Separate Kasturba Gandhi Primary School ruin from the occupied adjacent school.	Resolve land legal issues, then fence the ruin out of the school grounds ASAP - to protect the ruins from further deterioration/dismantling, as well as for the safety of the school children. Allow for an access servitude from the road (110m).			25 000.00	

1.19	ST	Re-do Sarvodaya interiors, i.e convert Sarvodaya to an authentic house museum.	Research, seek out and make replicas for interior. Source inventory from Local History Museum (candlestick etc), check writing desk from Estate SS Singh for replica, interview Ela Gandhi, source Gujarat bedrolls. The Trust is concerned about the current collection of black and white photos donated by the Government of India. It is recommended that these are focused in one room e.g. the study where the reconstructed desk can feature as well, since they deal predominantly with his 'Mahatma' period in India, not his time in Durban. There were very important books in this room prior to it's destruction e.g. one as a gift from Tolstoy which Prof R Harber picked up and handed to the Local History Museum. Prof Harber also has a molten door handle which could feature together with drawings and records of the destruction/reconstruction. Press clippings e.g. Sonya Gandhi visit.				1 000 000.00	
1.20	ST	Upgrade tourist info office.	The existing visitors' information area is too small. The site justifies a full time information officer and central bookings office. Preferably there should be a separate information area for groups of tourists to get brochures etc, as well as an office where the information officer can sit as a desk. The existing office must remain intact as it was the first clinic at the settlement, but the foyer can be knocked through to the first room on the right, which will be freed up by the interpretation centre. The Phoenix Settlement Trust have agreed to this proposal.				40 000.00	
1.21	ST	Paint shacks on approach road	Paint 7 existing shacks on approach road 'palm' green, i.e. Phoenix settlement signature colour.	✓			15 000.00	
1.22	ST	Formalise double storey shack as attraction on the route	Make sure it's safe (structurally) for tourists, and/or the 'owner is aware of public liability issues. Notification to the owner that the shack is on private land. There are institutional issues here as all informal residents on the apex are to be moved, and the shacks demolished. Tourist interest in this particular shack structure requires an exception, although eventually it will be in the proposed incubator zone of the Tertiary Institution.				10 000.00	
1.23	ST	Develop Conference facility in former Museum	Install acoustic ceilings and pinning boards on the flanking facebrick walls. Timber podium. Screen and projection facilities. Form 2 no. 15m ² Store rooms on either side of new entrance doors to the room.				75 000.00	
1.24	ST	AMAFA approval for Kasturba Gandhi Primary School	AMAFA approval required for stabilisation of ruin, or restoration. Must be done to comply with declaration of Heritage status.				5 000.00	
1.25	ST	Install statue of Dorothy Nyembe on the Printing Press Building veranda	Dorothy Nyembe statue relocated and overlooking site entrance - only after security arrangements are in place. Dorothy Nyembe sought refuge from the IFP for some time, in this building. Transport, place, mount statue and interpretation panel.				15 000.00	
1.26	ST	New security gate house	New security gatehouse for security guard at main entrance				50 000.00	
1.27	ST	Relocate existing overhead electrical cables	Overhead cables strung across the site are unsightly, and should be re-routed or buried underground. Existing light poles on the Apex site require restoration.					
MEDIUM TERM PROJECTS								
1.1	MT	Reinforce total Apex boundaries	Define boundary with low wall/seal and landscaping: Assert overall ownership.				150 000.00	
1.2	MT	Establish demonstration vegetable gardens and wormery on Apex	Demonstration plots to promote community food gardens. Demonstration garden to provide for vegetarian meals at the dining facility				9 000.00	

1.3	MT	Restore ex Caretaker's Cottage and develop dining facility	Measure up, and restore building. Develop as dining facility for conferences and backpackers / periodic vegetarian restaurant. Fit out kitchen, hard (approx 200m ² paving) and soft landscaping to courtyard garden. Restaurant furniture. KEEP EX MANGO TREES as allegedly planted by Gandhi! Demonstration worm farming for waste processing (from restaurant) and fertiliser (for food garden).				400 000.00	
1.4	MT	Transform <i>Kasturbapavan</i> into Backpackers accommodation.	Business Plan, Resolve termites, replace some timber, paint internally and fit out.				30 000.00	
1.5	MT	Define <i>Kasturba Gandhi Primary School - phase 2</i> . Reunite with historical campus.	Make "ruin" safe with handrails and underpinning. Access path and steps and signage for interpretation. The tourism report suggests that this remains a ruin as a record of the destructive violence of which Prof Harber has numerous photographs. The Principal's Office part of the school could be reconstructed to house this. As expressed above this may remain in school grounds with access gates from Sarvodaya. At the moment, this is the only relatively safe 'kick-about space for the kids so once secure with handrails, underpinning etc, allow children there via a gate. Formalise a gate to Sarvodaya and restore existing linking steps. This work shouldn't frustrate possible future full restoration.				40 000.00	
1.6	MT	Ongoing development of Interpretation Centre	Design and installation. See section on heritage interpretation of report for detailed recommendations and ideas for interpretation.				250 000.00	
1.7		Ongoing landscaping	Ongoing landscaping with indigenous endemic species, with the eventual goal (over about 5 years) of being incorporated into the eThekweni Municipality carbon sequestration project.				52 500.00	
1.8		Shack clearance on APEX	In collaboration with Housing/Human Settlements Depts, clear shacks on Apex (private land) and relocate residents to new housing project.				20 000 000.00	
LONG TERM PROJECTS								
1.1	LT	New College/ Training Institution	Construct new Tertiary Training Institution - FET, Teacher's Training College or similar. Include multi purpose Hall, and Commercial/ SMME incubator facilities on access road edge. Must be perimeter building with protected space in the centre. The hall could be part of the college and the institution could train the incubator tenants. Consider retaining the double storey shack.				55 000 000.00	
1.2	LT	Restore Kasturba Gandhi Government Aided Primary School	Consider restoration of the school, or part of the school, as part of Phoenix Settlement campus. To be used as extension of existing Gandhian Training Education centre in old museum.				4 000 000.00	PST
1.3	LT	Ongoing development of Interpretation Centre and of the whole site.	Refer Section 8 for recommendations and ideas re the Interpretation Centre, and for interpretation of the site and the whole route.				500 000.00	
1.4	LT	Upgrade the existing Primary School	Shack removal from school site. Additional classrooms, Grade R campus, and playground.				4 000 000.00	Dept of Education

NODE 2								
EKUPHAKUMENI								
PROJECT NO.								
	PROJECT NAME	PROJECT DESCRIPTION	Completed as 2010 Quick Win	Underway by eThekweni Municipality	Underway by Site Owner	Estimated Value	Potential Institutional Linkages	
SHORT TERM PROJECTS								
2.1	ST	New bus and tourist access	Establish landscaped bus access route. Connect back to main road and form safe entrance. White stones and landscaping as route markers. Potential for informal commercial activity along new access route to be pro-actively developed.	✓			115 000.00	
2.2	ST	Level bus parking	Level area on-site for bus parking.	✓			500 000.00	
2.3	ST	New visitors toilets	Install new container toilets for visitors with planted pergola over.	✓			183 000.00	
2.4	ST	Surface <i>Kwadedele</i> ("Place of Angels")	Careful research, and apply appropriate pedestrian (barefoot and on hands and knees) surface.				350 000.00	
2.5	ST	Grass <i>Paradise</i> (open worship area)	Re-grass with instant lawn.	✓			20 000.00	
2.6	ST	Create shaded waiting/milling space outside <i>Indlu yeSonto</i>	Construct pergola and pave waiting/milling space				500 000.00	
2.7	ST	Develop internal visitors route	Create circular tourist pathway (internal "mini route"). Surface to be suitable for barefoot walking. Interpretation signage for individual buildings.				45 000.00	
		Shembe 'star'	Maintain visual link from main road to Shembe star on opposite side of M25 as an attraction at this node. Check authenticity of Halley's comet story associated with the star. Interpretation signage required.				n/a	
2.8	ST	Install comprehensive signage	Main introductory sign (visitors' protocol) and individual buildings. Main sign plus 10 smaller signs				50 000.00	
2.9	ST	Landscaping	Augment existing with indigenous trees.	✓			70 000.00	
2.1	ST	Heritage building maintenance and repair programme	Evaluate all existing buildings wrt required repairs and maintenance and develop programme for implementation				65 000.00	
2.11	ST	Stabilise <i>Ekamu (mens quarters)</i> footings	Engineer's report and action regarding undermining. Underpinning. Building area approx 400m ²				105 000.00	
2.12	ST	Protect and 'exhibit' historic cars as visitor attraction.	Rust protection on Prophets' Station Wagon: Technical assessment and painting. Provide visual access into garages: Negotiate and install fixed windows to 3 no. "garage" for historic cars.				35 000.00	
2.14	ST	Internal alterations to <i>Tabernacle</i>	New suspended floor				450 000.00	
		Security measures to <i>Tabernacle</i>	Ensure <i>Tabernacle</i> is sufficiently secured so that Covenant can be returned to Ekuphakameni.				50 000.00	
2.17	ST	Maintenance on <i>Indlu yeSonto(Main Hall)</i>	Roofing and rainwater dispersal.				2 000 000.00	
2.19	ST	Project preparation for restoration of <i>Children's Chapel</i>	Historical evaluation and appropriate response.				35 250.00	
2.2	ST	Clean up existing grave site adjacent to bus parking	Existing grave site and old baptismal pool are overgrown and untidy. Clean up and landscape.				15 000.00	
MEDIUM TERM PROJECTS								

2.1	MT	Restore <i>Children's Chapel</i>	Appropriate interpretation in durable materials.				300 000.00	
2.2	MT	Reconstruct <i>Indlubalungu</i> (Visitors' accommodation)	Reconstruct Indlubalungu (Visitors' accommodation) on historic footprint.				3000.000.00	
2.3	MT	Ongoing landscaping	Augment landscaping further with indigenous trees as part of inclusion of this site in the eThekweni Municipality's carbon sequestration project.				200.000.00	
2.4	MT	Comprehensive site planning	Develop Master Plan. Revalue and consolidate for ongoing functions.				300 000.00	
LONG TERM PROJECTS								
2.1	LT	New <i>Interpretation Centre</i>	Commission research, collect items, curate exhibition and construct new Interpretation Centre building.				950 000.00	

NODE 3								
OHLANGE INSTITUTE								
PROJECT NO.		PROJECT NAME	PROJECT DESCRIPTION	Completed as 2010 Quick Win	Underway by eThekweni Municipality	Underway by Site Owner	Estimated Value	Potential Institutional Linkages
SHORT TERM PROJECTS								
3.1	ST	Install Madiba 1994 vote exhibit.	Transport, place, mount statue on platform and backdrop.	✓			25 000.00	
3.2	ST	Repair vandal damage to <i>African Renaissance Centre (ARC)</i>	Improve security arrangements. Reinstate electrics, fans, blinds, and touch-ups.	✓			25 000.00	
3.3	ST	Restore vandalised toilets	Reinstate piping and water supply, fittings and cisterns, and service.	✓			40 000.00	
3.4	ST	Placing Rev Dr JLB Dube statue	Transport and secure on Museum veranda.	✓			5 000.00	
3.5	ST	Provide bus parking	Remodelling of Public Library parking. Scrape level and stabilise. Add landscaping to soften.	✓			40 000.00	
3.6	ST	Create new side entrance to Heritage precinct	Create opening in existing boundary with gate and pathway.	✓			25 000.00	
3.7	ST	Make new entrance attractive.	Upgrade wall and gate, landscape Grass banks where path has been formed and clear debris from road boundary. Install defensive planting along boundary wall	✓			6 000.00	
3.8		Resolve staff parking issues	Main access road needs to be kept clear				No Charge	
3.9		Upgrade grave site and ensure ongoing maintenance plan	Clean up, new soft landscaping, interpretation signage				15 000.00	
3.10	ST	Establish Caretaker's quarters	Existing accommodation behind Museum intended for a caretaker. May not be appropriate, and will have associated institutional issues. Strict conditions governing this accommodation will be necessary e.g. how many people are allowed to live here, what happens if their contract is terminated etc.				10 000.00	
3.11		Separate heritage precinct from school precinct.	Use landscaping and low suggestive devices rather than fence or solid wall. At least in the medium term, the school will still use the classrooms in the heritage precinct, including in the Renaissance Centre building, ownership of which has apparently been ceded to the Dube Foundation.				75 000.00	
3.12	ST	Improve security arrangements	Security issues are ongoing. Vandalism is a threat, especially to the valuable external statue(s). Install an Alarm system as a short term measure.				25 000.00	
3.13		Develop African Renaissance Centre Garden	Landscaping, and trees, replace existing flagpole with one central proper flagpole. Add vandal proof lights.				20 000.00	
3.14		Commission bronze ballot box for exhibit	This was identified as part of the ARC project but is not urgent. It may in fact detract from the Mandela statue. The plain box, is functioning well and has potential as a "post box" for comments, as well as for actual stamped post cards that could be purchased from the museum shop.				?	
3.15	ST	Comprehensive signage	Main introductory sign and individual buildings. Develop mini walking route and interpretation				30 000.00	
3.16	ST	Paint original school gates	Gates were made by Dookie Ramdarie. Derust and paint.				2000.00	
3.17	ST	Investigate the nearby INK digital hub opposite library as a site of potential interest for tourists.	Make arrangements for visits, and erect sign.				4000.00	
3.18	ST	Foundations of original classroom	Clear and stabilise to use as platform eg. for music recitals				4000.00	
3.19	ST	Dube Children's grave	Stabilize and landscape suitably				1000.00	

MEDIUM TERM PROJECTS								
3.1	MT	Create Route Project Centre	Management team offices, board room, offices for community based projects, training officers, training room etc. Propose using one or two classrooms in the ARC building. These classrooms are being used so this has implications for the school, but is an essential part of the implementation of the capital intensive first 5 year phase of the Woza eNanda project.				150 000.00	
3.2	MT	Develop <i>African Renaissance Centre</i> displays: Curate and display.	Dube papers and old school records to be traced. Existing display cabinets manufactured under previous project to be used if possible. Link ARC exhibit to John Dube's final house and rondavel outbuilding, nearby. Although this is a substantial formal house (now a National Monument) it is interesting that Dr John Dube chose to work in the rondavel in the garden.				curators fees 1 mill	
3.3	MT	Finalisation of school expansion plans	This will indicate future direction(and phasing)			✓	250 000.00	
3.4	MT	Upgrade surrounds of former Boy's Hostel	Upgrade surrounds of former Boy's Hostel - clean up, landscape, sign, remove insensitive asbestos lean-to and other additions.				30 000.00	
3.5	MT	Consider inclusion of other Dube House in walking tour of this node	Signage and interpretation. Security arrangements				30 000.00	
3.6	ST	Sound equipment for ARC Interpretation Centre	Install sound equipment to play "struggle songs" for which the Ohlange Institute School is famous.				25 000.00	
LONG TERM PROJECTS								
3.1	LT	Facilitate implementation of school expansion plans. Prioritise new boys hostel.	New boys hostel needed in order to make old building available for B&B			✓	88 000 000.00	
3.2	LT	Transform existing sandstone boys hostel into B&B	Transform existing sandstone boys hostel into B&B: Measure up, evaluate and alter.			✓	500 00.00	
3.3	LT	Upgrade other (final) Dube House and rondavel.				✓	1 100 000.00	

NODE 4								
INANDA SEMINARY								
PROJECT NO.		PROJECT NAME	PROJECT DESCRIPTION	Completed as 2010 Quick Win	Underway by eThekweni Municipality	Underway by Site Owner	Estimated Value	Potential Institutional Linkages
SHORT TERM PROJECTS								
4.1	ST	Consolidate Archives	Humidity, heat and light control. Repair damp walls and restore electrics.	✓			25 000.00	
4.2		Fire protection for Archive.	Effective document protection. Appoint specialist				120 000.00	
4.3	ST	Comprehensive Signage Individual building plaques - develop mini walking tour	Main information sign, and individual building plaques	✓			30 000.00	
4.4	ST	Renovation of existing Mobil Centre	Renovation of existing Mobil Centre, and conversion from Student Centre to dining hall and kitchen. Refreshment terrace with pergola over for visitors			✓	30 000.00	
4.5	ST	Restoration of <i>Phelps Hall</i>	Survey, maintenance and repairs, and alterations to historic brick building.			✓	1 000 000.00	Inanda Seminary
MEDIUM TERM PROJECTS								
4.1	MT	Ongoing landscaping development	Ongoing landscaping development via community nursery and garden maintenance programme. Eventual incorporation into eThekweni Municipality's carbon sequestration project.			✓	100.000.00	
4.2	MT	Ongoing upgrade and development of the Inanda Seminary school	Includes new swimming pool, new playing field, renovations to First Century building, refurbishment of hostels, temporary staff accommodation, alterations to workshop, and campus general plumbing work.			✓	35 000 000.00	Inanda Seminary

NODE 5								
EBUHLENI								
PROJECT NO.	PROJECT NAME	PROJECT DESCRIPTION	Completed as 2010 Quick Win	Underway by eThekweni Municipality	Underway by Site Owner	Estimated Value	Potential Institutional Linkages	
SHORT TERM PROJECTS								
5.1	ST	Rationalise approach and tourist facilities	eThekweni Municipality are currently rationalising the entrance area of this settlement with parking, accommodation and toilets.		✓	150 000.00	KZNPA	
5.2	ST	Landscaping and signage at entrance		✓		150 000.00		
5.3	ST	Bus parking		✓		2 800 000.00		
5.4	ST	Ablutions for visitors	New temporary toilets	✓		135 000.00		
5.5	ST	Interpretation and protocols information	Sign and node map for visitors			60 000.00		
5.6	ST	Re-establish stalls with Shembe memorabilia, clothing, badges, vuvuzelas. drums etc				n/c		
MEDIUM TERM PROJECTS								
5.1	MT	Transitional housing	Planned as part of the project being implemented in phases through the eThekweni Municipality Economic Development Dept.			40 000 000.00	Dept of Human Settlements	
5.2	MT	Ongoing upgrade of visitors facilities	Project being implemented in phases through the eThekweni Municipality Economic Development Dept.			20 000 000.00		

NODE 6								
MZINYATHI FALLS								
PROJECT NO.		PROJECT NAME	PROJECT DESCRIPTION	Completed as 2010 Quick Win	Underway by Municipality	Underway by Site Owner	Estimated Value	Potential Institutional Linkages
SHORT TERM PROJECTS								
6.1	ST	Establish parking area	Scrape, level and stabilise for buses and cars.	✓				
6.2	ST	Install pedestrian footpath	Concrete walkway between parking and view site.	✓				
6.3	ST	Build view site	Paving and low walls onto existing rock shelf.	✓				
6.4	ST	Landscaping	Restoration of wetland, shade parking and generally augmenting the indigenous landscape around the visitors area				100 000.00	
6.5	ST	Upgrade existing shop	Create attractive environment for tourist refreshments, and potential for route related crafts products, postcards etc				5 000.00	
6.6	ST	Safety signage	Install warning sign about descending down steep pathway				20 000.00	
6.7	ST	Develop Hiking Trail	Ongoing development of hiking trail				1 000 000.00	

NODE 7								
INANDA DAM								
PROJECT NO.		PROJECT NAME	PROJECT DESCRIPTION	Completed as 2010 Quick Win	Underway by Municipality	Underway by Site Owner	Estimated Value	Potential Institutional Linkages
SHORT TERM PROJECTS								
7.1	ST	Install Adventure cycle trail project centre and café	5 containers with services: Men, women toilets and showers, office /refreshments, 2 No storage containers with pergola over				500 000.00	
7.2	ST	Develop picnic area	Landscape picnic area and augment indigenous vegetation: Access, level mounds and landscape. Braai stands.				100 000.00	
7.3	ST	Comprehensive signage	Access sign, warning and natural features.				30 000.00	
7.4	ST	Investigate Dam access controls	DWAF and other regulations to enhance development potential, e.g jetty and launch site. A launch site here would be the closest launch site to the CBD.				n/c	
MEDIUM TERM PROJECTS								
7.1	MT	Enhance Dam development for visitors	Upgrade and market recreational and residential facilities related to the Dam to attract more people along the route.				40 000.00	
7.2	MT	Jetty	Build small jetty for berthing boats that come from launch site across the dam				80 000.00	
7.3	MT	Launch site	Establishment of new launch site - will need EIA.				100 000.00	

SOFT' PROJECT LIST FOR IMPLEMENTATION PLAN					
(I.E. INSTITUTIONAL. OPERATIONAL, AND SOCIO-ECONOMIC PROJECTS)					
INSTITUTIONAL DEVELOPMENT PROJECTS				timeframe	Budget estimate
ID					
	1	Get Council approval for Woza eNanda Route 5 year implementation plan	Include in principle resolutions regarding Institutional Framework and organogram, and ongoing capital and operating budgeting	ST	n/a
ID	2	Identify high level Woza eNanda project Champion	Getting the required Political will behind the project is a critical success factor		n/a
ID	3	Set up Project Structure	Set up Project Structures including constitution of Woza eNanda Stakeholders Forum		tbd
ID	4	Clarify role of the ICTB	Facilitated workshop around proposals, as well as assistance with revised constitution and membership. Huge potential for conflict of interest if this is not resolved effectively.		n/a
ID	5	Set up Project Implementation Team	Set up Project implementation team as per approved organogram		n/a
ID	6	Set up Project Centre at Ohlange	Get operational budget and 'lease' agreement in place for Project Centre at Ohlange		tbd
LAND AND LEGAL PROJECTS					
LL	1	Resolve <i>boundary and land ownership issues for Kasturba Gandhi Primary School at Phoenix Settlement</i>	Communicate Dept of Education and register Deed.	ST	tbd
LL	2	Facilitate resolution of institutional issues at Ekuphakameni	Various Trust bodies and conflicting interests		tbd
LL	3	Facilitate resolution of land issues at Ebuhleni	Not essential for this project but may impede implementation of upgrade plans there		tbd
LL	4	Resolve ownership and management issues at Ohlange	Consultation around development concept. Signing of MOU. Separation of services. Take account of future school expansion plans. The ARC building itself has apparently been ceded to the Dept of Arts and Culture.		tbd
LL	5	Finalise MOU's with node owners	Get MOU's/leases or whatever form of agreement is deemed suitable, in place at all the nodes asap.		tbd
MARKETING PROJECTS					
MP	1	Begin implementation of Marketing Strategy	As per Mister Walker refer section 10. Identify target market, develop marketing message, create brand awareness, promotional literature, market to tour operators as well as hospitality sector, branded vehicles, branded clothing for operations staff, communicate investment opportunities, web site etc.	ST	tbd
MP	2	Research for Inanda History and Guide Book	Compilation of a book to broadcast all the info gathered. Includes further research.	ST	R 250 000
MP	3	Publication of Inanda History and Guide Book		MT	

MP	4	Product development for museum shops	Commission postcards for the route, especially related to Madiba, and Dube. The ballot box at the ARC has potential here as a post box for pre-stamped well as postcards with the voting photo and other momentous events. Craft development for sale on the route has emerged as a significant tourist demand. Consult professional crafts product development experts.	MT	tbd
MP	5	Develop tourist interpretation material - brochure.	Link to booking system and community guides project ASAP	ST	tbd
MP	6	Prepare a brochure on the array of housing along the route.	Mt Moriah multi-storey, RDP housing beyond, NE51/9 Kwa Mashu, hostels Kwa-Mashu, mjondolas, in-situ upgrade Besters, incremental upgrade Inanda Newtown, corrugated iron (Gandhi), stabilised earth (Dube), formal (Dube No 2), Nqukwane, recycled waste EBUHLENI and superb examples of 'transitional' houses etc	MT/LT	tbd
RESEARCH AND CURATOR PROJECTS					
RC	1	Appoint curator to direct Route interpretation	Overall heritage interpretation, together with Museums Dept, as well as working with Durban Tourism and marketing team for co-ordinated strategy to link heritage attractions with all other potential attractions on the route.	ST	tbd
RC	2	Research and develop exhibition and interpretation material for Interpretation centre at Phoenix Settlement	e.g. Nguni hide," The Abundant Herds" poster, Early Stone Age and Late Iron Age artifacts from Inanda dam inundation. Evidence of 1 000 yr Nguni occupation. Striking and interactive relief plan of the route. Historic photographs. 1937 aerial photography. Oral history project to feed in here. Marschall has stressed need for linkages and commonalities in the display. E.g Natal Indian Congress(Gandhi)/original African National Native Congress(Dube), The Indian Opinion(Gandhi) / Ilanga(Dube). Gandhi born 1869/Shembe 1870/ Dube (1871). Non violence in different forms, Gandhi/ Shembe/ Dube. Violence; Bhambayi/Mshiyazafe. KEEP ADDING!	ST	tbd
RC	3	Second phase of ongoing oral history project	Ramgobin interview since he grew up nearby as well as aged Shembe priest who knew the Prophet interviews outstanding.	MT	tbd
RC	4	Research and develop exhibition and interpretation material for Sarvodaya' house museum' at Phoenix Settlement	A display showing the original wood and iron Press building next to the stream, original copies of The Indian Opinion as well as Dube's Ilanga which was first published there. We need to seek photos of the original Gothenburg hand press which was stolen twenty years ago. Also a wider display of indigenous articles could also be included in this central room but need to be relevant. Route postcards, books on Gandhi and related subjects and ideally locally fabricated models of the spinning wheel) (Prof Harber has photos of both)	ST	tbd
RC	5	Research potential exhibition and interpretation material for African Renaissance Centre.	Investigate and collect school records, papers from Dube rondavel and other sources. Marschall has suggested a sound system for the Institutes famous protest songs, Christian inspired African music and Enoch Sentonga's Nkosi Sikelel'i Afrika. Video of Madiba voting. Interviews playing (e.g. The current information officer at Ohlange was an IEC official on the historic election day)	MT	tbd
RC	6	Develop interpretation and exhibits at Dube House Museum	For example some of the original mud walls are displayed but this should be highlighted. Recordings of Dube speaking, etc	MT	tbd

RC	7	Develop Interpretation for mini routes at each node	e.g. interpretation throughout the Phoenix Settlement site. The Tourism study suggests different focuses in different parts. Vegetarian food @ Restaurant and gardens, Printing and propagation @ Press, Violence @ school, community support/HIV/AIDS @ Clinic, Gandhi early SA life and domestic life at Sarvodaya, input of others e.g. Kallenbach(Architect), Schleesen (Secretary), Rev Andrews, Ruskin, Tolstoy etc @ Kasturbapavan)	MT	tbd
RC	8	Develop thematic tours as suggested by Marschall et al	"Spirit of Healing and Care", "Self-Help, Resistance and Liberation", "Meeting of Two Worlds", "Housing Delivery", "Violence and Non-violence" etc	MT	tbd
		ECONOMIC DEVELOPMENT PROJECTS			
ED	1	Develop comprehensive strategy and implementation plan for LED and SMME development projects on the route		ST	tbd
ED	2	Set up online booking system for visits, linked to WeN website	This is apparently in place in an ad hoc way via the information officer at Phoenix Settlement' cell phone. Some self drive visitors do just arrive at nodes, or even call the nodes directly. Preferably bookings should be referred via Bongani so that statistics can be kept.	MT	tbd
ED	3	Identify opportunities for accommodation along the route other than just at the identified nodes.	Look at Soweto precedent for development of home stays. Linked to infrastructure development, 'soft' interventions are important, e.g. facilitation of LED aspects. Hospitality training, marketing, business skills development, visitor safety etc.	MT	tbd
ED	4	Consult with Rastafarians: explore possibility of visiting their cave.	additional attraction at Mzinyathi Falls	MT	tbd
ED	5	Train tour guide companies and community guides, and implement thematic tours as suggested by Marschall et al	;" Spirit of Healing and Care", "Self-Help, Resistance and Liberation", "Meeting of Two Worlds", "Housing Delivery", "Violence and Non-violence" etc	ST	tbd
ED	6	Identify potential food and beverage outlets on the route and develop	e.g. 'Sbu's Panel Beaters and Restaurant' near police station. Tourism awareness training, SMME development, health and safety awareness etc.	ST	tbd
ED	7	Identify and link Sangomas to the route.	Tourism awareness training, marketing etc. There is already one on the Apex. Maybe a suitable hut could be built in the incubator area, next to the double storey shack 'art gallery'.	ST	tbd
ED	8	Initiate community based guides project	Business Plan, Training programme, accreditation, ongoing management	ST	tbd
ED	9	Further adventure tourist product development	Canopy tours, cable slides, abseiling etc	ST	tbd
ED	10	Identify opportunities for sporting and cultural events at venues on the route.	The impact of the Bulls playing in Orlando is worth noting. Apparently people from Pretoria were returning to restaurants on the Sunday afterwards. The Dube stadium, unfortunately badly vandalised now presents a potential opportunity.	ST	tbd
ED	11	Investigate and confirm, officially, that the WeN project qualifies to be part of the Carbon Sequestration project	Seems likely at this stage	ST	tbd
ED	12	Ongoing support for and management of community nursery	Must be consistent with overall objective of inclusion in Carbon sequestration project for which foreign donor funding could be available if there is compliance with criteria.	MT	tbd
ED	13	Community based landscaping business	Set up community based landscaping business to run from the community nursery. Possibly link with the one local Inanda based landscaping business already established. Ongoing route and node landscaping development and maintenance provides a huge opportunity for training and business development.	MT	tbd

ED	14	Implement community based guides project - 5 year plan.	As per the institutional framework proposals, a community based accredited guide project has huge potential for local employment generation. This could be set up as a separate operation. Durban Tourism will be instrumental.	MT	tbd
ED	15	Ongoing support for community based guides programme.	Skills training and specific interpretation training will be an ongoing requirement. The Route project centre could be the base for this initiative.	LT	tbd

17 INSTITUTIONAL MANAGEMENT PLAN

17.1 INTRODUCTION

The stated objective of the project is “tourism led economic development” so it is essential that the focus of the management structure goes beyond planning and implementation of multi-million rand capital projects, and actively embraces the social and economic development projects proposed in this development framework as well. For that to succeed, there needs to be project management as well as strategic capacity to pull together support and participation from a complex range of stakeholders from across all sectors, and to maintain high level political support (at all spheres of Govt) for a local economic development project that could have far reaching benefits for the whole city.

It is proposed that the project should be called the “WeN Tourism, Economic Development, and Community Renewal Project”, a name that encompasses all objectives.

The roll out of the WeN Route needs to be conceived of in two distinct phases – an initial phase of intensive establishment and investment, and after that ongoing management and development. It seems reasonable to assume that for a project of this scale and complexity, the initial phase will last about 5 years. The institutional structure proposed here, is for the initial 5 year phase. Once this phase is complete, the structure can and should change to suit a new emphasis on sustainability, consolidation and ongoing maintenance and management.

17.2 OBJECTIVES

For the initial 5 year period, the Institutional structure should provide:

- Strategic direction – holding the Vision
- Dedicated project capacity to ensure sustainable establishment of the WeN Route through an intensive period of implementation of the development programme
- Broad focus on tourism led economic development, with the heritage assets as the ‘anchor’ attractions
- Broad inclusive participation of all stakeholder groups
- Technical Support

The Institutional structure will be responsible for:

- Overall Programme Management
- Co-ordinated Project Management of capital projects
- Co-ordinated Project Management of socio-economic projects
- Co-ordinated Budgeting
- Ownership of Assets
- Management of MOU's/leases/SLA's
- Co-ordinated marketing, branding and communication
- Management of full time staff
- Management of consultants and contractors
- Design and management of Maintenance programme
- Oversight of all operations

17.3 STAKEHOLDER COMPOSITION

- Multiple Municipal Departments
- Multiple Departments at other spheres of Government
- Politicians

- Community Stakeholders
- Local Businesses
- Tour Operators
- Land owners at key nodes

17.4 CONCEPTUAL APPROACH

At a presentation to the Project Steering Committee in March 2010, it was proposed that the appropriate institutional structure for the WeN might be a new, project specific, not for profit entity, to be established. This was also proposed in the Tourism Study undertaken in parallel with this Framework Plan, by Urban Econ. For various reasons, this was not supported. After further investigation and review, this proposal has been revised.

During the Situation Analysis stage of this study, it became evident that there is potential conflict of interest between some of the stakeholders and the overall project objectives. One of the obvious tensions is between the Heritage focus of the Inanda Community Tourism Board (ICTB) and the broadened vision for the WeN, adopted by the project steering committee. This was reported in the Situation Analysis and in the initial Tourism Report. It should be noted that the proposals that follow have not been work-shopped with stakeholders, and must be read as the recommendations of the team appointed to apply their minds to the issue.

Initially it is necessary to mention two matters that require to be noted:

1. Public Private Partnerships, according to the definition contained in the National Treasury Regulations issued under section 91(1)(b) of the Public Finance Management Act No 1 of 1999 (GNR 1095 dated 30 October 2001), occur where a private party utilises state assets for its benefit. In the case of the Inanda Heritage Route, that is not the case.
2. Municipalities are not permitted to establish or participate in the establishment of, or acquire or hold an interest in a corporate body, including a trust, save a public company in which it, either on its own or with other organs of state, holds a controlling interest – see section 86C of the Local Government: Municipal Systems Act No 323 of 2000.

The eThekweni Municipality may therefore not hold an interest in the ICTB which is a section 21 company. In order to comply with the above, the current constitution of the ICTB must be revised.

The purposes of this section of the report is to identify a legal body to:

- be vested with the authority to manage, administer and operate the Woza eNanda Route;
- have the capacity to enter into and enforce contracts with stakeholders;
- have a budget funded by a substantial authority, e.g. the municipality; and
- forge a common, cohesive vision and brand for the route by getting the support of all stakeholders on the route to collectively adhere to and work for the common objective.

It is considered that an independent entity owned by stakeholders on the route would not, for at least the foreseeable future, have the capacity, ability and funding to achieve the above objective. There is no tradition of working together, there is already a perceived potential for conflict, they do not have the financial resources and they do not have the wide range of skills and capacity at this stage to undertake this task.

It is therefore recommended that an internal municipal mechanism as envisaged by section 76(a)(i) or (ii) of the Systems Act be considered. The suggestion is that the ABM model be considered as an example of the entity envisaged.

Based on the ABM model which has successfully achieved co-ordinated implementation and management of a wide range of complex project across multiple sectors, a new, dedicated, cross-sectoral Project Team should set up within the Municipality, using a combination of appropriately experienced seconded officials, from a range of departments, as well as contracted in experts.

There is institutional experience of this kind of structure in the Municipality already. There is no need to set up a new entity, with new systems e.g. financial management. The overall project is a Council initiative, and can be driven from within the Council structure. Council resolutions are the key to holding the Vision and giving the project “teeth”.

There is no need to recruit and find an ‘all new’ operating budget for a new entity. Apart from INK, the ABM’s are less active now, and the soccer World Cup is over. Make good use of existing experience and spare capacity. Use established personal networks/connections of seconded officials to draw on the significant depth of capacity in all Council Departments.

It is suggested that the proposed Project Structure draw up a ‘Project Charter’ containing detailed provisions for the operation of the route and which local stakeholder entities and ‘nodal participants’ would undertake to adhere to as a condition of receiving municipal support and to receive the benefits of the route, e.g. branding, marketing, access to resources. This Charter should be adopted at Council level.

17.5 OPERATIONS STRATEGY

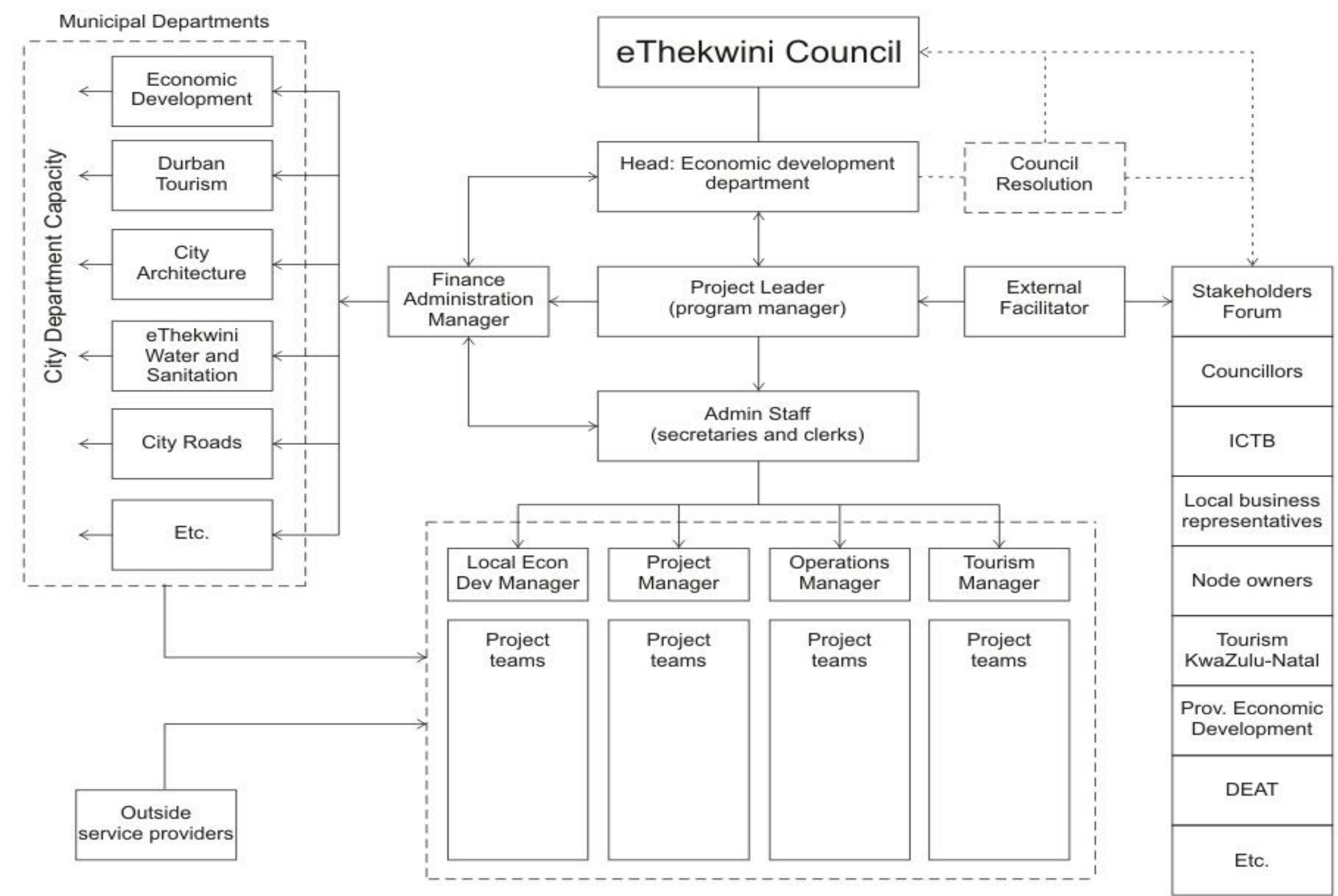
Given that the primary objective of the WeN Project is economic development, it makes sense that opportunities for community based businesses are identified, and established through implementation of the project, wherever possible. The ongoing operation of the WeN Route provides a number of ideal opportunities that should be exploited.

Some obvious opportunities include:

- Community based tour guides. A mechanism for training and accreditation of community guides working on the route is essential. This allows local people to be employed, or self-employed, as guides, and provided that the performance of accredited guides is monitored, allows for qualified guides to be available on the route without the Municipality having to employ them. This has local economic benefits, reduces the operating costs to the route, and provides flexibility for visitors. A membership fee should be applicable in exchange for access to marketing, training etc.
- Community based nursery. The existing HSRP Bhambayi community gardening project, initiated in 2005 on Council owned land, should be re-invigorated as a community nursery business, with the specific purpose of propagating endemic species as recommended by the environmentalist, for use on the Woza eNanda Route. Ongoing landscaping will be required on the whole route, with an intensive new planting programme being proposed for the first 5 years. Ongoing maintenance will require supplies from the nursery for the foreseeable future. Refer Section 13 for more information.
- Community based landscaping services. Community based landscaping business(es) could be run from the community nursery site. Possibly link with the one local Inanda based landscaping business already established. Ongoing route and node landscaping development and maintenance provides a huge opportunity for training and business development.
- Management of toilet facilities on the route should be outsourced as small local businesses. There is successful precedent for this in eThekweni.
- Management of refreshment facilities at the nodes, should be outsourced as small local businesses.
- Refuse collection and re-cycling at the nodes.
- Route and node security can be augmented by community based security guards.

17.6 PROPOSED INSTITUTIONAL STRUCTURE

Woza eNanda Project: Organisational Structure



17.7 ROLES AND RESPONSIBILITIES

Note that this list is preliminary, and will undoubtedly be added to once there is a Project Leader in place.

Ethekwini Council

- Pass Resolutions (resolutions must clearly define the mandates of the project team and the stake holder's forum and are the documents that give the structure teeth)
- Give authority for the establishment of the project in terms of Section 76 of the Systems Act
- Adopt the project charter constitution of the proposed stakeholder's forum
- Approve the project structure
- Commit to an annual operating budget for x period
- Authority to receive-commit to an annual capital budget for x period
- Authority to receive funds from other spheres of Government and any other funds
- Oversight
- Ensuing that the project is implemented in terms of it's mandate

Head: Economic Development Department

- Set up the project team and appoint the team leader
- Facilitate capital and ops budget
- Oversight/manage project leadership and implementation of financial management and admin systems
- Ensure alignment of project implementation with overall development objectives
- Update charter if necessary
- Report to Council
- Communication with stake holder forum
- Appoint independent facilitator for stake holder forum

Project Leader (Seconded From Economic Development Dept – 20 Hours /Week)

- Overall programme management
- Overall implementation of project objectives and project charter
- Reporting to Head: Sustainable Development And City Enterprises
- Engage with Stakeholders
- Co-ordination and liaison with EM departments input
- Joint management of implementing finance and admin systems
- Appoint, or second from relevant departments, project team resources
- Manage project staff
- Direct marketing and branding
- Oversee development management
- Oversee procurement of goods and services, municipal procedures

Finance and Admin Manager (Seconded From Economic Development Dept – 20 Hours /Week)

- Joint management of implementation of finance and admin systems together with project leader.
- Financial reporting to Council, Funders, and stakeholders
- Assist with budget preparation
- Manage payments to outsourced resources/service providers

Development Managers

Economic Development Manager (One Project Manager from Economic Development Dept. to manage Woza eNanda projects)

- Tourism related SME development initiatives
- Identify business opportunities and facilitate establishment
- Set up and oversee community nursery
- Set up and oversee community guide project with Durban Tourism
- Report to Project Leader

Capital Projects Development Manager (One Development Manager from City Architects Dept to manage capital projects)

- Prepare and manage capital budget
- Overall management / oversight of all capital projects
- Progress reporting to programme manager

Operations Manager

- Prepare and manage operation budget
- Maintenance programme management
- Progress reporting to programme manager
- Manage maintenance team
- Manage quick response team

Tourism Development Manager

- Mentoring and tourism awareness programme
- Identify and oversee training and accreditation of tourism business operators
- Set up and oversee community guide project with Economic Development
- Interface with ICTB
- Engagement with existing Tourism Stakeholders
- Identification of new Tourism agencies/stakeholders

17.8 MATRIX OF ROLES AND RESPONSIBILITIES

Woze eNanda Project Node Phasing																									Responsibilities (Public and Private Facilitators)															Annual Operating Cost (Rands)
PUBLIC FACILITATORS	Sasol			Phoenix			Ekuphakamini			Ohlange			Inanda Seminary			Mzinyathi Falls			Ebuthleni			Inanda Dam			Woza eNanda Project			Annual Operating Cost (Rands)												
	ST	MT	LT	ST	MT	LT	ST	MT	LT	ST	MT	LT	ST	MT	LT	ST	MT	LT	ST	MT	LT	ST	MT	LT																
		1			1			1			1			1			1			1			1																	
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					1						1																													
Total	1			4	3			1	1		5	2		1		1		1		1		1																		

Project Leader (Project Manager)	Local Economic Development Manager	Project Manager	Operations Manager	Tourism Manager		
Manager			Information Officer			
			Caretaker			
			Cleaner			
			Security			
	Development Manager					
			Curator			

17.9 PROPOSED INSTITUTIONAL LINKAGES

Links to Stakeholder institutions will continue to be developed as the project is rolled out. Initially, the most important linkages will be those formalised through the proposed Stakeholders Forum, but other linkages to potential funders, Tourism authorities (local and international), NGO's, Faith based organisations (especially given the various religious and spiritual aspects of the route) etc will emerge, and should be pro-actively pursued.

The Tourism Study identifies a number of potential Institutional Linkages, which include the following: AMAFA, SAHRA, Valley of 1000 Hills Tourism, Open Africa, SA Tourism, Education Depts and bodies, DACS, and DEAT. Their potential roles and responsibilities are broadly proposed in the Tourism report, but these will evolve as the project is implemented.

Potential Funders have also been identified, and these are also described in more detail in the Tourism Study. These include: The Department of Trade and Industry (DTI) – particularly their Small Enterprise Development Programme and their Community Public Private Partnership Programme, The Industrial Development Corporation (IDC)'s Tourism Business Unit, the DBSA, the National Empowerment Fund (NEF), the National Heritage Resources Fund (NHRF), and the DEAT's Poverty Relief Fund.

18 STAKEHOLDERS REPORT

18.1 STAKEHOLDER ENGAGEMENT

The products of the overall design process need to be 'owned' by community interest groups or individuals to become effective and sustainable in their own right. This apparently wasn't the case after some of the preceding development initiatives along the route which have subsequently failed.

Although most failures can now be attributed to support or managerial shortcomings, stakeholder participation is not only a statutory requirement but essential for the ongoing evolution of the offering.

There has been extensive input at all the nodes from nominated spokespeople, committee members, employees and onlookers. Through the Tourism Study, conducted in parallel with this project, with active participation and sharing from our project consortium, a representative group of business (mostly tour operators in the area) have also been interviewed.

Proposals for the Inanda Route have been discussed further within the nodes for confirmation, particularly around the implementation of the 2010 Quick Win projects, but it is the responsibility of the eThekweni Municipality to communicate to the wider community with material provided by the consultants.

The overall programme has become more visible now that the project has been launched and some the branded signage and route markers are in place. The wider community will be receptive to explanations and participation.

Wherever possible local entrepreneurs along the route, and there are many, should be encouraged, and possibly supported, to extend or improve their services rather than setting up new organisations. As the overall route becomes established more entrepreneurs will inevitably latch onto it to share the potential economic benefits. Ongoing work in this regard will be necessary.

Consultation during the preparation of this report has been exceptionally wide, commencing with all stakeholders at Kastubapavan at Phoenix Settlement on 09 June 2009. Thereafter pre-arranged tours were made to all of the nodes between 24 and 30 June, with detailed briefings from node representatives e.g. Rev Edward Ximba at Ekuphakameni. Much of the historical information has been gleaned from Mewa Ramgobin who kindly offered to accompany the team on an extensive tour on 06 July 2009. This revealed many fresh insights and personalities from his lifelong experience living and working in the area. Rev Dr Scott Couper, the Methodist at Inanda Seminary has been exceptionally keen to help, one significant result being the locating of the ruins of the original missionary homestead at Mzinyathi. Two fruitful meetings were held with the Ohlange school Board but the ongoing contributors have been very helpful people walking along the roads of Inanda

18.2 SUMMARY OF FORMAL STAKEHOLDER MEETINGS

- June 2009 – on site – all stakeholders.
- 22 July 2009 – presentation to PSC.
- ... August 2009 – formal meeting with the ICTB
- 14 September 2009 – presentation to PSC.
- 11 February 2010 – presentation to PSC.

In connection with the Quick Wins, members of the team met with Councillor Khunjwa on 5 May 2010 and the shop owners on 26 May 2010.

19 CATALYTIC PROJECTS

There are a few projects that should be regarded as catalytic projects in that they would either 'kick start' the development of the route and give impetus to ongoing implementation, send out a clear signal to the Inanda Community and all stakeholders that there is serious commitment to the project, or are pre-conditions to ongoing implementation of other projects on the lists above.

PROJECT NO.		PROJECT NAME	Significance as Route Development catalyst	Estimated Value
CP	01	Establish the Interpretation Centre with a curated exhibition for the whole route at Gandhi's phoenix settlement	Interpretation information for tourists is generally lacking, and the visitor experience at Phoenix Settlement is unexciting at the moment. An interpretation exhibition there will address both concerns, and is urgent given the interest shown in the route since the launch of the project.	R 1.75 million
CP	02	Establish the Woza eNanda Project Centre at Ohlange in the Renaissance Centre building	Dedicated, locally based project capacity is required as soon as possible to give impetus to the project implementation. There is space at Ohlange, and a permanent project presence there asserts the role of the Municipality in developing the route, and justifies sorely needed additional security measures at the Renaissance centre.	To be determined. (Furniture, security, office equipment.)
CP	03	Set up the Woza eNanda Stakeholders Forum	Formal Stakeholder participation in the roll out of the project is essential. Community participation is a key success factor and the forum for this needs to be set up as early as possible in the implementation process.	TBD (External facilitator fees)
CP	04	Through a consultative process, develop a Project Charter and get this adopted by Council and the Stakeholders Forum	An agreed project charter gives all stakeholders and the project team a clear mandate.	TBD (External facilitator fees)
CP	05	Appoint Land Legal specialist to work with eThekweni Municipality to resolve land issues at Ohlange in particular, and other privately owned nodes	Unresolved land legal issues are one of the biggest threats to the implementation of the project	TBD
CP	06	Re-start community based nursery as soon as possible. Ensure specialist horticulturist support is included.	More than R1 million has been spent on 2010 Quick Win landscaping projects. Ongoing maintenance is essential or this expenditure will have been wasted. The contractor's responsibility for maintenance is only for 6 months after completion.	R 3500 000 start up, incl vehicle. R50 000pm salaries and specialist consultant for 1 st 6 months
CP	07	Implement proposed coloured route marker rocks on whole route as soon as possible	One of the key recommendations for the route is that way finding devices along the route instils confidence, particularly for self drive visitors. The new landscaping and signage goes a long way, but implementation of the concept is incomplete, even at the key nodes. This is a high impact, relatively low cost project.	R100 000