

## SECTION 5. STRUGGLE ROUTE

### 5.1 CONCEPT

To develop a route that showcases the recent political history (“Struggle History”) of the Buffalo City area. It is suggested that the route include the following:

- Lock Street Goal complex where many women of the struggle were imprisoned such as Winnie Mandela;
- Fort Glamorgan Prison where many activists were imprisoned before being sent to Robben Island;
- Duncan Village Memorial;
- Steve Biko statue in East London;
- Contact with veterans through the established Tour of the Dove, where people can hear firsthand stories from political veterans in Mdantsane;
- Bisho Massacre Memorial;
- Griffiths and Victoria Mxenge’s graves;
- Steve Tshwete’s grave in Peulton;
- Steve Biko’s house and grave in King William’s Town;
- Garden of Remembrance in King William’s Town; and
- Amathole Museum in King William’s Town.

We do not recommend that merely a brochure should be developed, but that sites are developed along with route guides. This entails the development of, for example, particular houses that were lived in by veterans to include historical photographs, relevant artefacts, traditional food and beverages, etc as well as the placement of interpretation boards at significant sites such as the Bisho Massacre site.

Route guides should be developed from the local community to lead visitors on the route and provide the required interpretation of significant sites. The names and contact details of the route guides need to be included in any brochure or marketing material for the route.

## 5.2 LOCATION

The Route will be located in the following nodes:

- King William's Town/Bisho
- Mdantsane
- East London CBD

## 5.3 FUNCTIONALITY

The Route will serve as an addition to the available tourism product in Buffalo City. The Route will educate both foreign and domestic tourists on the recent political history of South Africa and Buffalo City and will showcase the heritage of the area.

## 5.4 INSTITUTIONAL STRUCTURE

We recommend that route be a public private partnership between the following parties:

- Buffalo City Tourism;
- The established Tour of the Dove;
- Community Groups or NGO's;
- Private Sector Sponsors;
- Foreign Donors.

## 5.5 TARGET MARKETS AND MARKET DEMAND

The Route will focus mainly on USA African America/Scandinavians and foreign special interest tourists, while attracting German FIT's, UK FIT's, German Organised Tours, UK Organised Tours, Backpackers and domestic special interest visitors.

The projected demand for the development is shown on **Page 7 of Annexure D**.

In order to project the number of visitors on the route we utilised the number of tourists to Buffalo City, along with the number of residents in Buffalo City. We applied a projected penetration rate into these markets and project that the route

would be able to attract around 3 500 visitors in its first year of operation, increasing to 9 500 in the fifth year.

## 5.6 TRANSPORT AND INFRASTRUCTURAL ISSUES

It should be ensured that roads to relevant sites on the route are firstly well maintained and secondly well signposted. Adequate parking and ablution facilities should also be provided as required.

## 5.7 SPATIAL PLANNING ISSUES

- **Context within the Spatial Development Framework**

The Struggle Route links clusters of places of interest in East London, Mdantsane and the greater King William's Town area.

The localities of these sites of interest vary from inner city locations (e.g. Duncan Village, East London CBD) to rural villages (e.g. Peelson).

The major road providing mobility along this route is the N2. However, the Mdantsane-East London Development ("MELD") Corridor identified in the Buffalo City Spatial Development Framework should be promoted as providing the preferred route for tourists travelling between East London and Mdantsane, as this offers the potential for integration of effort with the Municipality's broader development proposals focused on developing nodes of significance along this Corridor.

- **Spatial Planning Requirements**

As noted above, the concept underpinning this project requires that the places of interest identified along the Struggle Route be enhanced and developed into individual attractions.

This may require local spatial planning measures to ensure that appropriate zonings are acquired (for example, if a residence is to be converted into a museum) and that adequate provision for parking of vehicles in the local areas is made.

## 5.8 ENVIRONMENTAL ISSUES

No significant environmental impacts have been identified with this development.

The environmental mitigatory measures and management recommendations include:

- Implementation of a low-level environmental management plan
- Implementation of an appropriate waste management strategy
- Appropriate signage
- Removal of alien and exotic plant species
- Planting of natural (endemic to Eastern Cape) plant species when appropriate
- Where any new infrastructure developments (such as Buildings) are to be erected, strategies should be included in the design to account for energy conservation and climate change.

A detailed environmental analysis is provided in **Phase 8: Environmental Management Proposals**.

## 5.9 LINKAGES

The Route should link with routes being offered in other parts of the country, for example Soweto. The brochure for the Struggle Route should be available at places like Wandi's in Soweto, Vicki's B&B in Khyaelitsha, the Apartheid Museum in Johannesburg, Robben Island, the Hector Peterson Museum and other heritage and cultural related attractions.

## 5.10 PRELIMINARY OPERATING FINANCIALS

### 5.10.1 Capital Cost

We recommend that existing facilities be utilised, such as homes of struggle veterans, accordingly we project that the Struggle Route would require R1 million for upgrading of existing buildings and R500 000 for furniture, fittings and equipment.

We have assumed that the capital cost for the Struggle Route would be secured from the funding sources recommended in **Section 3.11** and that no loans would be required.

**5.10.2 Financial Results**

The preliminary financial results are shown below:

	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Operating Profit	87	318	592	660	735
Net Income (Loss)	-55	167	302	343	390
Net Cashflow	62	287	398	443	493
Ungearred pre-tax IRR	38%				

The low levels of profit achieved by the Struggle Route should be seen against the nature of the project. As the project has a strong developmental goal we have assumed that the revenues of the project would flow back into the community. The route also comprises largely museum and monument type attractions, which on a worldwide basis particularly in the case of museums do not operate profitably.

The project is projected to achieve a turnover of R287 000 in the first year of operation, increasing to R988 000 in the fifth year. It is expected that this turnover be spent in the community with payments to tour guides, tour participants, maintenance men for attractions, etc.

**5.11 FUNDING SOURCES**

**Annexure D** provides details of the recommended funding sources, their selection criteria, etc. The Centre could obtain funds from various sources such as:

- The National Heritage Resource Agency
- Private sector sponsors
- Foreign Donors
- Development Bank of South Africa
- Khula Enterprise Finance
- Community Public Private Partnership Programme

- National Empowerment Fund
- Business Partners
- Eastern Cape Development Corporation
- The National Lottery Distribution Fund.

## **5.12 CONCLUSION**

Our preliminary financial analysis shows that the Struggle Route will be viable in market terms. The project will not generate huge profits, but since the turnover of the project will be spent in the community where development is most needed, we believe the project is worth pursuing. Also, the Struggle Route will broaden the tourism asset base of Buffalo City and bring to the city tourists who might otherwise not come to the area.