



SITUATION ANALYSIS: Feasibility Study for the Tussen die Riviere: Commemorating the Early Legacies of Resistance by the Indigenous People in South Africa

Presented to: The Western Cape Department of Cultural
Affairs and Sport

Compiled by: I and M Futureneer Advisors Pty Ltd

Dated: 30 April 2021



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Khoi and San - A note on Terminology

Currently there is no unanimity about the use of the term Khoi and San. The two terms have had its own evolution from what the respective groups used to refer to themselves before they came into contact with Europeans.

The Traditional and Khoi-San Leadership Act 3 of 2019 refer to this grouping of South Africans as the Khoi-San. In the Act the Khoi and San words are spelt starting with capitals. This is the term used and accepted by the National Khoi-San Council (NKC). They accept this term for as long as the Act is in place.

Outside of the Act the term is often used as Khoi and San. The view of the NKC is that if this is used then the two groups are seen as two separate groups. This is not acceptable to them. However, there is a debate about the appropriate conceptualization of the term.

Meanwhile there are differences of opinion of what the proper and correct use of the terms should be. At this stage the research team could not get absolute certainty about a singular use of the term of how these groups describe themselves.

Other terms frequently used currently are First Indigenous People. There was opposition to the use of Indigenous in the Act by Government. In the UN there have been numerous debates about who is Indigenous and who is First Indigenous. It is generally accepted that a group of people who have been first in a geographical area can rightly claim to be the First Indigenous People. It is also generally accepted and proven that the Khoi and San were the first inhabitants in South Africa. The term Foundation nation is also used.

The term Khoekhoen are also favoured by some Khoi leaders.

San leaders have lately started to use the once derogatory term Bushman as the appropriate term to describe the people formerly referred to as hunters-gatherers.

The debate and discussions are far from being concluded soon. There are strong arguments for various forms to describe the two groups who some argue have been one several millennia ago.

A new development is the establishment of what is referred to as duplicate tribes. A practice accompanying this development is the titles assigned to such and other leaders i.e. King, Queen, Paramount Chief, Chief, Chieftainess, Princess, and even the use of His or Her Royal Highness. Commissioners is another term encountered during the research.

There is scepticism among many as to the legitimacy and accuracy of these terms. One of the reasons is that records and documentation of more than 200 years about the Khoi-San are simply lost. It is therefore virtually impossible to prove the lineage of royalty or chieftainship for some of these leaders. Some however maintain that they have proof and the research team is awaiting such proof.

So for the purposes of this feasibility study the official term by law namely Khoi-San will be used and where appropriate Khoi and San. However, it is unavoidable to use the various terminology interchangeably especially where people refer to themselves in a particular way.

Finally, for now, there is a general abhorrence of the term coloured and this is being not used by the research team.

Abbreviations and Acronyms

DCAS	Western Cape Department of Cultural Affairs and Sport
DSAC	National Department of Sport, Arts and Culture
NKC	National Khoi-San Council
RIM	Robben Island Museum
RLHR	The Resistance and Liberation Heritage Route
The Site	Please refer to description in Section 2
TMACC	Table Mountain Aerial Cableway Company
VFR's	Visiting Friends and Relatives

1. Introduction

1.1 Background

The Western Cape Department of Cultural Affairs and Sport (DCAS) has appointed I and M Futureneer Advisors Pty Ltd to conduct a feasibility study for the site of Resistance and Liberation Heritage Route: Tussen die Riviere: Commemorating the early legacies of resistance by the indigenous people in South Africa.

The Tussen die Riviere site was nominated by DCAS to form part of the Resistance and Liberation Heritage Route (RLHR) developed by the National Department of Sport, Arts and Culture. The feasibility should address the integration of the Tussen die Riviere into the RLHR narrative.

The service provider will be required to conduct extensive research, benchmarking and public & stakeholder consultation to develop organisational, management and financial sustainability models for the Tussen die Riviere site. The objectives of the feasibility study are defined as follows in the Terms of Reference:

- *Create a centre that will be responsible for the collection, documentation, conservation, commemoration and education about the history and the role of indigenous people towards the resistance and liberation;*
- *To create a research hub that galvanises and supports knowledge production in the resistance and liberation heritage in the Western Cape.*
- *Provide evocative, visual, and interactive experiences to conceptually bridge the past and the present.*
- *Create an awareness of the presence and significance of Khoekhoe history, identity, and the significance of their battle with d'Almeida.*
- *Create a platform to engage with relevant stakeholders on issues related to identity formation in the Cape.*
- *Build a network of national and global institutions that commemorate marginalised histories.*
- *A public place that plays an important role in the development of social inclusion and cohesion, building a culture of active citizenship, reflecting on collective identities and fosters respect for human rights and gender equality;*
- *An inclusive public place that provide a platform to address social, economic and environmental concerns.*
- *A dynamic, vibrant contemporary space with permanent and temporary exhibition space both open air as well as indoors.*
- *Stimulate further research and exploration of precolonial history.*



Activity	Activities	Deliverables	Timeframe
	• Compile an initial risk assessment to identify any roadblocks in the formulation of an interpretive centre and living memorial; • Compile visitor profiles and projections of the visitor demand; • Compile a draft Research Report detailing our research and analysis; • Conduct a workshop with the Client to: ○ Present the draft Research Report to the Client; ○ Brainstorm our initial ideas on the visitor experience; • Finalise the Research Report based on the Client's input.		
Draft Feasibility Report	Based on the Research Report and the input from the Client we will draft the Feasibility Report to include: • An executive summary; • The formulated concept for the development of the Tussen die Riviere site which will include: ○ Heritage design indicators of the interpretation centre; ○ A description of the visitor experience including how to memorialise an ancient event and its relevance in the present; ○ A description of how the Tussen die Riviere site will be utilised to create an awareness of the presence and significance of Khoekhoe history, identity, and the significance of their battle with d'Almeida; ○ A description of permanent and temporary exhibitions as well as indoor and open air public spaces that can play an important role in the development of social inclusion and cohesion, building a culture of active citizenship, reflecting on collective identities and fosters respect for human rights and gender equality; • A framework of research, exhibitions, education and programmes including a research hub that galvanises and supports knowledge production in the resistance and liberation heritage in the Western Cape and stimulate further research and exploration of precolonial history; • A governance model including how the Tussen die Riviere site can create a centre that will be responsible for the collection, documentation, conservation, commemoration and education about the history and the role of indigenous people towards the resistance and liberation; • An organisational model, including positions, competencies and skills, based on best practise.	Draft Feasibility Report	31 May 2021



Activity	Activities	Deliverables	Timeframe
	• A tourism model with tourism profiles and tourism demand projections, as well as a positioning strategy in the heritage tourism industry of the City of Cape Town and the Western Cape; • A risk analysis including mitigation measures based on best practise risk analysis as prescribed by National Treasury's PPP process; • A financial sustainability model including a beneficiation and socio-economic strategy. The financial sustainability model will include a financial analysis with financial projections for the first 10 years of operations of the Tussen die Riviere site and 20 year cash flows and internal rate of return calculations extrapolated from the base 10 year projections. The financial analysis will include: ○ Detailed assumptions relating to timing, inflation, size, ancillary areas and facilities, revenues which are based on average spends, levels of demand, utilisation, and inflation, departmental expenses and profit ratios, overheads by major category, capital costs (informed by scale of magnitude capital cost estimates based on overall floor size, QS rates per key, and our previous experience), capital charges (those costs and expenses relating to the project's cost, and subsequent management (i.e. rent, leasing charges, amortisation, depreciation, and management fees), financing (i.e. the proposed financing structure) and taxation. ○ Financial Statements and Schedules including Operating Profits Schedule (summarising the revenue and departmental profits by major department within the development as well as the general overheads which then results in the overall gross operating profit (GOP) for the development. GOP is the profit of a tourism product before so-called capital charges and tax, Income Statement (summarising other (non-operation) incomes (interest earned), charges (rental, management fees), accounting measures (depreciation, amortisation), financing costs and taxation which then results in an overall net profit for the development), Cashflow Statement (summarising the flow and availability of cash within the operation), Balance Sheet Statement (summarising the flow and use of funds within the operation), Taxation Schedule (detailing the deductions allowed and the resulting taxation payable. Any grant or tax incentive schemes applicable to the projects will be detailed and taken into account in the financials) and 20 year Internal Rate of Return (IRR) Calculations (including long term cashflow projections, extrapolated from the base 10-year operation projections, indicating the anticipated return on the initial and ongoing capital investment).		



Activity	Activities	Deliverables	Timeframe
	An economic impact assessment to demonstrate the direct, indirect and induced impact of the development of the Tussen die Riviere site on income and employment. The economic impact assessment will be based on the beneficiation and socio-economic strategy.		
Close Out and Hand Over	The draft Feasibility Report will be presented to the Client and relevant stakeholder to obtain input; A final Feasibility Report will be compiled based on the input received	Final Close Out Report	28 June 2021



2. Site Assessment

2.1 Introduction

Two site inspections were conducted by the service provider on 24 February 2021 and 29 April 2021 respectively to obtain first hand insight into:

- The overall appeal and attractiveness from a heritage and tourism perspective;
- The potential of the site to be used and accessed;
- The current use of the site by the community and the current benefits derived by the community from the site; and
- High level assessment of the availability and standard of/lack of basic infrastructure, that may support or constrain the development of the site including responsibilities such as parking, safety, toilets, etc.

2.2 The Site

The site is referred to as the Two Rivers Urban Park (TRUP) which is located approximately 5km from Cape Town CBD, at the intersection of the N2, M5 and N1 freeways and at the confluence of the Black and Liesbeek Rivers. The site is approximately 300ha in extent and includes various properties and developments owned by the Western Cape Government, City of Cape Town and private land owners. The diverse nature of the site is shown in Table 2.1.

Table 2.1: Areas within the Site

Area	Significance	Site Visit Assessment
Ndabeni	• Part of the Uitvlugt pine plantation planted by prisoners from Robben Island, including Chief John Langalibalele Dube, in the 1870's. • The area to which people were first removed after the 1901 Bubonic Plague epidemic	Industrial area with limited tourism appeal
Alexandra Institute	• Includes the 18th century Nieuwe Molen Mill who, along with Mostert's Mill, is one of only two remaining windmills in Cape Town. • Site of a large farm postal and Boer War encampment, both demolished	Area with historic institutional buildings of architectural significance
Maitland Garden Village	• One of the earliest Garden City inspired designs in Cape Town • Historical and social significance as a "coloured" area according to the apartheid laws	Residential area of heritage and architectural significance
Oude Molen complex	• Site used by First Nations for ceremonial and gathering purposes. The Paramount Chief of the Goringhaicona also resides on the property. • Is the place of banishment and imprisonment of the Zulu King, King Cetshwayo • Includes the old VOC mill • Unmarked graves were pointed out to the service provider	Significant cultural and heritage value to various communities



Area	Significance	Site Visit Assessment
	- There is an unused furnace on the site - Includes remnants of an early 18th century werf - Includes wards where segregated medical treatment was provided during Apartheid	
Valkenburg Hospital and Valkenburg Manor	- Historical and architectural significance of the hospital and manor - Used for public institutional purposes since 1881	Area with historic institutional buildings of architectural significance
South African Astronomical Observatory	Royal Observatory established in early 19th century	Area with historic institutional buildings of architectural significance
Vaarschedrift and the River Club	- Provides a green space - Includes the point where the Liesbeeck and Black Rivers meet which is significant for the First Nations	Area with cultural significance
Liesbeeck Parkway Corridor	- Historical significance as an access road - Potential archaeological and historical sites within the area which is significant for the First Nations	Area currently used for recreational purposes

Source: Phase 1 Heritage Impact Assessment for the Site “Two Rivers”, February 2020

The site is appealing and attractive from a heritage and tourism perspective. The site is also historically and culturally important to various communities. However, no interpretation is provided of this significance and visitors are mostly left unaware of the importance of the site they are visiting.

The site is easily accessible with major national highways, train stations and space for parking within close proximity of the site and is also clearly visible from these highways.

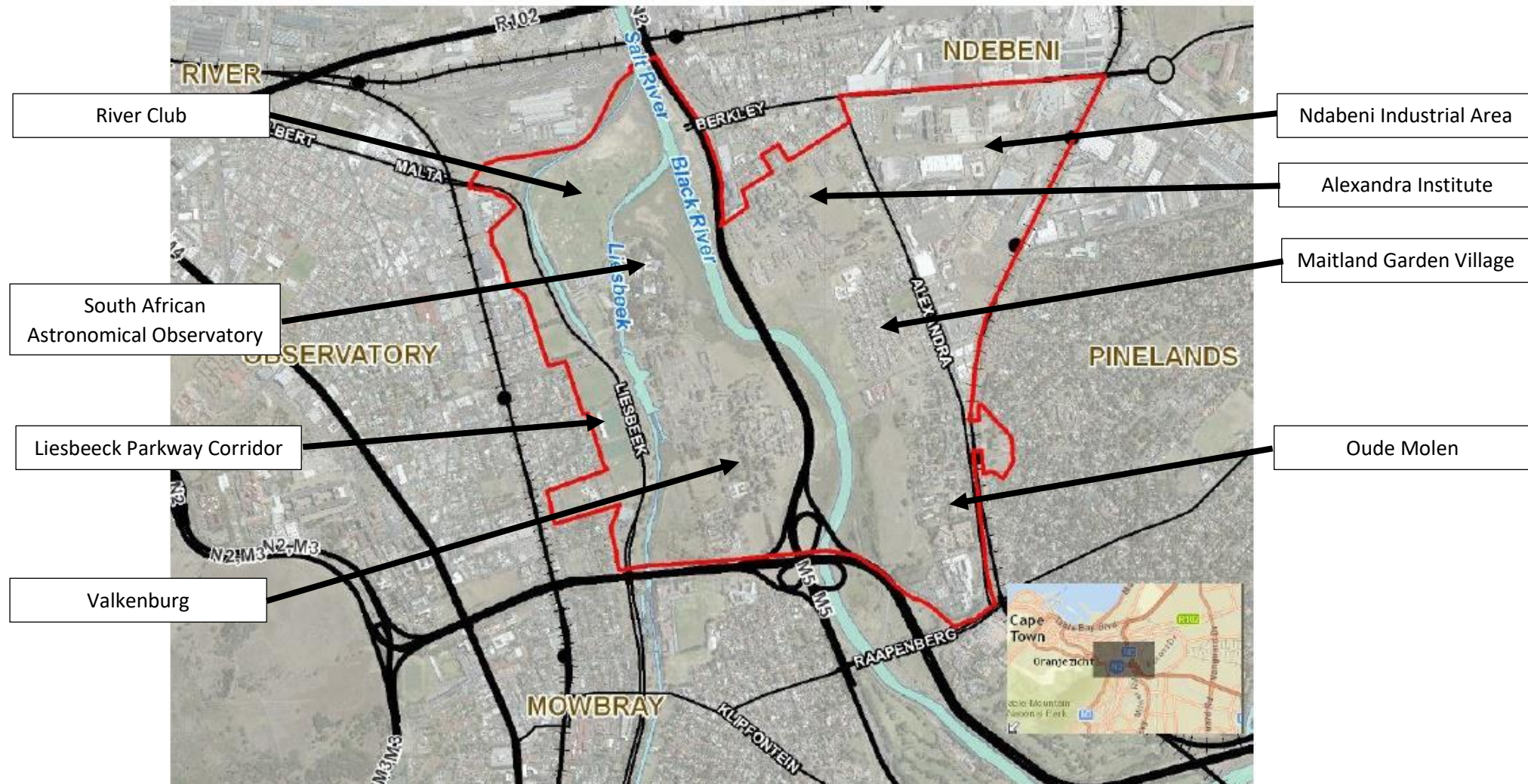
The site is currently being used by the community but it would seem that apart from recreation, the benefits derived by the community is limited. The River Club area is well used for its recreational facilities, while it seems that the Oude Molen site could be utilised more.

Based on newspaper reports¹ that the City of Cape Town has provided concept approval, it is the understanding of the service provider that the River Club mixed use development will be developed and will include a Heritage and Cultural Centre that will memorialise the history of the area. Support amongst many (but not all) of the representatives of the First Nations have been received for the River Club development. Any potential future development of the TRUP site would need to take into account that the River Club will be redeveloped.

The site is in an urban environment and is well serviced with infrastructure and close proximity to potential visitor markets.

¹ <https://www.iol.co.za/capetimes/news/concept-approval-for-r4bn-river-club-development-a-slap-in-the-face-for-indigenous-people-cd20aac9-fde3-4c28-a971-95271891d5cc> 21 April 2021

Figure 2.1 The Site



Source: Phase 1 Heritage Impact Assessment for the Site Two Rivers (formerly TRUPP), February 2020



2.3 Merit Assessment

The historical account below was obtained from the terms of reference, as published by DCAS, for the appointment of a service provider to conduct a feasibility study for the Tussen die Riviere: Commemorating the early legacies of resistance by the indigenous people in South Africa.

“Between 1501 and 1510 the Khoekhoe saw several more Portuguese journeys round the Cape with fleets of up to 21 ships and maximum crews of 1 200 men that anchored along their coasts before resuming journeys to and from India. Among these were João da Nova in 1501; Antonio de Saldanha in 1503, who gave his name to present day Saldanha Bay; Pedro de Medoca in 1505; Pedro Quaresma and Clyde Barbudo who met up in Mossel Bay in 1506 and stayed for 13 days looking for ships missing from de Medoca’s fleet.

Portuguese King Manuel I appointed Francisco de Almeida as Viceroy to India in March 1505. Francisco d’Almeida sailed round the Cape of Good Hope with his fleet of 21 ships. After destroying Mombasa, he set sail for India to cement Portugal’s monopolization of the spice trade. He burned and pillaged Arab ports and those of their Egyptian allies and defeated their combined fleet off Diu, India, in February 1509. Francisco d’Almeida sailed for home in Portugal during November 1509 and anchored in Table Bay on 28 February 1510 where his men’s requests to visit a Goringhaiqua homestead ended in calamity.

On 1 March 1510 a skirmish ensued between Francisco de Almeida and Khoekhoe pastoralists on the banks of what is today known as the Black and Liesbeek rivers. The skirmish resulted in the death of Francisco d’Almeida and all his 49 crew members of Portuguese origin.”

The Department of Cultural Affairs and Sport regards the Tussen die Riviere project as a crucial element of building a socially inclusive Western Cape. Furthermore, it views this project as a catalyst to build the relationships between different stakeholders that have interests in the history and heritage of the indigenous people of the Western Cape.

2.4 SWOT Assessment

The Strengths, Weaknesses, Opportunities and Threats from a site perspective are detailed below.

Strengths

- Well situated between a diverse range of socio-economic areas, suburbs and stakeholders
- Good transport links, 5 train stations and road links as well as space for parking
- Site has authenticity and a great swathe of relevant history unfolded here
- Large size of the site lends itself to a wide variety of opportunities
- The site has elevated views of the two rivers and Table Mountain which can be taken advantage off
- The site is relatively under developed from a tourism leisure infrastructure perspective offering opportunities for development
- A site with historical significance for the entire population of South Africa

Weaknesses

- History of the site is not commonly known by the general public
- Most of the infrastructure is not set up for tourism and leisure
- River is polluted and inaccessible



- Whilst the site is authentic, little to no artefacts exist of the historical events
- The site includes various landowners
- The few artefacts of historical significance are in great disrepair
- No interpretation of the historical significance on site

Opportunities

- To tell the story in its completeness, including the past, present and future
- Create a site open to all and accessible to all
- To build a historical site that has multiple layers of knowledge building
- To create the start of research and storytelling of a hidden history and to set the tone and standard for future research
- To create a place of reconciliation and cohesion

Threats

- Range of stakeholders that may make reaching agreement on what to develop difficult
- Distrust that development of the Two Rivers Urban Park area would occur due to at least three decades of past unsuccessful attempts to develop the site
- Delays in the process leading to a loss of momentum and support
- Possible lack of development and maintenance funding
- Institutional structure may be difficult to implement as it will require various stakeholders to work together

3. Stakeholder Consultation

3.1 Introduction

The 1st of March 2021 went by unnoticed. On this day 511 years ago the Goringhaiqua encountered the Portuguese under the leadership of D’Almeida and defeated them. In the history annals of South Africa this is the first known encounter between first inhabitants of the Cape and a colonial power that resulted in victory for the first inhabitants. No official or unofficial commemoration took place and, as far as could be ascertained, no mention was made of this historic day in the media or by government. Descendants of the Khoi-San also did not commemorate the day. Covid-19 was given as a reason as to why no celebrations took place by the leader of the Goringhaiqua. In a telephonic engagement the Chairperson of the Western Cape Khoi-San Council indicated that he was not quite aware of the significance of the day or has planned any commemoration.

This is a clear indication of the state of affairs regarding the position of the Khoi-San in the national memory of South Africa – largely forgotten, largely unheard, largely uncelebrated and hardly acknowledged.

And then came the announcement of President Cyril Ramaphosa on 4 March 2021 in the House of Traditional Leaders that the Khoi-San Leadership Act will come into effect on 1 April 2021. This is the first time in the history of South Africa that the Khoi and San Leadership will be officially recognized – this despite the fact that the Khoi and San are the first Indigenous People of South Africa.

The Tussen die Riviere feasibility study project will go a long way to rectify the omission of the Khoi-San from our national narrative. The project is therefore highly significant as part of the growing search for Khoi-San recognition. South Africa’s history will be more complete when this project is successfully approved and established.

Stakeholder engagement for this project is crucial. It will contribute significantly to the following:

1. Help restore human dignity
2. Help heal and restore the South African memory
3. Create a sense of ownership for Khoi-San people
4. Help to co-create and re-imagine an important historical process
5. Unlock human potential
6. Create a sense of pride for Khoi-San people
7. Help create proud communities with greater self-worth
8. Instill confidence

The approach to stakeholder engagement was as follows:

1. Demonstrate mindfulness and respect for Khoi-San structures by engaging the leaders of the recognized Khoi-San structures nationally and in the Western Cape.
2. Every leader the service provider has approached have given their unconditional and full support for the feasibility study process and to cooperate with our team.
3. The service provider has also engaged heritage consultants, activists and academics.



3.2 Stakeholder List

A wide range of stakeholders were engaged with over the last number of months. The service provider has approached the recognized Khoi and San structures and followed leadership protocols. This was appreciated and respected by the Khoi and San leaders and other activists and has worked very well. Some tribes even though they do not form part of the formal Khoi and San structures were also willing to engage with the service provider without any difficulty. The service provider also reached out to and engaged with academics and individuals supporting and or actively supporting the Khoi and San cause. In this way the service provider was able to gain a broad spectrum of views.

Herewith the list of stakeholders engaged as of 30 April 2021:

- Mr Cecil Le Fleur – Chairperson National Khoi-San Council
- Mr Poem Mooney – Vice Chairperson National Khoi-San Council
- Mr Johnny Jansen – Chairperson Western Cape Khoi Council
- Prof Jatti Bredekamp – Leading academic on Khoi-San History
- Mr Zensile Khiosan – Chief of the Goringhaiqua
- Mr Ron Martin – Heritage Consultant
- Ms Alicia Monis – DDG – National Department of Sport, Arts and Culture
- Dr Willa Boezak – Chief within the Hessequa Tribe and Historian
- Dr Yvette Abrahams – Khoi-San activist and specialist on Sarah Baartman
- Ms Shihaam Domingo – arts and culture activist and specialist
- Ms Priscilla De Wet – Khoi-San activist and academic
- Mr Noel Joseph – Commissioner of the Chochoqua Tribe
- Mr Simon Witbooi – Musician and TV Presenter
- Ms Lesle Jansen - Legal expert on Khoi-San matters
- Mr Anthony Williams – Leader of Indigenous First Nation Advocacy South Africa (Ifnasa)
- Ms Elmarie Tise – Magistrate and involved with Ifnasa
- Mr Piet Boesman – San leader, activist, media personality
- Dr George Brink – Historian and Khoi-San activist
- Mr Gregory van Schalkwyk – Educator and related to the Chochoqua Tribe leader David Johannes.
- Paramount Chief Aran – Leader of the Goringhaicona

3.3 Themes

There are few, if any, sites related to Khoi and San history that has the significance of the Oude Molen site. It is therefore of great importance that the site development be done with great care and mindfulness. A number of themes emerged via stakeholder conversations, albeit not exhausted. These should be considered when developing the site. Stakeholders have stated and acknowledged that the site needs to be developed in a functional manner taking into account the themes that emerged from the engagement with various stakeholders. .

Stakeholders reiterated that formal recognition is critical for Khoi and San people, with a wish to be known, and acknowledged as First Indigenous people and not portrayed as victims neither do they want to be portrayed as superior to others. Their objective is for the site to be developed and seen as a site to foster and enhance unity.



From the stakeholder consultation and engagements specific themes have emerged. These should be considered for implementation in the development of the site. These include:

1. A site to contextualise indigenusness internationally

The United Nations has a Working Group on Indigenous Populations (WGIP)². The Khoi-San should enjoy international recognition and acknowledgement for who they are and what they represent. This will provide an international perspective in relation to indigenous people globally. A space for national and international dialogue should be considered.

2. The Prime Heritage site

Heritage is key to identity formation³. Heritage is instrumental in instilling a sense of empowerment, a shared past and cultural identity⁴. Over a period of centuries and decades the Khoi and San have been dispossessed, displaced and almost annihilated. The site development needs to help turn around the perception and experience of the Khoi and San as victims to them being victors with a sense of pride moving towards the future.

3. Build, record and reconstruct Khoi and San History

Proper collection and curation of the complete history of the site and all groups since the earliest times needs to be done. The Khoi and San wish to own their own voices. Who were the traditional Khoi-San leaders? How did it change over time? How did the Khoi-San memorialize then and now? Teaching of the Khoi-San history formally and informally. The truth must be told and not a distorted version of the history. The true values of the Khoi-San should feature very strongly in this true story – honourably. They see their values as their riches. History that was lost and the process of being lost need to be revived and restored. The Khoi and San history is one of San have a long history behind them to support their claim to be the first inhabitants of the Cape. Efforts have been made by a few Khoi-San historians to record various aspects of Khoi and San history⁵. Much more research needs to be done.

Proper Memorialization of the Oude Molen site is essential. The skirmish with the Portuguese was a particular resistance moment in South African history. This skirmish does not feature in history books for school children. There is also no written record of the earliest 16th Century period by the KhoiKhoi. Existing records are from Portuguese and other writers⁶.

However, no other group except the Khoi and San can claim the commemoration of any event or site that is 511 years old. Oude Molen is an anchoring site for the whole of South Africa. The history of South Africa would have been different if the Goringhaiqua did not defeat the Portuguese. No other

² United Nations, Department of Economic and Social Affairs, Indigenous Peoples. See also <https://www.un.org/development/desa/indigenous> peoples, United Nations Declaration on the Rights of Indigenous Peoples.

³ Russel Viljoen, Khoi-San Heritage and Identity. Conference – The Khoi-San Peoples of South Africa, Human Sciences Research Council, Pretoria 26-27 September 1996, pp 140-145, Published online 14 January 2009.

⁴ Ashley Sheriff, Symbolic Restitution: Post-Apartheid changes to the South African Heritage Sector, 1994-1212, University of Illinois Urbana-Champaign, Electronic Journal of Africana Bibliography. Vol 16 (2014)

⁵ See for example Patric Tariq Mellet, The Lie of 1652 – A decolonized history of land; see also Dr George W Brink, The Cape Khoinkhoin, June 2000.

⁶ David Johnson: Remembering the KhoiKhoi victory over Dom Francisco Almeida at eh Cape in 1510. Post-Colonial Studies, Vol 12, No 1, pp 107-130, 2009.



colonial power over the following next 142 years settled at the Cape until Jan an Riebeeck arrived on 6 April 1652. Oude Molen must have national importance. South Africa's history did not start in 1652 and South Africa's liberation did not start in 1912. Historic living conditions to be displayed in a meaningful way.

4. A site for Healing

The Khoi and San history is one of violence, disruption, dislodgement and tragedy for the collective as well as individuals. This has never been rectified and future generations cannot continue to live in pain. The site has to mark the birth of something new which should include a right to return to their ancestral land and own it, restoration of a people in order to heal the hurt of the past and present. Money alone will not bring healing. The spirit of the Khoi and San needs to be healed. Spaces for reflection should be created at the site. Visitors need to be given an opportunity to move from brokenness to wholeness in specially customized created spaces. One stakeholder group suggested the entire site should be known as a peace park. This is a site where the natural environment should be used to help reconnect not only the Khoi and San but also other fellow South Africans with the soil. This will improve the well-being of visitors to the site.

5. A site to Re-Educate

The entire site must be designed and established with educating the public in mind – formally and informally. Visitors should leave the site and through the experiences know more, be more aware and more mindful of the Khoi and San as well as South Africa and all of her people.

The Oude Molen site lends itself to create spaces for identity reconstruction. This will help to dispel the perception among some people that Khoi and San people have fantasies as a result of an unfounded and unrealistic understanding of being indigenous especially with titles which they do not have proof of. The site furthermore is seen as well suited to help develop the Khoi and San peoples' historical consciousness and pride in themselves especially since they were bludgeoned out of their history and memory. Development of the site is thus a wonderful opportunity to display and memorialize cultural confluences by focusing on all of the groups in the present.

Language forms an important aspect of education and identity formation. The original Khoi and San languages need recognition and development. The Khoi and San language needs to be further developed and taught especially to young children. Some stakeholders subscribe to the belief that Afrikaans developed at the Cape among Khoi-San and slave descendants first. The first Afrikaans written text was written in Arabic. People must know the stories of the Khoi-San and acknowledge their contributions to various aspects of the society.

6. Linking national Khoi and San heritage sites.

The site should form an integral part of the National Khoi-San Heritage Route. This can be done in a very creative way with maps and other illustrations.

7. A place for the Arts and performances to be relived.

Honour the Khoi-San through art and performances. *"Let me write the songs of a nation and let other people write the laws"*⁷. The intention and focus has to be the Khoi-San people. That which has been oppressed has to be unleashed and allowed to blossom and grow through the arts as well.

⁷ Engagement with Simon Witbooi aka Hemelbesem.



Ideally a theatre or amphitheater should be established for performances of plays, storytelling, poetry, dance and music.

8. Owning the Land.

Land is the personification of what the Khoi-San used to own⁸. The issue of land is sacred to them. They had a different belief system regarding title deed and demarcated areas. The Khoi and San see their position in respect of land ownership as a history of losing. Government at national, provincial and local level have a series of broken promises made to the Khoi and San people over centuries and decades. There exist a long history of defeat and displacement. This process started in 1656 when the Here XVII based in The Netherlands granted land belonging to the Goringhaiqua to what was called Free Burghers.

The allocation of the Oude Molen site will go a long way in helping to restore pride and dignity and some sense of ownership even though it may only be symbolic.

9. Indigenous Knowledge Systems practiced and applied.

Indigenous Knowledge Systems must be protected. Khoi and San value and honour nature, birds, plants. Herbs, tea, veldkos and other products are related to this and should be developed by establishing smaller industries and develop existing businesses as part of sustainable development⁹. Khoi-San descendants should enjoy preference to take up these opportunities. Khoi and San tour guides should be trained and appointed as one way to address the high unemployment among Khoi and San youth. Rastafarians for many years were the custodians of aspects of the Khoi-San culture. *"Do not take away what we used to be"* stated Simon Witbooi in an engagement with him on 23 March 2021. Urban Living conditions - Climate change and the impact on the Khoi-San thinking in respect of growing herbs and plants. Mother nature needs to be respected because if people take care of the land then the land will take care of them in a manner of speech.

10. Reflecting on Khoi-San revivalism in the mid-90s¹⁰

Professor Henry C (Jatti) Bredekamp is widely respected and regarded as the leading academic authority on Khoi-San revivalism in the 1990s. He was instrumental in planning and executing major and significant events in this process. In this period since the 1990s identity consciousness, indigenous knowledge and authentic cultural practices as well as classification¹¹ have become key aspects of the revivalism. Apartheid racial classification denied, denigrated and subjugated the Khoi-San. Under democratic rule the same apartheid classification is perpetuated. This and other views, perceptions and positions have started to be and are continued to be questioned and challenged.¹²

⁸ Rafael Verbuyst: Claiming Cape Town – Ethnographic interpretations of Khoi-San Activism and Land Claims. M.A. Ghent University.

⁹ See Yvette Abrahams, owner of Khoelife, producer of Organic products.

¹⁰ A Bank. (1988). The proceedings of the Khoi-San Identities and Cultural Heritage Conference: Organised by the Institute for Historical Research, University of the Western Cape: Held at the South African Museum, Cape Town: 12-16 July 1997.

¹¹ Houses of Memory, Report by HC Jatti Bredekamp, Jeanette Deacon, Frans Kotze and Ernest Messina, Final Report to the Department of Arts, Culture, Science and Technology, A Study of the feasibility of establishing multi-purpose Khoi-San community heritage centres for poverty alleviation in North West or Free State, Kwazulu Natal or Eastern Cape and the Northern Province, April 2001.

¹² See for example <https://indigenousfirstnationadvocacysouthafrica.wordpress.com>. Indigenous First Nation Advocacy South Africa – The People Liberate themselves



These more recent debates and developing efforts to address classification and other injustices still suffered by Khoi and San people should be recorded and displayed to inform and educate.

11. A site for national Reconciliation¹³

The Khoi and San are seeking national cohesion, recognition, restoration, restitution rather than cultural hegemony and silencing of other voices. South African history needs to be properly and comprehensively revised. According to most stakeholders thus far consulted, the cornerstone of South Africa's history has not been included in the national narrative.

The question posed is: *"what will we lose if we include the cornerstone rather than what will we gain if we do" as stated by Zenzile Khoi-San, Chief of the Goringhaiqua on 17 March 2021.* What we currently have is a falsification of our history.

The voices in the wing need to be buttressed into the focus of the entire narrative of South Africa.

The project has to be a cultural project and not a racial project. There were unintended consequences which determined the whole of South Africa's future development. . The Khoi-San people are the First Indigenous People. South Africa's people are one nation of which the Khoi-San is the first, but part of an inclusive nation.

Over the last few years the Khoi and San people have started to work systematically towards self-emancipation through research and consultation. There are now ceremonial leaders and commissioners who have separate tasks. A new and different future from a shared broken past should be created for entire South African nation with the Oude Molen site as the foundation. South Africa is in need of a national narrative to bind the population – state and citizens together.

3.4 Stakeholders in Opposition to the River Club Development

The Opposition to the River Club development come from different groups. One of the groups is the Goringhaicona under the leadership of Paramount Chief Aran. They claim to have a true living database of plus minus 45 000 thousand people, and, are the legitimate claimants to the site. According to them the Goringhaiqua, who claim to be the tribe who defeated D' Almeida and his men, have become extinct. There is thus evidence of contestation as to which tribe exactly had the skirmish with the Portuguese. The Goringhaiqua tribe is a key roleplayer in the River Club development. They too have a Proposal document for the Oude Molen Site. The content of the document is marked as confidential but has been made available to the research team.

The main objection by the Goringhaicona to the River Club development is that the complete site, both the River Club site and the Oude Molen site, is sacred and therefore an important KhoiKhoi heritage site. They want the entire two rivers urban park site to be declared a national heritage site. They refer to Khoi and San leaders who are in support of the River Club development as so-called Khoi-San chiefs who are selling out the KhoiKhoi tribes. In a written proposal titled " Business Proposal of Aran Goringhaicona Peace Park" they state that they see this as community initiative which aims to manage the Two Rivers Urban Park including the Oude Molen Eco Village. They furthermore state that the proposal is for public benefit and the upliftment of the Goringhaicona

¹³ John Klaasen, Khoi-San Identity: A contribution towards reconciliation in Post-Apartheid South Africa, University of the Western Cape.



Council and its members and staff. In the document they declare themselves to be the custodians of the site, the wetlands, communal rivers forest and heritage sites. Consequently, what is referred to as outsiders should not be allowed to co-own the land. They are though seeking to co-operate with Government, private sector partnerships as well as consultation and partnerships with other members of the community not part of the Goringhaicona.

On 27 April 2021 a Walk of Resistance march was organised against the River Club development by the following groups: The Salt River Heritage Society, the Observatory Civic Association, the Goringhaicona Khoi Khoi Indigenous Council, the Two Rivers Urban Park Association and the Oude Molen Eco Village. Among other a commemorative plaque vandalised and destroyed a number of months ago was unveiled on the day. The groups took responsibility for replacing the plaque. One of the main objections to the River Club development is that the site is not recognized for its true meaning and importance of as a heritage site by the City of Cape Town, the Western Cape Provincial government and the National Government. There is furthermore objection to the historic land of the Khoi Khoi being owned and dominated by major corporations and the Khoi tribes are not fully involved in the development. Funds are now being sought to launch a legal challenge against the development.

3.5 Governance Structure feedback.

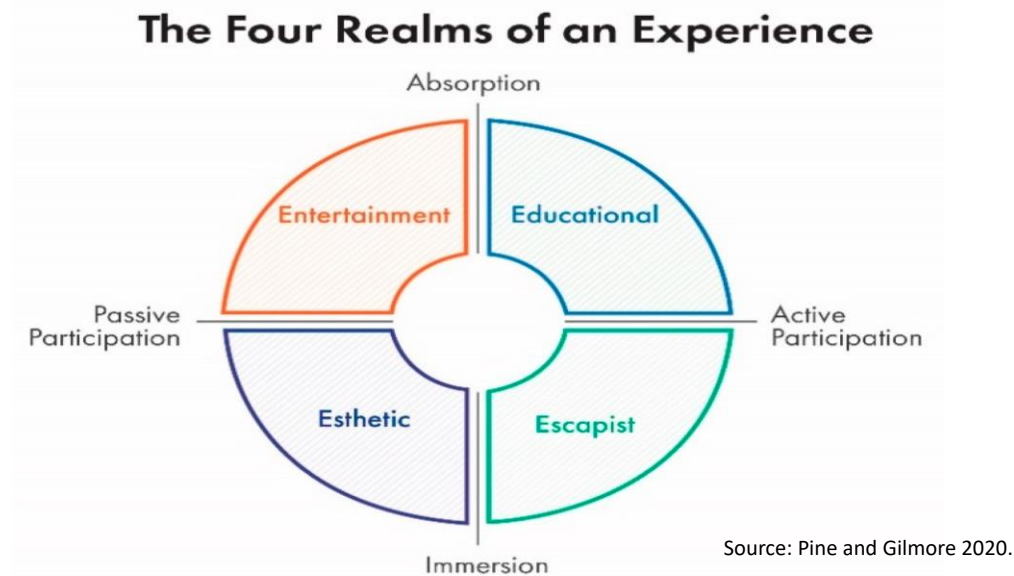
There is a very strong feeling among some of the stakeholders that Indigenous governance should be the foundation for the site. Ownership of the land and the site should be with the Indigenous people - the Khoi and San. Meaningful rights must be granted to the Indigenous people. The environment needs to be defended. Specific values and principles were highlighted such as integrity and trust between all stakeholders acting towards a common purpose and objective are key.

1. A representative trust comprised of diverse skills has to be formed.
2. The trust must be representative and diverse.
3. Integrity, trust relationships working towards a common purpose and objectives within the governance structure are seen as key success elements.
4. Acceptance of each other is key to successful governance of the site.
5. Appoint the right people with the required skills and expertise with strong leadership skills.

4. Case Studies and Benchmarking

4.1 Introduction

Experiences should not merely be equated with entertainment. For experiences to deliver lasting memories they need to be engaging and enriching experiences that cover all experience realms¹⁴



Entertainment: The most traditional and common form of experience. Guests passively absorb their experiences through their senses. E.g. Traditional theatre shows

Aesthetic: Customers are immersed in an environment but have little effect on and are unable to influence that environment. Here architecture can often play a role in immersion. E.g. gardens

Educational: Guests absorb the experience and actively participate in the learning. E.g. good museums

Escapist: Escapist experiences are the opposite of entertainment experiences. They demand active participation and immersion of the customer. E.g. theme park ride.

The richest of experiences has elements that cover all four experience realms. For example: a public space such as Sea Point Promenade has a strong aesthetic component but may also add entertainment (watching others do things, art pieces), offer space to exercise, play, walk and skateboard (escapist) and offer informative sign boards and information boards (educational). Hence its multi-cultural and multi-generational usage as compared to more static public spaces.

Five case studies were analysed to provide an indication of best practices.

¹⁴ The Experience Economy. Pine and Gilmore. 2020. Harvard Business Review Press. Massachusetts

4.2 Green Point Urban Park, Cape Town.

Figure 4.1: Green Point Urban Park



Source: <http://www.ovp.co.za/work/green-point-stadium-and-urban-park/>

Opened in 2011 as a legacy project of the 2010 FIFA World Cup, the 105 hectare Green Point Urban Park (GPUP) transformed a dysfunctional space into a vibrant community amenity and tourist destination. This well used park attracts a multi-generational diverse set of visitors from all over Cape Town, despite being situated in a privileged part of Cape Town. The free-to-enter park is open during day light hours and has multiple points of engagement for all communities. There are passive and active activities to engage in, picnicking and an events stage. 40% of the park users are children¹⁵. Since opening in December 2011, the GPUP has welcomed more than 8 million visitors with 2019 seeing a total of 941 000 visits¹⁶.

Urban parks provide a number of benefits to the community; contributing to the quality of life, promoting mental and physical well-being and providing social and economic benefits¹⁷.

Learnings from Green Point Urban Park:

- High quality amenities
- Active management
- Active security
- Publicly regulated, privately maintained
- Power of repeat local visitors

Experience realms covered: aesthetic, escapist and some educational.

¹⁵ https://open.uct.ac.za/bitstream/handle/11427/23760/thesis_sci_2016_de_vries_leani.pdf;jsessionid=0A13B413EC049E75D112ED013BB5E7F3?sequence=1

¹⁶ Richard Mathieson GRUP Facilities Manager

¹⁷ Patterns of Urban Park Use and the Their Relationship to Factors of Quality a case study of Tehran, Iran. Fariba Fahriny and Simon Bell. 19 Feb 2020

4.3 !Khwa ttu Embassy of the San. Yzerfontein, West Coast.

Figure 4.2: !Khwa ttu



Source: <https://www.khwattu.org/heritage-centre-museum/>

The San Heritage Centre, a private non- profit heritage centre, is situated on the West Coast on the R27, 1 hour, 70km, from Cape Town. Opened to the public in 2006, this 850 hectare site includes the San Heritage Centre, accommodation, a small retail opportunity and a small restaurant and mountain biking facilities. The site welcomed 20 000 visitors in 2019 of which the majority (75%) were domestic visitors¹⁸.

The !Khwa ttu Cultural Heritage Centre has four focus areas:

1. Heritage – sharing the San past, present and future through tours and the San cultural heritage centre.
2. Tourism – tourism activities include: tours and bike tracks, a heritage centre, retail, food and beverage as well as accommodation. These activities generate 60% of the operational budget and support all other focus areas¹⁹.
3. Conservation – Rehabilitation of old farming land and building of indigenous gardens.
4. Training – considered a core activity with 8 – 10 internships per annum.

The San Heritage Centre is a well-designed, curated space using modern low technology tools to tell the past, present and future story(s) of the San people in Southern Africa and offers a range of tours and resources as well as research and collections. It has an academic network with a range of local

¹⁸ Meeting with CEO of !Khwa ttu

¹⁹ Meeting with CEO of !Khwa ttu



and international museums (Pitt Rivers Museum, Oxford UK, Research Centre for San Studies, University of Botswana and Peabody Museum, Harvard USA amongst others²⁰). !Khwa ttu also hosts an annual San heritage festival over a 3 day period.

It is of the opinion of these researchers that this site is an excellent example of a high-quality heritage centre with good didactics with a range of relatively low technology; yet visitor engaging, interpretations suitable for all ages.

Learnings from of !Khwa ttu

- High quality experience
- Able to generate 60% operational income from small visitor numbers
- Small visitor numbers, a good quality experience does not guarantee high visitor numbers.

Experience realms covered: All four realms are covered.

4.4 Tjapukai Aboriginal Culture Park, Cairns, Australia

Figure 4.3: Tjapukai Aboriginal Culture Park



Source: <https://www.tjapukai.com.au/cairns-queensland-australia/>

The Tjapukai Aboriginal Culture Park is located in Cairns, Australia. Founded in 1987, the culture park drew more than 3 million visitors over the past 3 decades. Situated on a 25 acre site, the cultural park included “*interactive cultural demonstrations and performances, a cultural village, restaurant and retail gallery*”²¹ and is the “*largest Indigenous employer of any tourism enterprise in Australia*” (ref 1) with 65 employees. Unfortunately it was “*heavily reliant*” on international tourism and has now closed its doors permanently²².

Appears in the book: Indigenous Cultural Centres and Museums. An illustrated international survey²³

²⁰ <https://www.khwattu.org/curation-approach/>

²¹ <https://www.tjapukai.com.au/>

²² <https://www.abc.net.au/news/2021-01-08/tjapukai-aboriginal-cultural-park-cairns-permanently-closes/13039720>

²³ Indigenous Cultural Centres and Museums. An illustrated international survey. By Anoma Pieris. Lanham, Maryland, 2016

Learnings from Tjapukai Aboriginal Culture Park

- Sustainability is based on domestic visitors.

Experience realms covered: entertainment, educational, aesthetic.

4.5 Stanley Park, Vancouver, Canada.

Figure 4.4: Stanley Park



Source: <https://www.afar.com/places/stanley-park-vancouver>

The 400 hectare, 130 year old, Stanley Park, Vancouver attracts almost 8 million visitors annually²⁴. The park is strongly connected with the culture of the First Nations. Parts of the park were previously home to a First Nation Village, the Coast Salish village site. This, free-to-access park, is used by locals and tourists alike. It has a range of activities including cycling tracks F&B kiosks, eco- and aboriginal walking tours using guided or self-guided tours. A wide range of child friendly activities are on offer including a pool, a water park and a miniature railway. Paved and unpaved tracks encourage a wide range of generations to explore, what is considered one of the best urban parks globally, on foot or by bicycle. A pavilion is situated in the park for shows and entertainment.

Vancouver has the third largest urban indigenous population in Canada²⁵ made up of three groups. The park includes one of the most visited tourist attractions in British Columbia; 9 totem poles on display at Brockton Point²⁶ on traditional Coast Salish land. Totem poles include originals dating from the 1880's as well as new and commissioned First Nations totem poles on loan to the park. The

²⁴ <https://www.onthegotours.com/blog/2018/03/worlds-best-city-parks/>

²⁵ <https://www.tourismvancouver.com/activities/stanley-park/sightseeing-spots/>

²⁶ <https://www.indigenousofbc.com/assets/corporate/AtBC%20-%20Klahowya%20Village%20in%20Stanley%20Park%20-%20Final%20Report%202010.pdf>

Coast Salish Gateways (installed in 2008) are the entrance to the Brockton Point Visitor Centre built in Stanley Park in 2001 which contains washrooms, a kiosk and a small gift shop. The gateways show the history and the *“thriving modern culture”*²⁷ of the Coast Salish People. The Coast Salish village site was inhabited more than 3000 years ago until the majority of the villagers died from small pox and the remainder were *“made to leave by settlers”*²⁸.

Stanley Park lists a range of attractions, plaques, statues and monuments but no museum. It’s largest paid for attraction is the Vancouver Aquarium (more than 1 million visitors per annum). Stanley Park houses the Klahowya Village, merging the *“traditional artisan village elements with contemporary Aboriginal experiences and authentic art, culture and traditions”* in an interactive sensory and engaging visitor experience for all ages. Originally a summer event, the village attracted 162 000 visitors free of charge with the aim to deliver a world class and authentic Aboriginal culture experience.

Figure 4.5: Klahowya Village in Stanley Park, Vancouver.



Source: <https://www.afar.com/places/stanley-park-vancouver>

Learnings from Stanley Park, Vancouver

- Open access public park can include a wide range of free and for – fee activities
- Park can be drawcard for locals, domestic and international visitors
- Park is not static but can add attractions and monuments on an evolving basis.

Experience realms covered: all four experience realms are covered.

²⁷ <https://www.indigenoussc.com/assets/corporate/AtBC%20-%20Klahowya%20Village%20in%20Stanley%20Park%20-%20Final%20Report%202010.pdf>

²⁸ <https://www.indigenoussc.com/assets/corporate/AtBC%20-%20Klahowya%20Village%20in%20Stanley%20Park%20-%20Final%20Report%202010.pdf>



4.6 Khoi-San Heritage Sites in South Africa

A review of Khoi-San Heritage Sites in South Africa was conducted to assess the lessons that could be learnt and the Experience Realms that are being addressed. The review was based on “The National Khoi-San Heritage Route Site Catalogue, Department of Arts and Culture, September 2012”. It should be noted that sites, names and geographical locations have been recorded below as per the above catalogue. The Site Catalogue has not been updated since 2012.

The regions included in the catalogue are:

- Node 1 : Cape Peninsula and Overberg
- Node 2: West Coast and Cederberg
- Node 3: Richtersveld and Namaqualand
- Node 4: /Xam Heartland
- Node 5: #Khomani Kgaligadi
- Node 6: Southern Cape
- Node 7: Tsitsikamma – Grahamstown – Katrivier
- Node 8: East London - Kokstad – Barkley East
- Node 9: uKhahlamba Drakensberg And kwaZulu Natal
- Node 10 : Free State
- Node 11: Kimberly – Vryburg – Kuruman
- Node 12: Gauteng – North West Province
- Node 13: Mpumalanga – Kruger National Park
- Node 14: Limpopo Province: Waterberg - Mapungubwe

It is notable that the Route plan of 2012 did not include any reference to Tussen die Riviere. Sites that the service provider have added to the table below are highlighted in bold. The table below is not an exhaustive site list – but should merely act as indication of notable sites and how they are commemorated.

Table 4.1: Khoi-San Heritage Sites

Museums and Heritage Centres Sarah Baartman Centre of Remembrance - Hankey Iziko South African Museum - 1 Castle of Good Hope – 1 Krotoa Monument - Cape Town !Khwattu San Education & Training Centre - 2 Clanwilliam Living Landscape Centre – 2 Goedverwacht - 2 Ratelgat Tourism and Cultural Learning Centre (<i>researcher's note – this site has limited use</i>) West Coast Fossil Park – 2 Eksteenfontein - 3 Port Nolloth Museum – 3 Calvinia – 4 Old Library Museum - 4 Diaz Museum – 6 Kranshoek - 6	Memorials Ratelgat - 2 Kinderlê near Steinkopf – 3 San and Khoi Memorial – Graaf Reinet Slavery Emancipation Monument - Elim
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Stilbaai Museum – 6 Koega Cultural Centre - 7 Tsitsikamma Khoi-San Cultural Village - 7 Kokstad Museum – 8 Didima Rock Art Centre – 9 Pietermaritzburg Museum McGregor Museum – 11 Wonderwerk Cave – 11 Origins Centre – 11 Ditsong National Cultural History Museum - 11 Mapungubwe – 14	
Sites with Interpretation Die Kelders - 1 West Coast National Park – 2 Elands Bay Cave – 2 Boesmanskloof 2 Wuppertal – 2 Kuboes - 3 Nama Kerk Port Nolloth – 3 Spoegrivier Cave - 3 Karoo National Park – 4 !Ai !=Hais Heritage Park - 5 Tweerivieren - 5 Genadendal – 6 Nelson Bay Cave – 6 Amalienstein and Zoar – 6 Knysna Heads Midden - 6 Pinnacle Point Cave – 6 Main Cave (UKhahlamba Drakensberg) – 9 Philippolis – 10	Sites without interpretation Tussen die Riviere - Cape Town Peers Cave - 1 Kasteelberg - 2 Parternoster North – 2 Van der Stel Klip - 2 Ebenhaeser - 2 Gifberg - 2 Gonnemanskraal - 2 Olifantsdrif - 2 Wittewater – 2 Nelspoort -4 Pofadder - 4 Ganora Guest Farm – 4 Oorlogskloof - 4 Murraysburg - 4 Papkuilsfontein -4 rbeidsvreug/ Bitterpits- 4 Springboksoog - 4 Minwater Nature Reserve – 6 Kamannassie - 6 Osgat - 6 Groenfontein Nature Reserve - 6 Attaquaskloof Trail - 6 Stormsrivier Mouth -7 Mout Currie – 8 Buttermead – 8 Chamisso – 8 Craigmore – 8 Dinorben Game Pass Shelter – 8 Battle Cave – 9 Game Pass Shelter - 9 Caledon Nature Reserve – 10 Hoekfontein - 10 Honingskloof – 10 Kiara Lodge – 10



	Moolmanshoek – 10 Oppermansgronde 10 Huweltop – 10 Schaapplaats – 10 Riet River – 10 Slypsteenbergr – 10 Redan – 12 Thaba Sione – 12 Bongani Mountain - 13 Mthethomusha - 13 Makabeng – 14 Machete - 14
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Learnings from Khoi-San Heritage Sites and Memorials in South Africa

- Memorials and heritage sites are small and spread out geographically
- No one cultural space exists that tells the full story of past, present and future of the Khoi and San peoples.
- Many sites are uncared for, generally unknown and under visited
- There are also other sites recognised by the Khoi-San as significant historical sites
- The service provider therefore want to reiterate that the development of the Tussen die Riviere project will indeed be of great significance not only for the Khoi-San people but for all of South Africa's people

Experience realms covered:

Whilst a number of museums exist, in general, the Khoi and San experiences are part of installations and don't have their own dedicated centre. The !Kwa ttu San Cultural Centre is one exception.

In general many of these sites offer very simplistic experiences they are memorials and plaques offering a small educational element only.

Many sites of San and Bushman art do not have interpretation, this is to be expected.

4.7 Conclusions

The following lessons can be highlighted from the case studies:

- Successful attractions ensure all four experience realms are covered.
- Culture parks need to be built with and for local communities
- Culture parks are a work in progress and not static; they can continue to add to their offering and interpretation in the future. They should be living spaces for the community.
- Successful culture parks will attract not only local citizens but also domestic and international visitors.



5. Tourism Statistics

5.1 Introduction

It is important to position any development of the Tussen die Riviere site and the potential number of visitors within the number of foreign and domestic tourists to South African destinations and attractions. An analysis of the most relevant tourism statistics and visitor numbers are provided below.

5.2 The Impact of COVID-19 and Global Tourism

The impact of the COVID-19 pandemic and the resulting travel bans and closure of tourism establishments has had and will continue to have an impact on the demand generators for any proposed development on the site. During 2020, the lockdown measures implemented resulted in a decline of foreign arrivals to South Africa of over 10 million in 2019 to just over 3 million in 2020, a 70% decline²⁹. Around 2 million of the 3 million foreign arrivals, arrived during January and February 2020 before the lockdown measures were implemented. During April to December 2020, foreign arrivals to South Africa declined by 90%.

The medium to long-term impact of the COVID-19 pandemic is not clear as countries are experiencing second and third waves of outbreaks. Vaccinations have started in various countries but it is not clear when herd immunity could be achieved resulting in the resumption of international travel.

The UNWTO indicates in their latest impact assessment³⁰ that international tourism could start to rebound by the second half of 2021 but that it may take 2 to 4 years for international tourism to recover to 2019 levels.

Negative trends that may persist beyond 2021 include:

- Decline in corporate travel as meetings move online
- Weak consumer confidence
- Reduced discretionary spend in South Africa's key source markets
- Older demographic having less confidence to travel until a Covid-19 vaccine is widely adopted in source and host country.
- Air travel is an essential component of tourism to South Africa. There has been both a supply shock (drastic cuts in airline capacity meaning less routes available) and a drop in consumer demand.

What should also be considered is the more permanent changes in people's travel behaviour which could include:

- People only travelling to destinations that they consider safe;
- People opting for destinations that are less crowded, such as rural rather than urban destinations;

²⁹ Statistics South Africa foreign arrival data and I and M Futureneer Advisor Pty Ltd calculations

³⁰ <https://www.unwto.org/impact-assessment-of-the-covid-19-outbreak-on-international-tourism>



- People opting for tourism products that provide natural social distancing such as a park rather than a closed venue;
- People opting for destination within driving distance rather than flying to far off destinations
- Pent up demand for Visiting Friends and Relatives (VFR's); and
- Demand from swallows, who wish to use their summer houses for extended periods of time in SA.

All of these changes in travel behaviour are positive for tourism attractions that could provide an open environment.

5.3 The Tourism Industry in South Africa

South Africa received 3 155 221 foreign arrivals in 2020, down from 10 228 593 in 2019³¹. It is important to understand the breakdown of overnight international arrivals to South Africa to quantify the number of tourists that might visit the study area.

Pre-COVID, around 74% of the overnight international arrivals to South Africa originated from Africa, with around 94% being repeat visitors who travel for visiting friends and relatives (VFR) purposes³². Around 71% of the overnight international arrivals originate from countries bordering South Africa (Africa land markets i.e. arrivals arriving mainly by road rather than by air). These arrivals are less likely to visit the site.

In 2019, the remaining 26% of overnight international arrivals originated from:

- Europe (15%) with 1.6 million arrivals in 2019. International arrivals from Europe declined by 3.8% in 2019 due to a decline in key source markets such as the Germany (-6%), the Netherlands (-1.9%) and France (-10.2%);
- Australasia (1.2%) which declined by 2.4% in 2019 to record 128 153 international arrivals;
- Asia (3%) which declined by 0.1% in 2019 to record 311 371 international arrivals. Key markets from this region such as China (-3.9%) declined while arrivals from India increased by 2.3%;
- North America (4.3%) declined by 1%, due to a decline in international arrivals from the both the USA and Canada;
- South and Central America (1.1%) grew by 3.3% from a low base. Brazil (9.5%) grew strongly.

The average length of stay of overnight international arrivals may be down in 2018 to 11,7 nights, but it is a significant increase from the length of stay of 8,6 nights (2014), 9,5 nights (2015) and 9,2 nights (2017) recorded in previous years.

Overnight domestic trips increased significantly by 61.3% in 2019 to reach 28.5 million overnight domestic trips. The number of domestic day trips also increased significantly by 103.9% to reach 236.5 million in 2019. The data is obtained through surveys conducted by SA Tourism and no explanation has been offered on why domestic tourism has grown so strongly in 2019.

³¹ Statistics South Africa: Tourism and Migration Data

³² <https://www.southafrica.net/gl/en/corporate/page/research-overview>



5.4 Tourism in the Western Cape

The Western Cape achieved strong growth of 16% in 2019 to reach 1,8 million foreign arrivals³³. During 2019, the Western Cape achieved R24,2 billion in spend and sold 25,7 million bednights to international arrivals.

Domestic overnight tourism trips to destinations in the Western Cape increased strongly by 26.6% in 2019 to reach 4.4 overnight domestic trips. Domestic bednights increased to 16,8 million with domestic spend increasing to R3,4 billion.

5.5 Local Tourism

I and M Futureneer Advisors Pty Ltd has worked extensively with Cape Town Tourism to quantify the number of tourists to Cape Town. The most recent study indicates that in 2019, Cape Town received around 1,7 million foreign tourists and around 1,4 million domestic overnight tourists.

The average length of stay for foreign tourists were 10.7 nights, with overnight domestic tourists staying an average of 5 nights.

The total direct spend by foreign tourists amounted to R17,5 billion, while domestic overnight tourists spent around R3,4 billion.

In addition to the overnight foreign and domestic tourists, Cape Town would also receive day trips, mainly from the residents of Cape Town. The City of Cape Town estimates its population at 4,5 million people.

Table 5.1: Suburbs Analysis

Suburb	2011 Population	Employment	Monthly income less than R3 200	Formal Dwelling
Maitland	9 782	86%	35%	93%
Maitland Garden Village	1 834	78%	38%	98%
Ndabeni	1 014	91%	51%	98%
Observatory	9 207	91%	31%	99%
Oude Molen Village	530	87%	80%	80%
Pinelands	14 198	96%	10%	100%
Salt River	6 577	81%	38%	98%

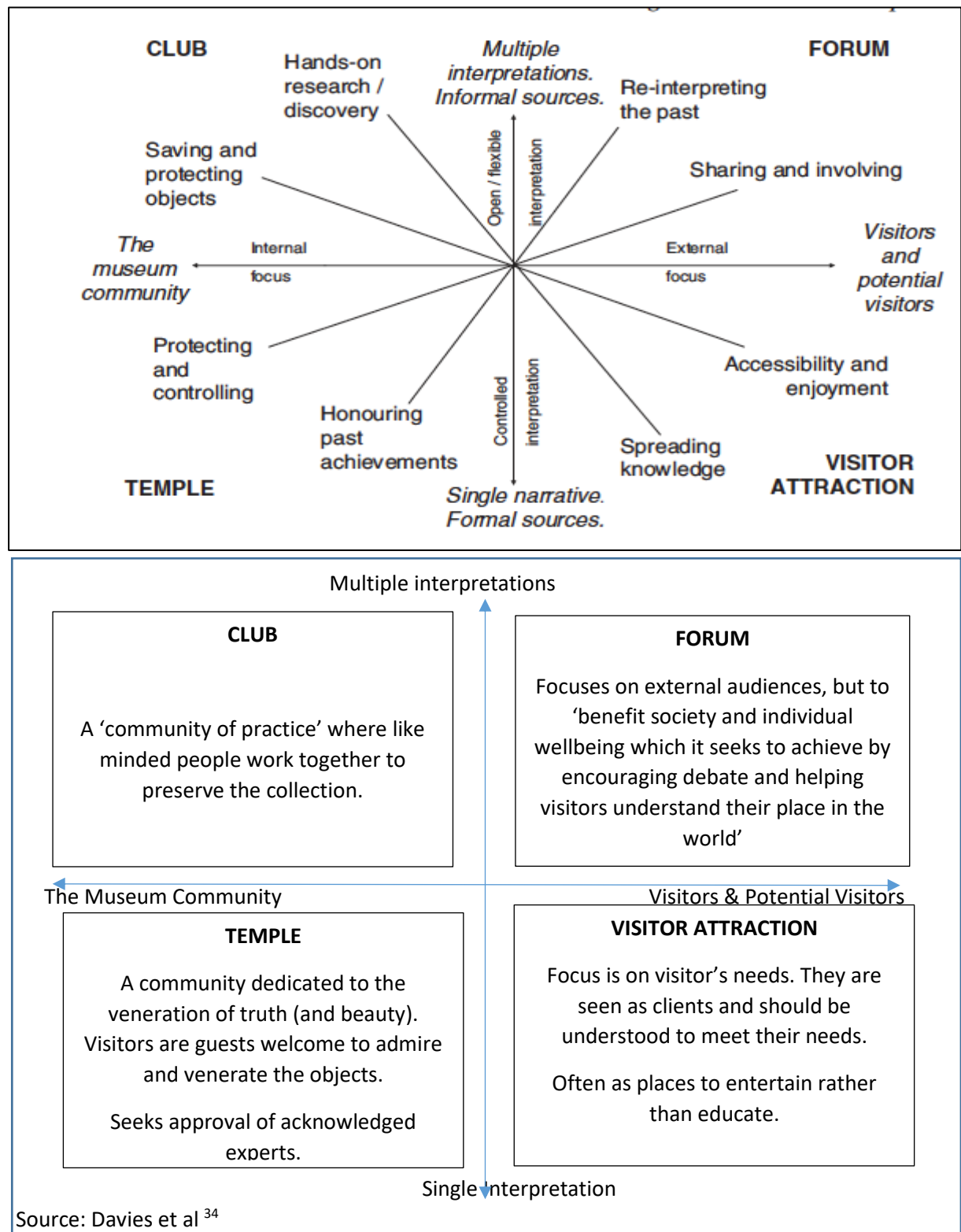
An analysis of the suburbs within which the study area is located as well as the suburbs that are immediately adjoining the study area, are shown in Table 5.1. These suburbs reflect the visitors that would most often utilise the development if it were user friendly to them as they are living in such close proximity to the development.

The analysis indicate that residents are predominately living in formal dwellings but there is a disparity in employment and income levels. It is thus clear that the development should be able to cater to and be affordable for low income households.

³³ <https://www.southafrica.net/gl/en/corporate/page/research-overview>

5.6 Museums, Attractions and Places of Identity.

Figure 5.1: Museum Values Framework



³⁴ The Museums Value Framework: a framework for understanding organizational culture in museums. SM Davies, R Paton, TJ O'Sullivan. Museum Management and Curatorship. 28:4, 345- 361.



“Nations use museums to define themselves” telling national stories through museums is still a major way that museums are used.³⁵ They can be powerful statements of group identity.

Museums and attractions exist in a matrix whereby there are singular or multiple interpretations and whereby the communities they serve may be internal or external.

The museum values framework below has audience or stakeholders on the horizontal axis. On the one extreme is an inward focus where the audience or stakeholders are museum professionals and other insiders. On the other extreme is an external focus where the audience consists of visitors and potential visitors.

The vertical axis depicts concepts of knowledge or understanding. On the one extreme truth is dependent on context – meanings are constantly being rediscovered and are open to multiple interpretations. On the other end of the vertical axis truth is absolute - meanings are fixed and narrative is controlled.

An indication of the number of visitors to various museums, attractions and places of identity is shown below.

Table 5.2: Museums, Attractions and Places of Identity

Name	Institution	Location	Visitors	Year
Green Point Urban Park	Open Access	Cape Town	980 000 ³⁶	2019
Bo-Kaap Museum	Iziko Museums	Cape Town	18 602 ³⁷	2018/2019
Groot Constantia Museum	Iziko Museums	Cape Town	50 073	2018/2020
Slave Lodge	Iziko Museums	Cape Town	45 741	2018/2021
William Fehr Collection/ The Castle	Iziko Museums	Cape Town	125 887	2018/2022
District 6 Museum	Independent	Cape Town	63 436 ³⁸	2016/2017
!Khwa ttu	Nor for profit/private	West Coast	20 000 ³⁹	2019

³⁵ Mark O'Neill. “What are museums for”. 16th December 2016.

<https://www.youtube.com/watch?v=xG5Zgvjyu8g>

³⁶ Confirmation from GPUP Facilities Manager

³⁷ All Iziko visitor statistics from Iziko Museums of South Africa Annual report 2017/2018

³⁸ District Six Museum Annual Report 2016/2017

³⁹ In conversation with CEO of !Khwa ttu

6. Initial Risk Assessment

6.1 Introduction

A detailed risk assessment is to be included in the feasibility study. It is prudent to conduct an initial risk assessment at this point in the study to identify any risks that may either prevent the study from continuing or impact on the design and implementation of the visitor experience concept.

6.2 Initial Risk Assessment

The initial risks that have been identified includes:

- The risk that agreement on the development of the site cannot be reached due to the range of stakeholders. These stakeholders includes different landowners and well as different communities.
- The risk that the development of the site will not be supported due to the distrust that have been developed due to many failed attempts to develop the site over the years⁴⁰.
- The risk of a delay in the process leading to a loss of momentum and support
- The risk of a lack of development and operational funding
- The risk of establishing an efficient institutional structure due to the range of stakeholders

⁴⁰ Previous studies includes, amongst others, Culemborg ñ Black River Contextual Framework: Stage B Report: 1993 Larry Aberman and Associates, Black River Urban Park SDF. First draft March 1999 and Two Rivers Urban Park Baseline Heritage Study by Aikman Associates in May 2002 and Two Rivers Urban Park Contextual Framework and Phase 1 Environmental Management Plan by the City of Cape Town in August 2003