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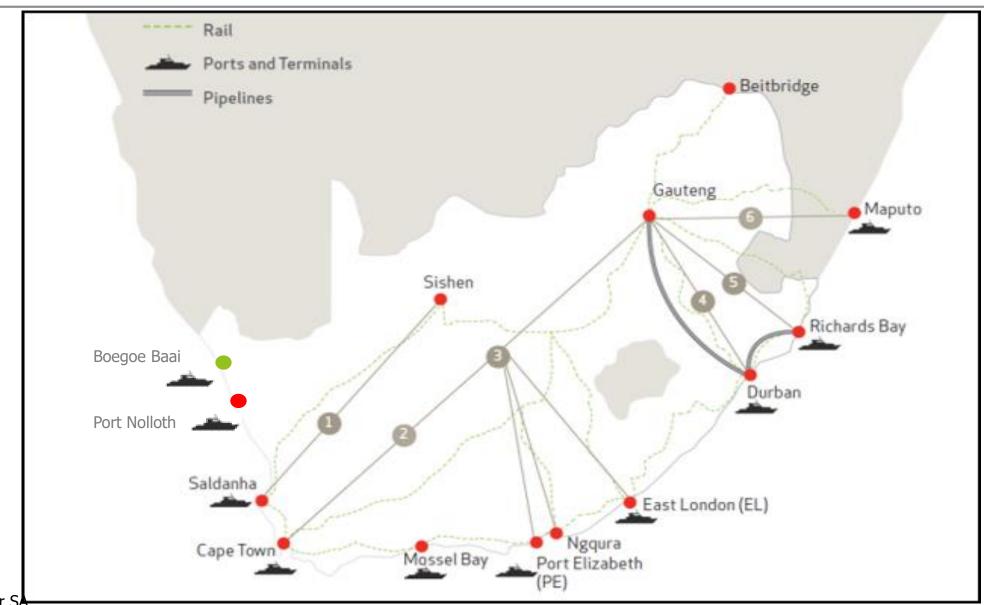


- The purpose of this submission is to seek approval from KwaZulu-Natal Amafa and Research Institute to demolish Buildings and Structures namely, D/E, L, M, N Sheds, MHA, OTB, Durmarine Building, Schoeman's bridge, and spiral ramp, at the Point Precinct at the Port of Durban, for port operational purposes.
- Transnet's core mandate is to manage the cost of doing business and enable economic growth, security of supply through the provision of infrastructure that is fit for purpose.
- The role of the Commercial Port as outlined in the National Ports Act no.12 of 2005 (the Act), is to promote the development of an effective and productive South Africa that is able to contribute positively to the economic growth and development of the country.
- The developments proposed at the Point Precinct is in line with Transnet's core mandate and the National Ports Act.

TRANSNE

A: Purpose and Overview of TNPA





Source: Port Regulator SA





- TNPA created as a landlord port authority.
- Responsible for safe, efficient and effective economic functioning of the national ports system.
- 3. Section 11 of the Ports Act prescribes the functions of the National Ports Authority.

Landlord **Master planner** Core functions of the **Controller of ports** navigation authority 4 Controller of ports services & facilities Marketer & administrator **Change agent Coordinator with** state agencies

Promote the use, improvement and development of ports, and **control land use within the ports**, having the power to **lease port land** under conditions it determines

Plan, improve, develop and maintain port infrastructure

Make and apply **rules to control navigation** within port limits and approaches, ensure protection of the environment and ensure **safety and security** within port limits

Enter into **agreements or issue licences** to parties to provide services/use port facilities.

Ensure that **adequate, affordable, equitable and efficient port services** and facilities are provided for **port users**

Ensure non-discriminatory, fair, transparent access to port services and facilities; advancement of previously disadvantaged people; promotion of representivity and participation in terminal operations; enhanced transparency in port management

Advise on all matters relating to the port sector, and **liaise with all stakeholders**

Source: National Commercial Port Policy, White Paper





PORT INFRASTRUCTURE

Port Infrastructure planning, provision and maintenance

Breakwaters, Quay walls,
 Entrance channels, Basic
 Services (water, electricity,
 fencing, lighting, rail lines)
 outside terminal
 boundaries

As the Landlord and Authority, TNPA's focus is on the following core services:

LANDLORD/REAL ESTATE

Control land use within ports;

Land utilization through
Terminal Operator
Agreements/Land Leases to
provide port services and
port facilities at the ports

Real estate development

MARITIME SERVICES

Marine Operations

 Pilotage, Tugs, Berthing; (Pilotage is a compulsory service responsible for the safe navigation of vessels in and out of the port)

Dredging Operations

 Maintenance dredging and hydro graphic survey of all ports

Aids to Navigation

 Lighthouses, radio aids to navigation, buoys, beacons and other devices and systems used to assist with the safe navigation of vessels along the coast and within port limits

REGULATORY COMPLIANCE & OVERSIGHT

Licenses;

Legislative and Environmental Compliance;

Safety – OSHACT;

Security – ISPS;

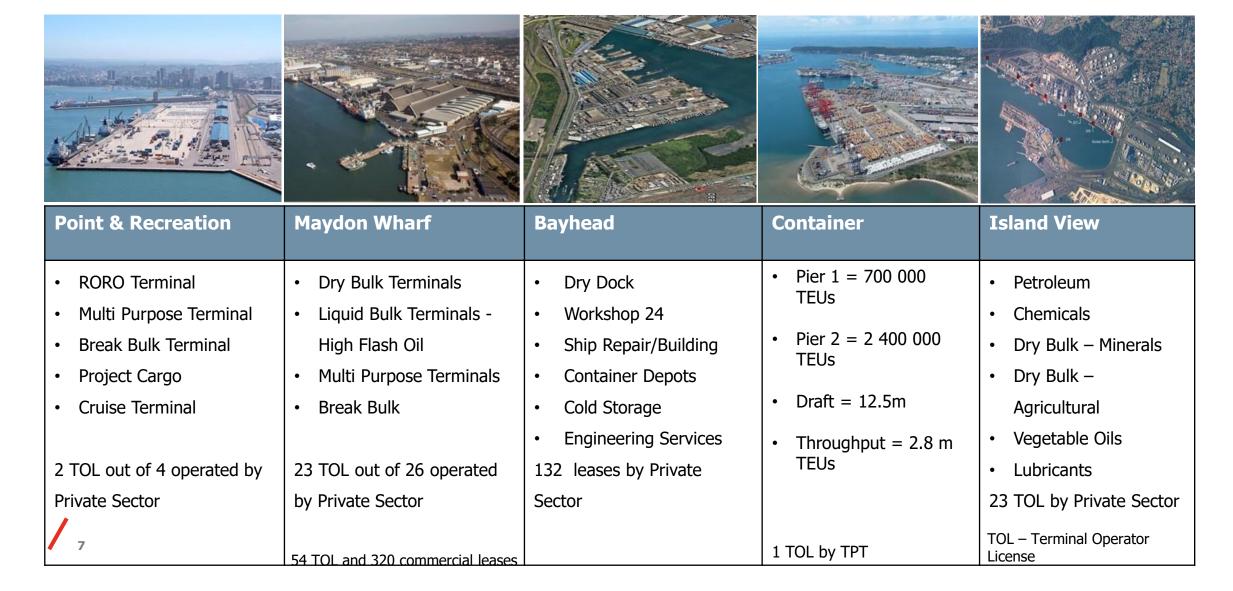
Terminal Operations Oversight;

Landside supply chain oversight/influence.

Source: National Commercial Port Policy, White Paper









Port Ranking

1st in Sub-Saharan Africa 3rd in Africa 4th in Southern Hemisphere

Customers

Terminal Operators;
Shipping Lines;
Ships Agents;
Cargo Owners; and
Clearing and Forwarding
Industry.

Annual Throughput 82,540,889 m tons

2.558m TEU's Containers 13.395m tons Dry Bulk 325,163 Automotives 22.290m kl Liquid Bulk 2.306m tons Break Bulk **EBITDA** 2020/21 FY

R4.200bn

GDP Contribution

20% to Durban GDP 11% to KZN GDP 2% to SA GDP **Asset Base**

R28.04bn

Capital Investment

R15.6bn Over 10 years

Employment

Direct 1183 Indirect 50,000 Projects 37,200

Berths

8 Container 3 Auto 13 Dry Bulk 12 Break Bulk 8 Liquid Bulk

Fleet

10 Tugs (5 operational)
2 Pilot boats
5 Launches
2 Helicopters
1 Pollution boat
1 Corporate Craft
1 Floating crane

Transformation

BBBEE Spend – 88.48%
Black Owned Suppliers
60.98%
Black Women Owned
Suppliers
31.14%

Capacity

Containers 3.1m TEUs Dry Bulk 16m Tons Auto Units 900,000 Liquid Bulk 39m Tons Break Bulk 2.8m Tons



Core segments

• To optimise the business Transnet's immediate priority is to focus on core segments that we serve (based on revenue and strategic capability).

Logistic Enhancement and Market Expansion

• Thereby leveraging focus on core segments to identify opportunities for logistic enhancement and market expansion.

Durban – Container Hub and Automotive Hub

• Through this focussed approach, Transnet identified the need to expand on container and automotive capacity in the Port of Durban, which is the responsibility of the Operating Division – Transnet National Ports Authority (TNPA).

Competitive Container Hub port

 TNPA has embarked on a journey to reposition the Port of Durban as a competitive container hub port.

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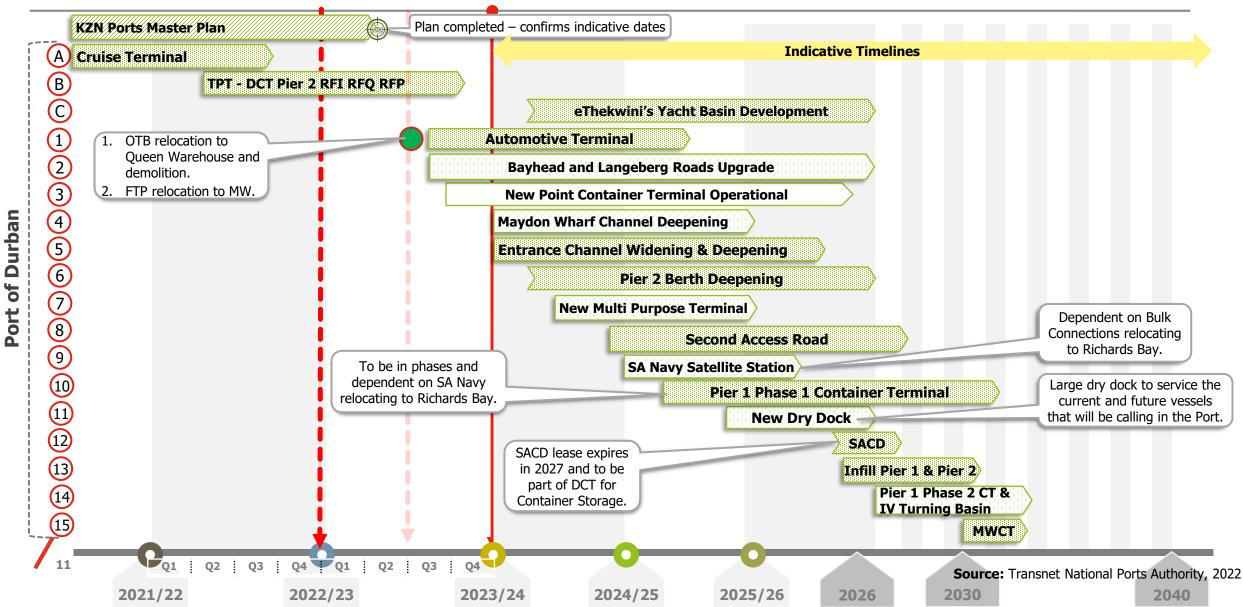
B: The Business Need - Port of Durban Master Plan





TRANSNER

B: The Business Need – Strategic Roadmap





Point Precinct development

• The developments at the Point Precinct to support the KZN Master Plan strategy include the expansion of the Point Automotive Terminal and the development of the Point Container Terminal.

Effective creation of terminal capacity

• The development plans at the Point Precinct will require various buildings and structures to be demolished in order to create the proposed terminal capacities.

Buildings to be demolished

- Ocean Terminal Building
- Durmarine Building
- L-Shed
- M-Shed
- N-Shed
- South Service Stair Structure
- Schoeman's Bridge
- Small Buildings, MHA Sheds, E, F and G Sheds
- Fresh Produce Terminal



Need

• The landside capacity is 520 000 units per annum. The actual number of units handled during the 2021/22 financial year was 521 876 units per annum, which exceeds the landside capacity. This substantiates the urgent need for the Automotive Terminal to be expanded in order to handle the future automotive volumes.

OEM'S

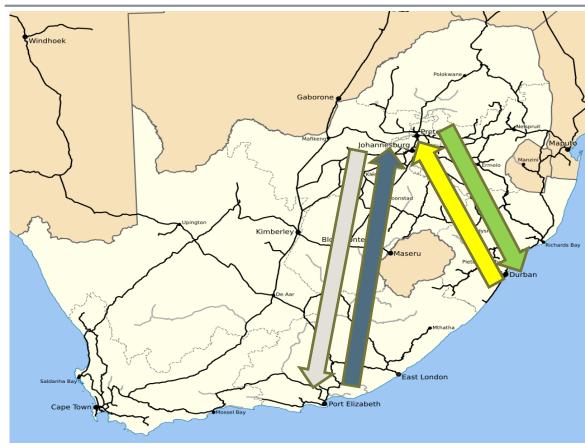
• If additional landside capacity is not created, the Original Equipment Manufactures (OEMs) may be forced to moved their automotives from the Port of Durban to other Ports such as East London, Port Elizabeth or even the Port of Maputo.

Impact to the Economy

• This may result in dire consequences for the economy of KZN or the country. The Port of Durban may also lose automotives cargo dues revenue which is in the order of R277m per annum at full capacity. The Port of Durban may also lose container cargo dues revenue which is in the order of R1.2b per annum at full capacity.







FBU Corridors	Total Volumes
GP-DBN	11500
DBN-GP	23080
PE-GP	4270
GP-PE	2500

Immediate action:

TFR Durban to Kaalfontein – Imbalance – Volume available

Rail / Ramp for smaller vehicles – clarify reason as well as why rail not used to balance traffic to Gauteng

Trial 1 - Rail

SOUTHCOR

Balance PE Based OEM Volume with Gauteng Based Volume

1 slot per day – High Profile Wagons Road Haul to Kroonstad – Rail Haul to PE Port

Trial 2 - Rail

CONCOR

Balance DBN Based OEM Volume with Gauteng Based Volume

2 slots per day – High Profile Wagons Road Haul to Kaalfontein – Rail Haul to Durban Port (directly)

Trial 3 – Back of Port

CONCOR

Road Haul from Gauteng OEM to Umlaas Rd Storage Shuttle Import & Exports Into & out of Port Durban Road Haul from Umlaas Rd Storage to Gauteng

Investigation required:

Maputo Port Opportunities
Develop Independent Rail Siding at Umlaas Rd.

3rd Party rail – leases Transnet Automotive Wagons and implement a service on CONCOR or Gauteng Maputo

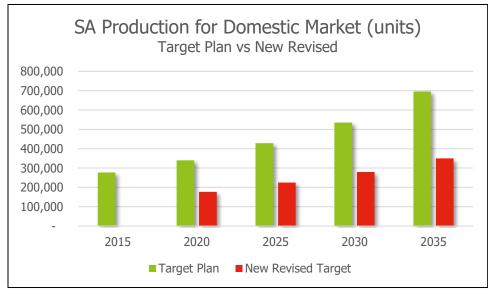
Source: NAAMSA - The Automotive Business Council

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B: The Business Need









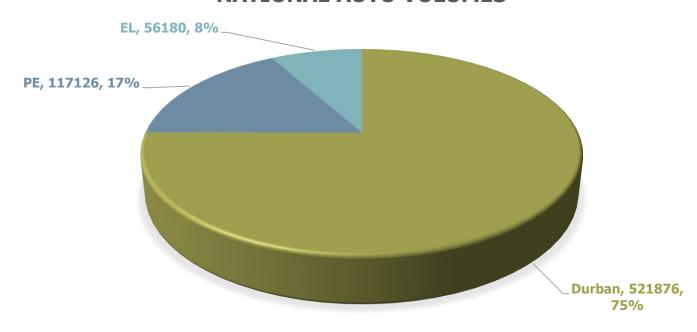


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Source: NAAMSA - The Automotive Business Council



NATIONAL AUTO VOLUMES

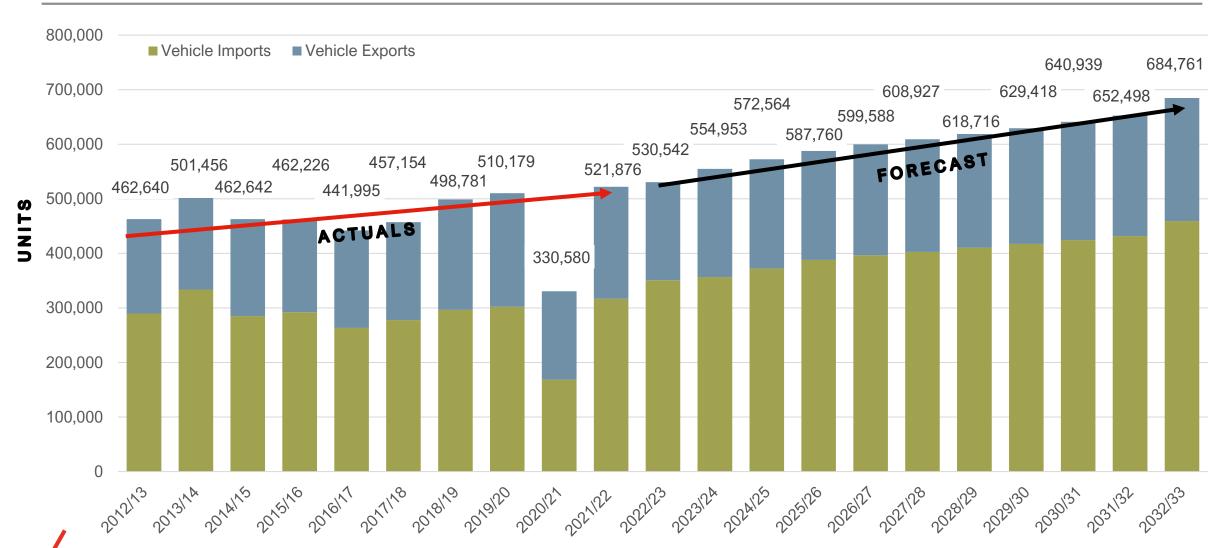


- From the graph depicted, it is then quite apparent that the Port of Durban is the key input and output point of automotive units with 75% market share.
- The graph is illustrative of the main 3 automotive terminals in the port system.

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B: The Business Need







Socio Economic Impact

• The Point Automotive Terminal development is projected to cost R287 million. The projected employment by skills which would be derived from this project is as follows:

	Direct Jo	bs	Indirect Jobs]	Induced Jo	obs		
	Semi-			Semi-			Semi-		Total
Skilled	Skilled	Unskilled	Skilled	Skilled	Unskilled	Skilled	Skilled	Unskilled	
92	103	34	245	275	91	96	108	36	1 080

• The Point Container Terminal development is projected to cost R14 billion. The projected employment skills which would be derived from this project is as follows:

	Direct Job	os	Indirect Jobs)S]	Induced J	obs	Total
	Semi-			Semi-			Semi-		
Skilled	Skilled	Unskilled	Skilled	Skilled	Unskilled	Skilled	Skilled	Unskilled	
4 645	5 213	1 726	1 2428	1 3947	4 618	4 863	5 458	1 807	54 705

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B: The Business Need

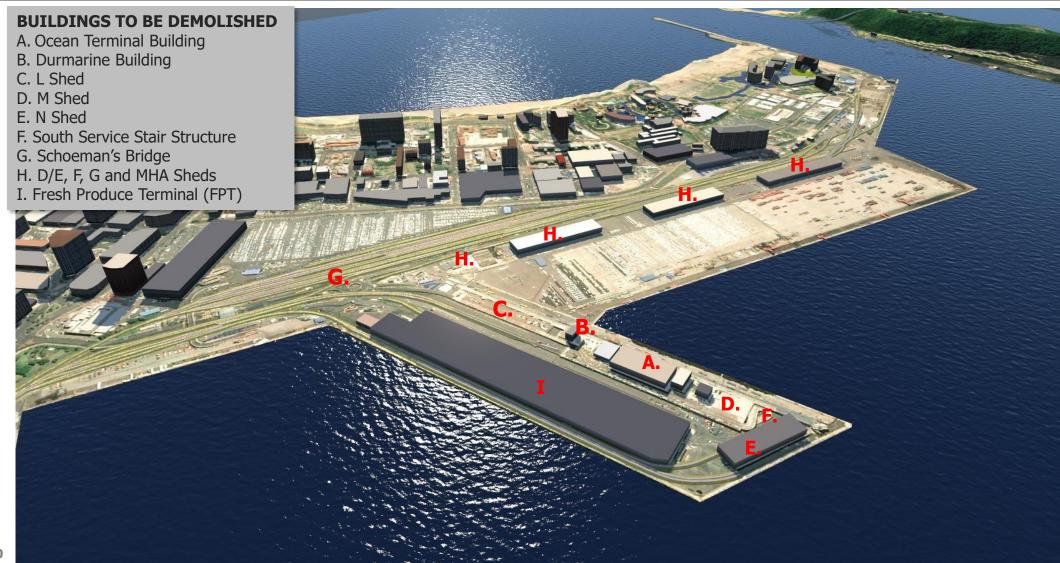


Building's Gradings

•	D/E Shed	-	Grade IIIC
•	MHA Building	_	Grade IIIB
•	L Shed	-	Grade IIIA
•	M Shed	-	Grade IIIA
•	Durmarine Building	-	Grade II
•	Ocean Terminal Building (OTB)	-	Grade II
•	Spiral Ramp	-	Grade IIIA
•	N Shed	-	Grade IIIA
•	Toilet Building	-	Not Conservation Worthy (NCW)
•	Fresh Produce Terminal (FPT)	-	Not Conservation Worthy (NCW)
•	Schoeman's Bridge	-	Not Conservation Worthy (NCW)

TRANSNET







- T-Jetty in the Port of Durban was built from 1939 to 1950 to provide 5 extra deep-water berths in the Point area in port.
- This included road and rail access with bridges and rail yards.
- In re-assessing its importance of the Port of Durban as a major port of entry to South Africa and, in particular, to the industrial activity in and around Johannesburg, the Port embarked on the construction of a new Ocean Terminal complex in 1958.
- Ocean Terminal Complex at Berths L and M was to provide a large marine terminal complex with terminal hall for cruise liners, cargo areas, precooling stores, storage sheds, and port control offices.
- From 1958 the design and construction started of the multi-story complex of 800m x 100m, which
 included passenger terminal, cargo sheds, fruit pre-cooling stores with bridge access, ramps, and roof
 level parking was started and the completed in 1962.
- The 500m long, massive concrete structure stretched from H-bridge to the decorative staircase on the corner of T- Jetty accommodated general cargo and pre-cooling facilities for export fruit.



- On the roof of the cargo sheds was the Passenger Terminal that is now referred to as Ocean Terminal Building,
- Various passenger liners berthed and was served by baggage and passenger galleries running the full length of L and M berths, with telescopic gangways to link to the ships.
- Two buildings the Ocean Terminal Building and the Dumarine Building sit on the roof deck of the cargo sheds.
- The Passenger Terminal (OTB) was basically a double volume concrete and glass hall, for arrivals and departures, baggage handling, customs, with restaurants on each end. The adjacent roof decks provided parking.
- The 8 story Durmarine building provided office accommodation for the port captain's staff. T-jetty, L and M sheds, OTB and Durmarine form a complex of civil works, and engineering and architectural structures.



- With the demise of the mail-ships and ocean liners, coupled with the increase in air travel the passenger terminal was underutilized and the passenger terminal building became obsolete.
- Maintenance was costly and it became a white elephant and a reminder of the bygone era.
- In 1987, the Port engineers wanted to either demolish OTB and use the space for cargo handling; or repurpose the building to offices for the Portnet staff and a decision was made in 1988 the decision to convert the underutilized OTB into offices for 300 Portnet staff.
- The passenger terminal operation was moved to N-Shed and the passenger terminal hall was converted into offices.
- A lightweight mezzanine floor was constructed with new staircases and bridges to maximize the interior offices. A portion of the existing terrazzo floor was maintained in the internal street. The offices and boardroom areas were partitioned and carpeted.



In this context there is rich heritage in the Port of Durban, which is not captured and published widely, for example a book published by Ralph Callebert called "On Durban's Docks" quotes the following in its summary:

"In 1874, African casual workers in Durban protested new regulations that limited their freedom and bargaining power. Many of them would have worked on the docks. Durban is a port city on South Africa's Indian Ocean coast, which would become South Africa's main harbor and a crucial node in the trade and communication networks of the Indian Ocean and the British Empire. When the city refused to annul these regulations, scores withdrew their labor and returned to their rural homesteads. This was the first documented strike by African workers in Durban, and, in the more than 140 years since 1874, dock workers have often taken the lead in labor activism in the city. A long history of repression, declining employment, and technological change has not fully stamped out this tradition of protest and activism, as illustrated by dockers' 2008 refusal to unload weapons destined for Zimbabwe's Mugabe regime. The next year they boycotted an Israeli ship to protest apartheid Israel and the bombing of Gaza in Operation Cast Lead (2008–9).

Dock workers in South Africa's foremost port city have repeatedly proven themselves to be radical and strike prone, as dock workers have often been around the world. They engaged in strikes, refused to work overtime, rioted, and boycotted certain cargoes and ships; they also cut corners, dragged their feet, and refused to live where their employers and the government wanted them to live. In 1972–73, they were among the first to participate in the Durban strikes that, even before the 1976 Soweto uprising, reignited resistance to the apartheid regime after a decade of relatively successful repression—the so-called silent decade that followed the 1960 Sharpeville massacre."



The above illustrates the contribution by the African dock workers in protest of apartheid. This contribution is being lost due to the information not being widely shared. In remembrance of the oppression of the dock workers at the Port of Durban, artefacts, books and articles on the Durban dock workers will be housed at the Ocean Terminal Building Preservation Center, a smaller scaled architectural replica of Ocean Terminal Building, adjacent to the new Administration Building. The high-level cost estimate of this Ocean Terminal Building Preservation Center is R20 million.

The Ocean Terminal Building was burdened during the design resolution stage with apartheid prescriptions of separate movement routes through all public buildings. This was to be the start of the government's implementation of apartheid policies in public buildings, not previously seen. (Peters 2004). The designs were revised and prescriptions interpreted in a similar vein as the airport outside of Windhoek, completed in 1957 where all facilities were duplicated, but equal.



- From 1992 to the present, there have been numerous additions and alterations to the Ocean Terminal Building (OTB) and complex of buildings to respond to changing needs in the port operations and expansion.
- The restaurant was converted to large boardrooms, visitors centre, and port security centre.
- Following the aftermath of 11 September 2001 in the United States, the port security regulations
 worldwide have become increasingly restrictive for general public to access the port areas limiting
 access to only port operational staff and port activities.
- The public have limited access into the port and only authorized staff are permitted in operational areas.
- In 2019, the port of Durban awarded KwaZulu Natal Cruise Terminal a license to design, build and operate a new passenger terminal at A and B-berth (Point) and at N-shed will was closed for operations in 2021.
- The port terminal operations at T-jetty and the Point terminal are now primarily for car terminal operation known as RoRo Terminal and the Fruit terminal operations.

D: Situation / Concern / Question / Answer **SITUATION**



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Our current state:

- The Port of Durban lost its position of being number one (1) in the continent to number three (3).
- The following ports that are ahead of the Port of Durban, namely, Port Tangier in Morocco and Port Said in Egypt and have capacity that far exceeds their current demand, and they are poised to open a gap.
- South Africa's economy is not growing at the desired rate and as a result the level of unemployment is high at 33.9% and guite a concern.
- Port of Durban is surrounded by the city and as a result, there is no space to expand due to it being in the middle of the city.
- Country is also faced with, high rate of poverty, high and widening levels of inequalities.
- Port of Durban was designed to handle 520 thousands automotive unit per annum and currently the demand far exceeds this capacity.
- Auto sector is one of the biggest job creating sectors.
- The current terminal is in a precinct that has old buildings that are over 60 years old and are of heritage importance, however, because of the ISPS Code, the general public does not have access to come and appreciate these heritage buildings.

Our concern with the current situation:

• If nothing is done about the current situation, the Port of Durban will further lose it position in the continent.

CONCERN

- South Africa has most of the unemployed youth and having an economy that is not growing could result to serious social unrest, it is only a matter of time.
- There is a dire need for the Port of Durban to help the economy to grow, but the Port itself cannot grow on the current footprint because it is surrounded by the city, therefore there is no physical space to grow.
- With the current hard economy, there is not even sufficient funds to study building a new port.
- If the country cannot create capacity to handle the growing demand of the market, it then means the cargo will have to find home elsewhere, and as a result the Port of Durban is going to lose its cargo and it might migrate to Mozambique and that is detrimental to our economy as a country.
- This means we will then sit with the unemployed youth who are a ticking time bomb in terms of potential social unrest.
- Heritage buildings cannot be appreciated by the general public because of security concerns and being in an operational area, therefore if these buildings cannot be accessed by the public, then their importance/value in terms of impact get diminished.
- The benefit of the buildings from a heritage perspective is not fully leveraged because of the above-mentioned points and the situation is not going to change.

D: Situation / Concern / Question / Answer QUESTION AN

ANSWER



TRANSNET

What then becomes a question with the situation:

- What is to be done, where on one hand there is a growing demand of import and export vehicles which translates to increase in Economic Growth, Job creation and poverty alleviation and on the other hand need to preserve the heritage buildings and the history of the port.
- What mechanism could be put in place to increase capacity of the car terminal.
- What digital systems should the port invest on, to promote and preserve the history and what other initiatives can the port embark on to ensure that Heritage of the port is preserved and is communicated to the broader audience.
- What kind of intervention is needed that can balance the importance of heritage whilst helping the country's economy to grow.

An answer must be found to address the questions:

- The Company should find a balance between preserving heritage whilst putting the country on a growth trajectory. The Following Options could be considered:
 - Given the fact that the Ocean Terminal Building (OTB) and the Dumarine Building are in the operational areas and cannot be easily accessed by the general public, having digital footage and filming of the two buildings, and other sheds that will be demolished as recommended by the Heritage Practitioner should be considered. We believe that with the rise on digitalization, and use of social media platforms, it is easy to reach a wider audience and this initiative will outlive any other disturbance that will arise out of the interventions in the Port.
 - The intention is for this video to be shared with the Maritime Museum as well as the Heritage Council, and as TNPA, we will also be using the video in our visitor's center with the aim of immortalizing the building where it will forever remain.
 - The port is currently in the design stage, which will translate to the construction of the administration building to house 300 employees, formerly housed at OTB and Durmarine building.
 - This building is earmarked adjacent to the cruise terminal at point precinct. A maritime museum or heritage exhibition center will be included in the specifications of the building, the intension is to display these artifacts and play the video to a wider audience of tourists visiting Ushaka Marine, and passengers embarking and disembarking at the cruise terminal.
 - It should be noted that these heritage buildings have got artifacts of high heritage importance, therefore those artifacts will be used as interior design in the new administration building. In that manner, we will be illustrating how the old has given birth to the new building.

E: Options for Point Automotive Terminal Development



OPTIONS	PROS	CONS			
Do Nothing	 No capital costs required. Architectural significance will be preserved. 	 The Point Automotive Terminal will not be expanded. The Point Container Terminal will not be able to be developed. There will be loss of revenue. Inefficiencies of the Point Automotive Terminal. 			
Re-Adaptation	 Lower capital costs will be required. Architectural significance will be preserved. 	 The Point Automotive Terminal will not be expanded to maximum capacity. There will be loss of revenue. Inefficiencies of the Point Automotive Terminal. 			
Partial Demolition	 Lower capital costs will be required. Architectural significance will be preserved. 	 The Point Automotive Terminal will not be expanded to maximum capacity. There will be loss of revenue. Inefficiencies of the Point Automotive Terminal. 			
Full Demolition	 The Point Automotive Terminal will be expanded to maximum capacity. The Point Container Terminal will be able to be developed. There will be increase in revenue. Efficiency will be increased at the Point Automotive Terminal. Positive Socio-economic impact in the form of job creation. 	Higher capital costs will be required.			



F: Proposed Point Terminal Developments





Legend

- A. Cruise Terminal
- B. Point Container Terminal
- C. Point Automotive Terminal

Relocations

- a. Relocation of Port of Durban Administration Staff from OTB Complex on T-Jetty to Queen's Warehouse.
- b. Relocation of Fresh Produce Terminal (FPT) from T-Jetty to Maydon Wharf.
- Relocation of Automotive Terminal from D-to-G Berths to T-Jetty and Cars for Africa Site.

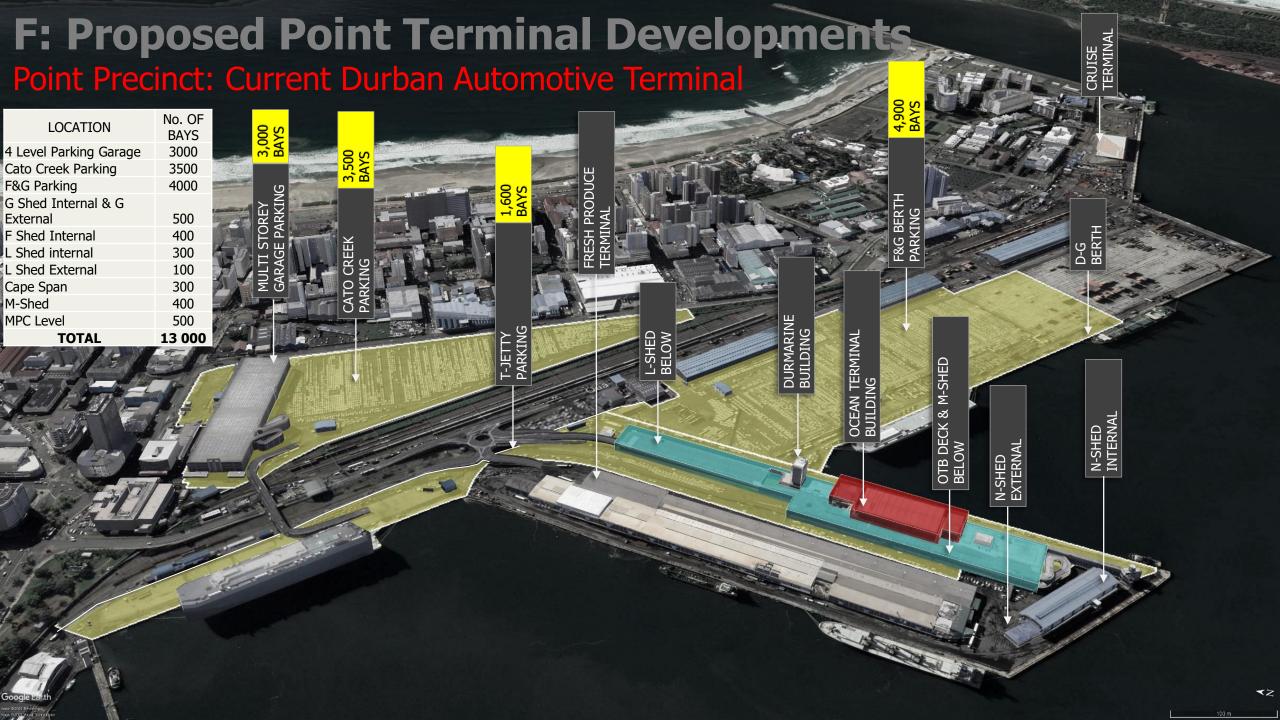
Demolitions

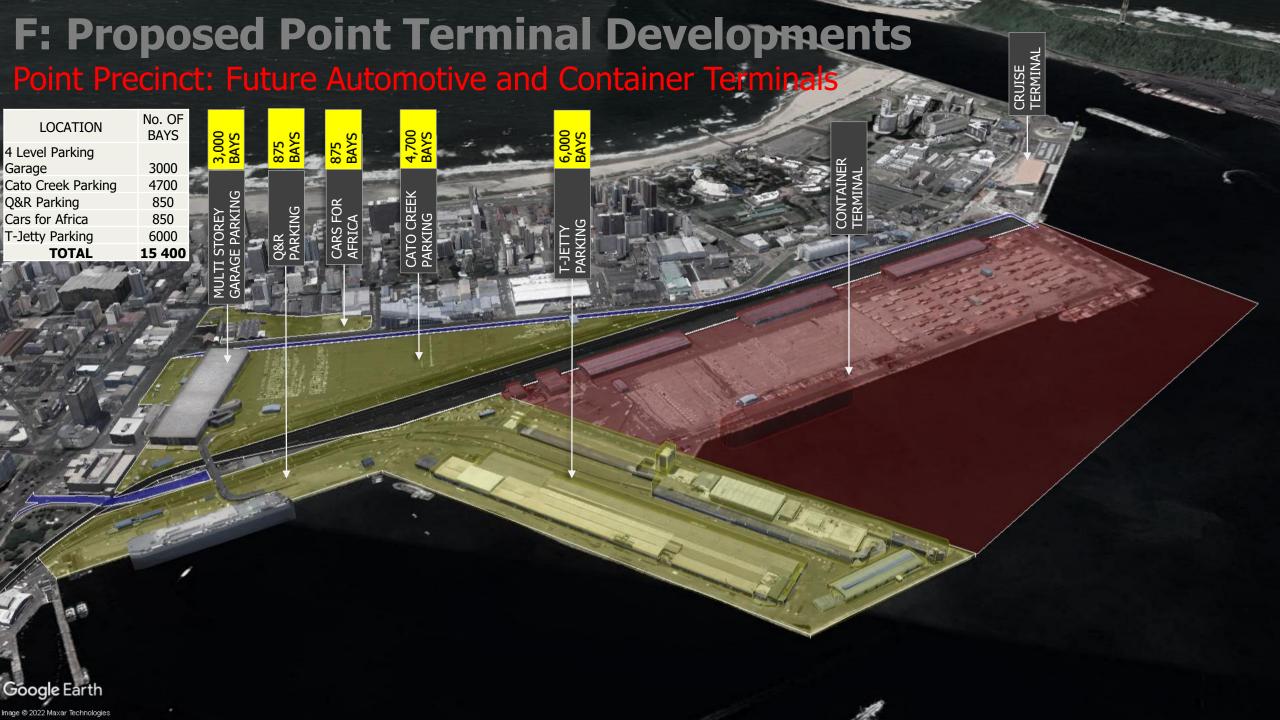
- Ocean Terminal Building
- ii. Durmarine Building
- iii. L Shed
- iv. M Shed
- v. N Shed
- vi. South Service Stair Structure
- vii. Schoeman's Bridge
- viii. D/E, F, G and MHA Sheds
- ix. Fresh Produce Terminal (FPT)

MAYDON

WHARF









F: Proposed Point Terminal Developments





G: International Ship and Port Security Code and SafetyMandatory Compliance

- The **International Ship and Port Facility Security Code** (ISPS Code) was adopted in 2004 by the International Maritime Organisation following the US, 11 September 2001, terrorists' attacks in the USA.
- Its primary purpose is to identify and counter any terrorist threat to the Maritime Industry particularly against ships, terminals and ports. This provides a basis for a comprehensive mandatory security regime for the control of movement of people in the port. South Africa ratified this code into domestic legislation, the Merchant Shipping Act 57 of 1951 (Maritime Security) Regulations, 2004. All ports operate under level 1, ISPS, this limits entry in operational areas to only personnel operating the vessel. OTB and Durmarine Building will be right in the middle of the Automotive Terminal.
- In line with the International Ship and Port Facility Security Code (ISPS Code), the risk that maritime transport and ports could be used to facilitate unlawful activities is be reduced. The primary purpose of the ISPS Code is to identify and counter any terrorist threat to the maritime industry, particularly against ships and ports. Furthermore, the vulnerability to unlawful interference of South African ships, ports, and other ships within the Republic is reduced without undue disruption of trade.
- The proposed Automotive Terminal will be an operational area, and with the buildings being in the operational areas this may compromise the safety of the visitors. Furthermore, cargo that will be handled in this precinct is very high value and sensitive and should not be stored in an area that this generally accessed by the public.

H: Project 1



 Given the fact that the Ocean Terminal Building and the Dumarine Building are in the operational areas and cannot be easily accessed by the general public, a digital footage and filming of the two buildings, and other sheds to be considered for demolishing as recommended by the Heritage Practitioner should be considered. TNPA believes that with the rise on digitalization, use of social media platforms it is easy to reach a wider audience and this initiative will outlive any other disturbance that will arise out of the interventions in the Port. The intention is for this video to be shared with the Maritime Museum and another copy with Heritage Council, and as TNPA, we will also be using the video in our visitor's center with the aim of immortalizing the building where it will forever remain.



H: Project 2



- The Port will invest in a virtual reality platform. This is a computer technology to create a simulated environment which can be explored in 360 degrees. The Port in build a Port heritage center where visitors can come to learn about the Port of Durban History (especially users that do not have internet access).
- The Port will launch a Virtual Tour Website. This is a virtual tour is a sequence of panoramic images that are 'stitched' together to create a 'virtual' experience of any location.
- The Port will build a virtual 3D website that will be accessible via mobile devices or computer via the internet to users locally, nationally and globally.
- The Port will integrate the Port of Durban Heritage Museum to Google Arts and Culture and other world known virtual museums platforms to attract more visitors.



Benefits of these digital initiatives will include the following:

- Visitors can "go to the museum" without having to leave their couches.
- Attract more visitors, especially youth.
- Enhances the tour experience.
- Access the museum from anywhere, anytime.
- Easily integrated to other virtual museums worldwide.



H: Project 3



The Port of Durban is in the prefeasibility design stage for the Administration Building at B Berth. The new new Administration Building together with the Ocean Terminal Building Preservation Center will be adjacent to the New Cruise Terminal at the Point Precinct. The intension is to display these artifacts and showcase the T-Jetty and OTB video to a wider audience of tourists visiting Ushaka Marine, passengers embarking and disembarking at the cruise terminal. It should be noted that these heritage buildings have artifacts of high heritage importance. These artifacts will be used within the interior design of the Ocean Terminal Building Preservation Center. The high-level cost estimate of this Preservation Center is R20 million.



I: Recommendations



It is recommended that KwaZulu-Natal AMAFA and Research Institute:

- Grants approval for TNPA Port of Durban permission to demolish Buildings and Structures namely, D/E, L, M, N Sheds, MHA, OTB, Durmarine Building, Schoeman's bridge, and spiral ramp, at the Point Precinct at the Port of Durban, for purpose of the expansion of the Terminals at the Point Precinct.
- Notes that TNPA acknowledges that the demolition of the buildings and structures has potential negative impacts from environmental, architectural, artistic, visual and cultural considerations.
- Notes that the Port is aware that they should find a balance between preserving heritage whilst putting the country
 on a growth trajectory.
- Notes that the Projects, listed above, to be undertaken by the Port to promote Heritage.

