



# Annual Report

2016-17



1997-2017  
*20 Years*  
Our Heritage • Our Future





an agency of the  
Department of Arts and Culture



# ANNUAL REPORT

for the period 1 April 2016 to 31 March 2017

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This report is also available on  
the Robben Island Museum website at  
<http://www.robben-island.org.za>

## ACKNOWLEDGEMENTS

The managers and staff of all the departments of RIM  
are thanked for their contributions.

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## Cover:

A collection of photographs highlighting events that took place  
over the past 20 years of Robben Island as a museum.







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# General Information



Opening day of The Nelson  
Mandela Gateway to Robben Island



# General Information

## 1.1 Submission of the Annual Report to the Executive Authority

In accordance with the provision of the Public Finance Management Act (1 of 1999), we have the pleasure in submitting for presentation to Parliament this report of the activities of Robben Island Museum for the financial year ended 31 March 2017.



Mr Sibusiso Blessing Buthelezi  
Chairperson of the Council  
31 July 2017

## 1.2 Robben Island Museum's general information

Registered name	Robben Island Museum
Registered office address	Nelson Mandela Gateway to Robben Island Clocktower V&A Waterfront Cape Town 8002
Postal address	P.O. Box 51806 Waterfront 8002
Telephonic contact number	021 413 4200
Email address	info@robben-island.org.za
Website address	www.robben-island.org.za
External auditors	Auditor-General of South Africa
Bankers information	Nedbank and Standard Bank
Company secretary	Statucor (Pty) Ltd

## 1.3 List of Abbreviations

<b>AFS</b>	Annual Financial Statements	<b>PFMA</b>	Public Finance Management Act
<b>AGSA</b>	Auditor-General South Africa	<b>PHED</b>	Public Heritage Education Department
<b>APMHS</b>	African Program in Museum and Heritage Studies	<b>PR</b>	Public Relations
<b>APP</b>	Annual Performance Plan	<b>RI</b>	Robben Island
<b>CEO</b>	Chief Executive Officer	<b>RIM</b>	Robben Island Museum
<b>CFO</b>	Chief Financial Officer	<b>RIWHS</b>	Robben Island World Heritage Site
<b>CHO</b>	Chief Heritage Officer	<b>SAHRA</b>	South African Heritage Resource Agency
<b>DAC</b>	Department of Arts and Culture	<b>SAMSA</b>	South African Maritime Safety Authority
<b>DEA</b>	Department of Environmental Affairs	<b>SAMA</b>	South African Museums Association
<b>DAFF</b>	Department of Agriculture, Forestry and Fisheries	<b>SARS</b>	South African Revenue Services
<b>DPW</b>	Department of Public Works	<b>SCM</b>	Supply Chain Management
<b>EPP</b>	Ex-Political Prisoner/s	<b>SETA</b>	Sector Education Training Authority
<b>GRAP</b>	Generally Recognised Accounting Principles	<b>SMART</b>	Specific, measurable, achievable, realistic and timed
<b>ICMP</b>	Integrated Conservation Management Plan	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>MoU</b>	Memorandum of understanding	<b>US</b>	University of Stellenbosch
<b>MSP</b>	Maximum Security Prison	<b>UWC</b>	University of the Western Cape
<b>NMG</b>	Nelson Mandela Gateway to Robben Island	<b>VAT</b>	Value Added Tax

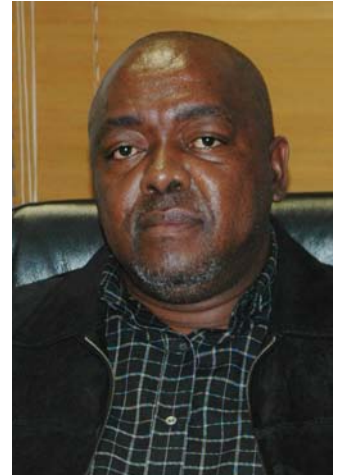
## 1.1 Foreword by the Chairperson of the Council

### Introduction

On behalf of the Council of Robben Island Museum and World Heritage Site, I am pleased to submit the Annual Report for the year ended 31 March 2017. This report is submitted in accordance with the Constitution of the Republic of South Africa, Act 108 of 1996; the Cultural Institutions Act 119 of 1998; the Public Finance Management Act, Act 1 of 1999; Treasury Regulations, 2001 and other applicable Acts and Regulations.

This report coincides with the end of term for RIM Council, which was appointed in 2014. The outgoing RIM Council has tremendously improved the governance of the Institution through ensuring that Council held all statutory meetings. Council, through the Executive Office, coordinated planning and reporting aligned to Treasury requirements. Performance reporting against predetermined objectives has remained in an acceptable range from 58% (2015/16) to 51% in 2016/2017. It is to be noted that due to time constraints at Council meetings, 5 performance targets relating to approved plans, could not be approved by Council, resulting in 7% decline in annual performance.

Also, a turnaround of the RIM's financial health has been achieved by strengthening internal controls during the period under review. I am pleased to report that Robben Island Museum has obtained an unqualified audit report from the Auditor-General.



### Strategic relationships

During the period under review, RIM strengthened strategic relationships within South Africa and on the African continent. On the latter, RIM signed a MoU with Le Morne during the 2016/17 financial year, while formal relations with the Slave House at Goree Island are being finalised through the DAC. At national level, RIM signed a Partnership Agreement with National Department of Tourism (NDT) for implementing the "Destination Development Project) and installation of the Photovoltaic solar panels as part of greening the island. RIM desires to accelerate efforts to reduce Carbon footprint on the Island as a conservation strategy.

Another Partnership Agreement with the African World Heritage Fund (AWHF), a UNESCO Category II centre, witnessed the hosting of the first African Regional Youth Forum at Robben Island, which was attended by over 25 participants from sub-Saharan Africa. AWHF and RIM also partnered in developing the Integrated Disaster Risk Plan for the site as required by the Operational Guidelines of the World Heritage Convention and as had been recommended by the UNESCO in 2011. These partnerships remain important in augmenting available internal resources for implementing heritage programmes. They are also important in supporting DAC's cultural diplomacy initiative on the African continent. RIM Council is cognisant that these partnerships come with financial obligations and will continue engaging DAC and diversifying own revenue streams to create sustainability.

### Challenges faced by Board

During the period under review the Board faced the following challenges;

#### 1. Recruitment of a Chief Executive Officer

Following the end of the term for the Chief Executive Officer, Dr Sibongiseni Mkhize, Council had to appoint an Interim CEO from November 2015 while recruitment process was underway. The recruitment process eventually appointed the CEO at the end of June 2016, with the Interim CEO as the successful incumbent. This appointment coincided with the end of the outgoing Council's term and a new Council was appointed effective from 1 July 2016. Four members of the outgoing Council were retained for continuity.

#### 2. Funding and Organisational Structure in relation to the requirements of being a World Heritage site

Funding for RIM remains not aligned to RIM's compliance requirements as a WHS thereby making it difficult to implement the 2nd ICMP with certainty. Whilst alternative funding has been sourced for some programmes, financial support remains inadequate for fully implementing the 2nd ICMP by 2018.

Though organisational review has almost been completed, the current structure remains not aligned to the 2nd ICMP and neither does it promote financial sustainability of the institution. The organizational review being implemented will assist in addressing this misalignment. Furthermore the structure will be reviewed when the 3rd ICMP is completed by the end of the 2017/2018 financial year.

#### 3. Implementing Infrastructure and Facilities Management Programmes

While the Tripartite Agreement has been signed by DAC, DPW and RIM regarding the management of the Built Environment, Municipal Services and Landscaping of the Island, a lot of effort needs to be made in delivering results in this area.

# General Information

## 4. Governance of relationship between RIM and Ex Political Prisoners

Relationships between RIM and Ex Political Prisoners have not been very cordial as illustrated by their opinions expressed in various platforms by the latter. While RIM has made efforts to create dialogue with EPPs (whose relationship with the island is lifelong), it is critical that DAC brokers a political solution to ensure RIM implements her mandate, while the expectations of EPPs are addressed in a holistic and inclusive manner, a process beyond the competency of RIM as a cultural institution. In an attempt to improve relationship with EPPs, an EPP Advisory Council has been created.

### **Medium to long term goals of the entity**

Going forward, it is important for RIM to;

Normalise relations with Ex Political Prisoners Association (EPPA) to ensure that Employer-Employee Relations are maintained in the work place, socio-economic benefits of EPPs are addressed in a holistic manner as a stakeholder driven process and that EPPs continue to be a cardinal source of the narrative, including passing on this to future generations through a properly managed succession plan. The strategy is to build a new generation of guides with the EPPs as mentors for the prison narrative to ensure transmission of correct social memory.

Continue to implement the 2nd ICMP and related plans by providing adequate financial resources and recruiting skilled personnel. Implementation of the Integrated Disaster Risk Plan (IDRP) that was finalised in the 2nd quarter of 2016/17 and the Infrastructure programmes remain a priority, including preparing for the review of the 2nd ICMP which expires in 2018. An integrated approach is required in this review process.

Improve the presentation and delivery of a holistic and inclusive narrative that takes into consideration the multi-layered values of the cultural landscape. RIM is exploring a new integrated tour model and tour options under product diversification strategy adopted by RIM.

Implement sustainable development towards diversification of revenue streams in order to augment the grant from DAC. RIM Council has deliberately adopted the Adaptive re-use concept as part of product diversification and increasing revenue streams towards attaining sustainability for conservation, operations and staff costs. Sustainability of RIM as an institution remains a going concern which needs to be creatively resolved without destroying the site by implementing alternative revenue streams.

Broaden strategic partnerships to support operations at national and regional level to support implementation of the 2nd ICMP and Operations. It is important for RIM to maintain cordial relations with UNESCO and Advisory Bodies, including national chapters of Advisory Bodies such as ICOMOS-SA.

Proper infrastructural support for Mayibuye Archives through intensifying the process of finding alternative space for Mayibuye, within the V&A, to increase public access to the archive and as part of product diversification. Negotiations on the relocation of Mayibuye from within UWC remains important as part of expanding the influence of UWC, like many other Universities, who have satellite campuses that are social centres and within the reach of the greater public.

Finalize the organizational review in order to address the current misalignment between the structure and strategy, staff compensation costs and ability to fund programmes, as well as create sustainability for RIM.

### **Acknowledgements / Appreciation**

RIM Council would like to thank DAC for supporting RIM, as well as the outgoing RIM Council for their commitment in serving RIM. Considerable achievements have been attained during the tenure of this Council. A special word of gratitude also goes to the Portfolio Committee of Arts and Culture, the Department of Environmental Affairs, the National Department of Tourism, the Department of Agriculture, Forestry and Fisheries, the Department of Correctional Services, the African World Heritage Fund, the South African Heritage Resources Agency, the City of Cape Town, the University of the Western Cape (UWC), University of Cape Town (UCT) Stellenbosch University, the MTN Foundation (SA), Google (SA) and the Consulate of the Republic of Namibia.

I am grateful to the staff of Robben Island Museum, without whom the museum would not have achieved its strategic objectives. Lastly, I would like to sincerely thank my fellow members of Council for their diligence and dedication. I wish also to thank all the stakeholders who have been pivotal in supporting the museum.

### **Conclusion**

Positioning RIM to become self sustainable and responsive to contemporary needs without comprising the significance of the site as a national and World Heritage Site remains important for the incoming RIM Council.



**Mr Sibusiso Blessing Buthelezi**  
Chairperson of the Council  
31 July 2017



## 1.5 Chief Executive Officer's Overview

### Introduction

I have great pleasure in presenting the Annual Report of the Robben Island Museum for the year 2016/2017. During the period under review, management continued to focus on the implementation of the Integrated Conservation Management Plan (ICMP) 2013-2018. This report focuses on the programmes and activities of the museum.

During the period under review, Council and management placed particular attention to the stabilization of the organization. Although significant progress has been made in strengthening the control environment and an improved governance arrangement with the department of Arts and Culture and department of Public Works, serious challenges are still experienced due to the historical misalignment between the strategy and the organizational structure (being the focus of the on-going organisational review scheduled to be finalised 2017/18), delayed implementation of performance management system due to the need to induct and train all employees to understand the system to be rolled out in 2017/18 as pilot with a view of full implementation in 2018/19 and inadequate funding for programmes. RIM continues to implement a strategic programme to define the nature and governance framework to strengthen relationship with Ex-Political Prisoners (EPP). Prioritised in 2017/18 is the establishment of an EPP Advisory Committee as a link between the Museum and EPP.



### 1. Corporate Governance Arrangements

During the period under review Council had 6 meetings and its four Council subcommittees: Audit and Risk Committee, the Finance and Remuneration Subcommittee, Governance Subcommittee and Heritage Subcommittee had no less than 3 meetings each.

Council's term ended in June 2016. Four members of Council were retained for continuity purposes and three new members were appointed to serve on Council.

The Audit and Risk Committee's composition is in compliance with the Public Finance Management Act. It consists of three external and independent members and two members of RIM Council. It operates in accordance with the Audit and Risk Committee Charter which was approved by the Council of RIM.

Internal Audit is performed by an independent external audit firm, Sizwe Ntsaluba Gobodo (SNG), who were appointed in August 2013 for three years. Due to Council's term coming to an end during the 2016/2017 financial year, it was decided for continuity purposes and skills transfer to renew SNG's contract for a period of two years and seven months. The Internal Auditors report operationally to the Chief Executive Officer and functionally to the Audit Committee. They perform their audit in accordance with a three-year strategic plan and an annual operational plan.

In addition to the ordinary meetings the new Council had a Governance and Induction workshop during August 2016 and a Strategic Planning workshop in December 2016 and January 2017. The purpose of these workshops was to give Council an opportunity to provide input on the Strategic Plan and Annual Performance Plan 2017/2018 as well as to enhance their skills in governance so as to equip them with the necessary skills to carry out their fiduciary responsibilities.

### 2. Financial Performance

The finances of the museum are managed in accordance with the Public Finance Management Act. The internal audit of the Museum is conducted by an independent external audit firm, Sizwe Ntsaluba Gobodo (SNG). SNG has assisted Council and management in strengthening the control environment and risk management. For the seventh consecutive year, RIM has received an unqualified audit report.

It is important that the Museum's Annual Financial Statements are understood and interpreted within its overall strategic objectives. As a public entity the museum is expected to generate sufficient income in order to make good on its commitments. The Museum also applies and requests permission from Treasury to retain its surpluses annually in order to respond adequately to the demands of various Business Cycles. This enabled the Museum to ring fence approximately R100 million that is expected to be used towards the procurement of a new vessel to replace the Museum's current ageing fleet. The replacement vessel is expected to have a positive impact on the Museum's operating performance as well as the consequential reduction in the overall costs of hiring boats from various service providers. A Project Manager has been secured to assist management with the boat building process. It is currently anticipated that the boat building project will take twelve (12) months to complete.

# General Information

The current ferry operations arrangement of complementing RIM's own boat capacity with those in the Private Sector brought some levels of stability and reliability within the Operations. There has also been a positive spin-off through increased number of Visitors that are reported to have gone to the Island particularly during Peak Season. As a response, management has to date also improved on its terms of engagement with the boat operators resulting in a decrease in the amount spent by RIM on boat hire. It is anticipated that the current model will be refined and will continue for a foreseeable future.

Despite the above mentioned opportunities and challenges coupled with exposure to fluctuating ferry maintenance costs and diesel prices which pose a significant risk for planning purposes, the museum has consciously maintained its ticket prices at relatively affordable rates taking into account its developmental imperatives and the need to remain accessible to both international and local clients.

As in the previous years, RIM management has continued to intensify cost containment measures and to strengthen the control environment. A myriad of efforts are always employed to identify and quantify existing commitments to ensure that these are matched with RIM's income generating capabilities.

RIM's sustainability remains a matter of concern given the inherited misalignment between its mandate and the grant received from DAC. The seasonal nature of its business has to date negatively impacted its implementation of the 2<sup>nd</sup> ICMP in compliance with the 1972 World Heritage Convention and the National Heritage Resources Act (NHRA) of 1999.

The high personnel expenditure continues to negatively impact on the museum's core business. Council is engaged in a process to addressing these challenges through a strategy of diversifying income streams and organizational redesign.

It is also worth noting that RIM continues to face the uncertainty regarding the funding in respect of diesel that is necessary to generate electricity as this responsibility has historically been assigned to the Department of Public Works, however subsequently transferred to RIM without the necessary funding.

### **3. Planning and Performance Reporting**

Performance reporting and planning is done in line with the National Treasury Framework. Performance is evaluated on a quarterly basis against predetermined objectives that are approved by the Department of Arts and Culture, to ensure that the Museum achieves its strategic objectives and mandate. The compilation and review of performance information is facilitated by the Risk Department, each quarterly and annual performance target is thoroughly evaluated against the relevant evidence to ensure accurate, valid and complete information is reported.

### **4. Risk Management**

Risk Management is a standing item at management and Council meetings as well as its statutory committees. The Audit and Risk Committee and the Council's Finance and Remuneration Committee monitor risks and report to Council on a quarterly basis. During the year under review, management held four Risk Review workshops which were facilitated by the Risk Manager. As part of Risk Management the RIM Executive from time to time requested internal auditors to test the museum's internal controls.

### **5. Human Resources**

RIM continues to face a serious challenge of aligning the museum's strategic plan (Integrated Conservation Management Plan) with the structure and the budget. The museum's resource capacity is not properly aligned to enable it to deliver on its mandate. Although efforts have been made to strengthen the managerial level by appointing staff in line with the 2<sup>nd</sup> ICMP, it is apparent that an organization-wide review should be prioritised for finalisation in 2017/18. The current staff establishment and configuration of departments has been reviewed in an effort to align Museum's strategic plan with structure and budget.

During the period under review, RIM would like to report that there is a recognised Union representing workers. RIM and the Union have signed a recognition agreement to govern their relationship, including provisions for independent brokering in cases where both parties fail to agree.

### **6. Overview of Departmental Performance**

The performance objectives and targets of the various departments of RIM are detailed in the Performance Information Section of this Annual Report. Performance has decreased from 58% (2015/16) to 51% (2016/17). It is to be noted that 5 targets were partially achieved as due to time constraints, Council approval for newly developed plans could not be obtained. This decreased overall achievement by 8%.

Detailed performance information as required by the PFMA is included in Part B of the Annual Report.

## 7. Visitor Numbers

The annual visitor numbers for 2016/2017 was **370 152**, showing a 2% increase against last year's **364 021**. The year on year comparison below, from 2012 to date, confirms that visitor numbers are showing an upward trend. This is directly attributable to the availability of hired vessels that allowed higher numbers of tourists to be taken over to the Island per tour.

- 2012/2013 282 869
- 2013/2014 301 726
- 2014/2015 325 816
- 2015/2016 364 021
- 2016/2017 370 152

Council has prioritised the need to diversify the museum's sources of revenue instead of relying on ticket sales. The Museum has commissioned a Five (5) Year Marketing Strategy whose specific objectives, amongst others, are to; promote the development of appropriate tourism products and infrastructure, promote the outstanding universal value of the island as informed by the multi-layered values to expand the market base, and diversify revenue streams of RIM in order to ensure continued growth and sustainability of the institution.

## 8. Maintenance of Robben Island

Council and Management are making progress in achieving proper governance arrangements with respect to the conservation of infrastructure and facilities on the Island and the mainland. A dedicated Infrastructure and Facilities Management structure has been put in place and has been resourced to meet the demands of RIM and to also manage relationships with key infrastructure and facilities stakeholders.

The Department of Public Works (DPW), through a Tripartite with the Department of Arts and Culture and Robben Museum continue to implement the maintenance programme covering infrastructure and bulk services. To achieve this, DPW procured the services of Coega Development Corporation (CDC) on the basis of an SLA that will run over a period of four years. This DPW/ CDC SLA has been managed by DAC, DPW and RIM through Steering, Operations and Technical Committees that meet regularly to monitor work at different levels. These structures assist with relationship management and also to resolve any issues arising in the carrying out of work. They also assist in making critical and strategic decisions affecting the island and RIM's operations.

The implementation of maintenance programme and CAPEX projects is behind schedule due to difficulties associated with the procurement of service providers due to the market being non-responsive in many instances, leading to repetitive cycles of trying to get responsive service providers.

RIM has also leveraged on other partnerships such as that with the National Department of Tourism (NDT) to implement the Destination Development Project, and the much awaited, Photovoltaic Plant that promises to assist in the quest to reduce the islands over reliance on diesel for power generation. Tour Guides were successfully trained in 2016/17 and an Open day was held in September 2016. The rest of the Destination Development Projects have been delayed due to non-responsive nature of service providers during two rounds of tendering. This has been prioritised for 2017/18.

## 9. World Heritage Site

During the period under review, RIM submitted the State of Conservation (SOC) report to the Department of Environmental Affairs (DEA). Considerable progress has been made in implementing both the Recommendations of the UNESCO 2011 Reactive Monitoring Mission and the 2<sup>nd</sup> Integrated Conservation Management Plan (ICMP)-(refer to the attached SOC for more details). During the period under review, RIM attended all the compliance meetings; Site Managers meetings and the South African World Heritage Convention Committee meetings, which are organised by the Department of Environmental Affairs.

From a programmes perspective, RIM continued efforts to strengthen the delivery and depth of the narrative given to all visitors during the tours by reviewing tour guiding materials, training tour guides and monitoring their performance. This area was prioritised during the 2016/17 financial year with the introduction of accredited guide training; intensive monitoring of guides and a pilot integrated guiding system. On the research front, the Strategic Research Agenda (SRA) is now the cornerstone of research programmes. In addition, two more reference group materials were edited to produce DVDs and booklets, adding value to the narrative of the island. Mayibuye Archives successfully complied with GRAP103 policy framework. Resolving the space and location issue of Mayibuye Archives has remained an important matter and has been prioritised for 2017/18. Robben Island undertook a feasibility study on the current memorialisation programme towards establishing a project for inclusive memorialisation at Robben. For Marketing and Tourism, a major milestone was securing a R10 million grant for Destination Development from the National Department of Tourism. This project, covering the establishment of a visitor centre, digitisation of collections, improving visitor experiences and supporting adaptive re-use on the island, is earmarked for implementation in 2017/18.



# General Information

RIM also partnered with the African World Heritage Fund (AWHF), a UNESCO Category II Centre in Africa, to host the first African Regional Youth Forum (April-May 2016) discussing the relationship between conservation and sustainable development. Both institutions have also partnered in developing an Integrated Disaster Risk Plan (IDRP) for the site in accordance with the recommendations of the 2<sup>nd</sup> ICMP. Formal agreements with similar African world heritage sites, in particular Le Morne Cultural Landscape (Mauritius) were signed during the 2016/2017 financial year while Goree Island (Senegal) will be finalised in 2017/18. As part of capacity building on the World Heritage concept, RIM staff attended conferences and training in Disaster Risk Planning.

While the implementation of the 2<sup>nd</sup> ICMP, (refer to the SOC attached to this Annual Report), has achieved considerable progress in complying with World Heritage protocols and Operational Guidelines. The review of the 2<sup>nd</sup> ICMP is prioritised for 2017/18. It is important to report that RIM has not been an agenda item during the last few World Heritage Committee sessions. The major challenge in implementing the 2<sup>nd</sup> ICMP is funding due to inadequate allocation and the seasonality of own revenue. RIM Council has noted this matter and has embarked on an adaptive re-use process in order to diversify revenue streams. In addition, RIM has fundraised and established partnerships in order to implement some programmes. Also, the Council continues to approach the Minister of Arts and Culture with a view of exploring how the baseline funding of RIM can be improved to take into account its compliance requirements as a World Heritage site.

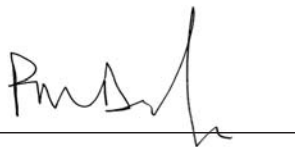
## 10. Acknowledgements

I wish to acknowledge the Council of RIM for the role they played in supporting executive management and guiding it on a positive growth path. The Council continues to carry out its fiduciary responsibilities in order to strengthen the fundamental principles of good corporate governance of RIM.

A special word of gratitude goes to the staff of RIM for their dedication to the institution. Their determination to assist RIM to achieve its strategic objectives in the face of extreme challenges is a true embodiment of the "Triumph of the Human Spirit against adversity".

The museum would not have managed to survive and thrive without the support of its partners in the tourism sector, especially tour operators and tourism bodies. I also acknowledge the support received from various government departments (among them but not limited to; National Department of Tourism, Departments of Correctional Services, Department of Public Works etc), heritage agencies (in particular, the African World Heritage Fund for the financial and technical support rendered to the institution and South African Heritage Resources Agency for their advisory role), the local municipality, local and international universities and the private sector at large.

Lastly but not the least, I wish to thank the Department of Arts and Culture for their continued support to Robben Island Museum.



**Mr Mava Dada**  
Chief Executive Officer  
31 July 2017

# General Information

## 1.6 Statement of responsibility and confirmation of the accuracy of the annual report

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the annual report is consistent with the annual financial statements audited by the Auditor General.

The annual report is complete, accurate and is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board which are the standards applicable to the public entity.

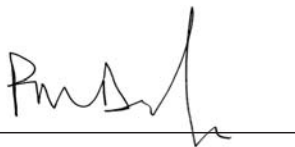
The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The accounting authority is responsible for establishing, and implementing a system of internal control has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the entity for the financial year ended 31 March 2017.

Yours faithfully



**Mr Mava Dada**  
Chief Executive Officer  
31 July 2017



**Mr Sibusiso Blessing Buthelezi**  
Chairperson of the Council  
31 July 2017



# General Information

## 1.7 Robben Island Museum in the Spotlight



Miss South Africa semi-finalists who did a coastal clean up on the Island on 24 January 2017



The Sports Trust Cycling Kit Handover took place on 24 February 2017. This was a partnership between RIM and The Sports Trust. This is a project of the Sports Trust handing over bicycles to children from previously disadvantaged communities. They participate in cycling events including the Cycle Tour.





# General Information



International Tour Guide Day – This was hosted by the PHED department in partnership with the National Department of Tourism



Service Excellence Legacy Team were selected to monitor and uphold the highest service standards



## 1.8 Strategic overview

### **Core Business of Robben Island Museum**

The core business of Robben Island Museum is:

- To conserve and act as a custodian of the multi-layered tangible and intangible heritage of Robben Island;
- To offer an inclusive, holistic and balanced interpretation of the island to the visitors and showcase many of its possible experiences; and
- To present a responsible, ethical, environmentally-sensitive and inspirational tourism experience.

### **Government Department**

Department of Arts and Culture

### **Legal form**

The entity is established in accordance with the Cultural Institutions Act, 1998, is a schedule 3A public entity in terms of the Public Finance Management Act, 1999; and is also governed by the National Heritage Resources Act, 1999.

### **Vision**

To develop and promote Robben Island as an inspiring world-class heritage site that symbolizes the triumph of the human spirit over adversity and injustice.

### **Mission**

The Robben Island Museum vision will be achieved through:

- Recruiting, retaining and developing the best talent;
- Acquiring and utilizing the best operational resources;
- Responsible conservation and maintenance of the World Heritage Property;
- Healthy stakeholder relations;
- Enhanced marketing and public relations;
- Delivering transformational experiences to all visitors;
- High quality intellectual input in research, interpretation and representation to enhance the narrative;
- Establishment of an Interpretation Centre in order to deliver an effective interpretation of an authentic multi-layered world heritage site.

### **Values (HEART)**

In order to deliver a service-minded culture which focuses on excellence and quality customer experience, the following are RIM's values;

**H**onesty

**E**xcellence

**A**ccountability

**R**espect

**T**ransparency



## 1.9 Legislative and other mandates

The mandate and core business of Robben Island Museum is underpinned by the Constitution and other relevant legislation and policies applicable to government departments. In addition, Robben Island Museum performs its functions in accordance with its Integrated Conservation Management Plan (ICMP), a UNESCO compliance document which the museum updates every five years.

The specific mandate of Robben Island Museum is derived from the following Acts, Policies, Treaties and Conventions:

- National Heritage Resources Act, 1999
- The Cultural Institutions Act, 1998
- The National Monuments Act, 1969
- The South African World Heritage Convention Act, 1999
- The Public Finance Management Act, 1999 and National Treasury Regulations
- The National Environmental Management Act, 1998
- Cape Nature and Environmental Conservation Ordinance, 1974
- Conservation of Agriculture Resources Act, 1983
- Marine Living Resource Act, 1998
- Environment Conservation Act, 1989
- Sea-shore Act, 1935
- National Veld and Forest Fire Act, 1998
- National Water Act, 1998
- The South African Constitution Act 108 of 1996
- Promotion of Access to Information Act 2 of 2000
- Cultural Institutions Act 119 of 1998
- National Archives of South Africa Act 43 of 1996
- Ships Registration Act 58 of 1998
- Marine Pollution Intervention Act 64 of 1987
- Tourism Act 72 of 1993
- Government Immovable Asset Management Act
- Consumer Protection Act 1 of 2011
- Intellectual Property Laws Amendment Act
- Dumping at Sea Control Act 73 of 1980
- Admiralty Jurisdiction Regulation Act 1983
- Merchant Shipping Act 57 of 1951
- Maritime Zones Act 15 of 1994
- Disaster Management Act 57 of 2002
- Sea Birds and Seals Protection Act 46 of 1973
- International: The World Heritage Convention, 1972
- Basic Conditions of Employment Act No 75 of 1997
- Occupational Health and Safety Act No 85 of 1993
- Use of Official Languages Act, No 12 of 2012

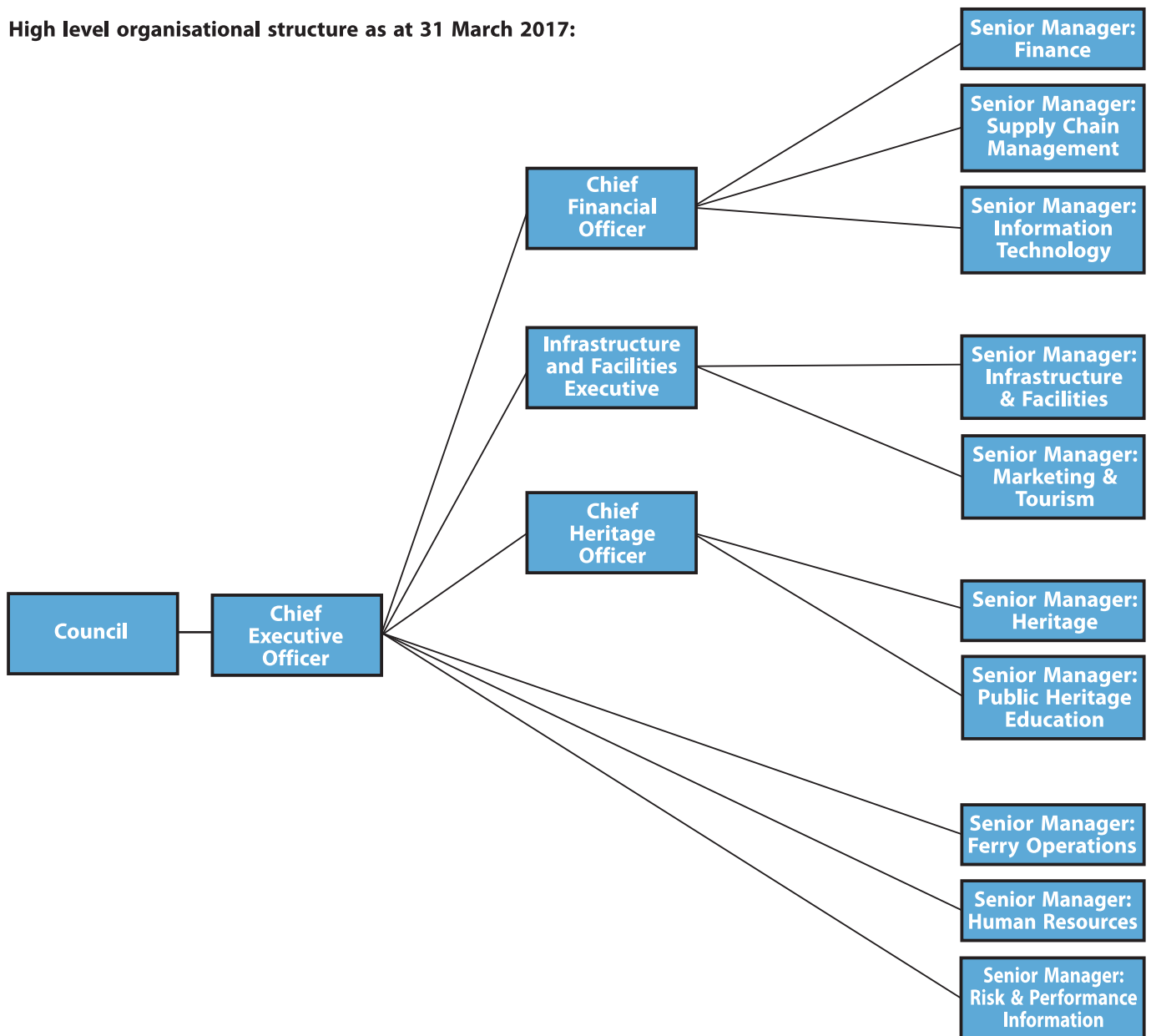
# General Information

## 1.10 Organisational Structure

### Executive Officers

Name of Executive	Position	Date appointed	Date Resigned
M Dada	Acting Chief Executive Officer	1 November 2015	30 June 2016
M Dada	Chief Executive Officer	1 July 2016	N/A
MC Llale	Chief Financial Officer	13 January 2011	N/A
PP Taruvinga	Chief Heritage Officer	1 September 2013	N/A
GJ Manana	Infrastructure and Estates	1 August 2015	N/A

### High level organisational structure as at 31 March 2017:





# Performance Information



Dancers performing at the opening of Robben Island as a Museum



# Performance Information

## 2.1 Auditor-General Report: Predetermined objectives

The AGSA currently performs the necessary audit procedures on performance information to express an opinion on the usefulness and reliability of the reported performance information for selected programmes, and report material findings in the auditor's report. Refer to the Report of the Auditor-General.

## 2.2 Overview of Robben Island Museum's performance

This section of the Annual Report provides a detailed overview of Robben Island Museum's (RIM) performance by highlighting the activities and involvement in projects, initiatives and partnerships during the 2016/2017 financial year, which contributed to meeting RIM's strategic objectives as a declared cultural institution and a World Heritage Site. The Performance Information Report presents strategic objectives, targets and achievements of RIM's programmes.

As a public sector entity in the heritage sector, National Treasury has provided prescribed Estimates of National Expenditure (ENE) programmes to which spend and objectives have to align.

Robben Island Museum has at a high-level allocated our departmental activities and budgets as close as possible to the ENE guidelines; however, having ferry operations, a tourism element and estates makes RIM unique when compared to other museums.

RIM's allocations of departments to ENE programmes are as follows:

ENE Programme	Sub-programmes
Business Development	Heritage Department Ferries Department Estates and Infrastructure Department Marketing and Tourism Department
Public Engagement	Public Heritage Education Department
Administration	Office of the CEO Finance and Supply Chain Department Human Resources

## 2.3 Strategic outcome orientated goals:

The core business of Robben Island Museum as a heritage institution is outlined in the Integrated Conservation Management Plan (ICMP). The Strategic Goals/Objectives from the ICMP guide RIM's Strategic Plan and the APP 2016/2017:

Goal number	Strategic Goal
Strategic Goal/Objective 1:	Develop RIM as a world-class, sustainable and fully capacitated and motivated WHS management institution, which makes use of the full array of appropriate financial and operational management and reporting systems.
Strategic Goal/Objective 2:	Develop a supportive institutional framework for sustained cooperative governance across stakeholder divisions, departments, units and the RIM Executive Office and Council.
Strategic Goal/Objective 3:	Develop an improved holistic and integrated understanding and interpretation of the RIWHS as an integrated and layered cultural and natural landscape, including previously neglected heritage elements.
Strategic Goal/Objective 4:	Protect and enhance the Island as a WHS, its overall OUV and all aspects of the multi-layered cultural and natural landscape, through appropriate and systematic conservation, maintenance and protection measures.
Strategic Goal/Objective 5:	Promote the WHS through the development of appropriate tourism products and infrastructure, supported by a holistic narrative of the multi-layered cultural heritage of the Island and sensitive use of the Island's heritage resources.
Strategic Goal/Objective 6:	Develop pro-active and creative heritage research, interpretation, and critical scholarship supported by accessible, digitised and linked collections, archives, integrated databases, records and information about the Island and its heritage.
Strategic Goal/Objective 7:	Promote universal access to the Island, and improved outreach and public education to all sectors of society, transmitting the core values of the Island as a WHS and National Heritage Site.



## 2.4 Situational analysis:

### *Service delivery environment:*

Robben Island Museum (RIM) is a public entity responsible for managing, maintaining, presenting, developing and marketing Robben Island as a national estate and World Heritage Site. RIM was established by the Department of Arts and Culture in 1997 and is declared as a cultural institution per the Cultural Institutions Act, No 119 of 1998 and a public entity by the Public Finance Management Act No 1 of 1999. RIM is governed by a Council appointed by the Minister of the Department of Arts and Culture with duties prescribed in the Cultural Institutions Act.

A business model was developed to implement the ICMP 2013 – 2018 and to achieve the Robben Island Museum vision and take the organization positively into the future.

The business model will promote the conservation of the Island in line with the ICMP Strategic Objectives as well as deliver more income.

The model was inspired by an International Study Tour conducted by the RIM Council in September 2013. Council members visited World Heritage Sites in East and West Africa.

The business model is characterised by:

Providing world-class inspirational customer experiences through upgrading the maintenance of the Island, offering more diversified tour offerings (with a ferry every hour), and authentic interpretation of the multi-layered world heritage site (inclusive, holistic and balanced). Customers will experience the triumph of the human spirit over adversity.

A focus will be placed on:

- Professional customer services and quality interaction;
- Efficient public relations;
- Pro-active communication;
- Repeat visits of customers (through varied offerings);
- Maintenance of positive relationships with clients, stakeholders, and suppliers;
- Interactive and effective professional “meet and greet” services will be introduced;
- Professional ticketing and guiding services provided;
- Diversified interpretation built into the product design (e.g. customised tours, light-hearted side of RI);
- Use of technology for self guided tours;
- Consistency and availability of the boat service will be improved;
- Media and social media will be used in public relations and marketing and it will be ensured that RIM has an effective and modern website; and
- Identification of brand ambassadors, including strategic partnerships to promote RIM.

The result will be more visitors, more diversified tours bought by visitors, more repeat visitors, and visitors prepared to pay higher prices for premium services. This will lead to higher income for RIM. Furthermore, sponsorships, events and new partnerships will further increase the income. One key high-profile partner will be sought to assist in turning the organisation around (e.g. a world renowned corporate such as Google who would strongly identify with the RIM history and vision).

As far as the costs are concerned, certain investments will have to be made in maintenance of the Island, organisational refinement, filling key positions, training, marketing, PR, stakeholder relations, new partnerships and better systems. This is necessary to improve effective customer services (incl. “meet and greet” services), effective operations management, effective ticketing system, effective public relations, diversification tour offering, consistent ferry operations, performance management, quality control, and original and applied research for conservation and heritage purposes.

# Performance Information

Most importantly, resources will have to be aligned to deliver according to the demands of the business model.

This will entail the following:

- A professional and qualified staff complement is needed.
- The organisational structure needs to be aligned to the value proposition.
- Human resources need to be effectively utilized.
- Professional tour guiding services must be offered with authentic tour packages/ tour offerings.
- The NMG building, Jetty 1 and the Mayibuye Archives (located at UWC) must be effectively utilized.
- An effective operations office
- An effective infrastructure management office
- Effective marketing and public relations office
- Effective heritage and conservation services
- Ferries to provide consistent ferry services
- Assets on the Island properly maintained (e.g. land, flora and fauna, historical buildings and other structures, collections, and exhibitions).

Additional costs will therefore have to be incurred in the short term – but in the long term these would be more than offset by the increased income and increased reputation of RIM that would result from this proposal.

## ***Adaptive re-use of facilities at Robben Island***

Robben Island Museum issued an Expression of Interest (EOI) to prospective investors on sustainable adaptive reuse of Robben Island infrastructure, spaces and facilities in order to improve and diversify product offering to the public in line with the 2nd Integrated Conservation Management Plan (2013-2018) and the business model. Adaptive reuse is defined as the process of reusing a building (s) for a purpose (s) other than which it was built or designed for but without comprising its integrity, significance and the architectural values. RIM is looking for creative proposals around the alternative sustainable use of the heritage facilities and landscape on the island.

The adaptive reuse of Robben Island will take into consideration the

- (i) the legal framework applicable to the site as national heritage and World Heritage site, in particular maintaining the significance/outstanding universal value, authenticity and integrity of the site as a cultural landscape;
- (ii) the need to position RIM as a competitive tourism destination of national and international significance but creating a synergy with the current and similar activities of RIM;
- (iii) the expectations and needs of local communities and visitors to the Island;
- (iv) beneficiation framework for local communities, and in particular the ex-political prisoners towards contributing to national imperatives on socio-economic development; and
- (v) the possibility of integrating green technology into the proposed adaptive reuse(s) of the Island and in particular promoting zero diesel on the island.

## ***Integrated Conservation Management Plan***

Robben Island Museum is a World Heritage Site which creates additional responsibilities for management in terms of compliance and reporting on performance, not only to the Department of Arts and Culture, but also to the Department of Environmental Affairs and UNESCO.

The implementation of the ICMP requires dedicated funding and resources to ensure compliance to the World Heritage Convention Act, No.49 of 1999.

Further information on the link between the ICMP and APP can be found below in Part C: Links to the ICMP 2013-2018.

During the period 2010 to 2014 RIM was placed on UNESCO's reactive monitoring list and the World Heritage Committee Agenda, however, through management interventions RIM has been removed from both the monitoring process and as a discussion item on the Agenda.

## **UWC-Robben Island Museum Mayibuye Archives**

The UWC-Robben Island Museum Mayibuye Archives is the repository of acquired and donated collections (archival documents, artefacts, historical documents, photographs, artworks and audio-visual material) related to:

- The struggle against Apartheid, the freedom struggle and political imprisonment in South Africa;
- Research results from various programmes implemented by RIM and partners during the existence of the museum.

The UWC-Robben Island Museum Mayibuye Archives contributes towards RIM vision as follows:

- Enabling research on the liberation struggle;
- Contributing to academic and scholarly programmes;
- Interpretation and presentation of the multi-layered cultural landscape of Robben Island; and
- Serving as public space for dialogue.

The challenges faced in relation to the UWC-Robben Island Museum Mayibuye Archives stem from the archives being located within the UWC campus. These challenges can be summarised as follows:

- Limited space available for proper management of collections;
- Inappropriate infrastructure for the optimal conservation and safekeeping of collections;
- RIM is seen as a low priority user of UWC facilities in relation to space and location;
- The archives are not easily accessible to the general public; and
- Student protesting poses fire, vandalism and a safety threat to the collections and RIM personnel.

## **Research and knowledge production**

Historically at RIM, research has been driven by various institutions and individuals based on their research topics, however, the research performed have not necessarily been responsive to RIM's strategic intent. The RIM internal research has been limited to the voluntary recording of EPPs when they visit the Island and at funerals of EPPs.

The outcome is that RIM has developed a strategic research agenda to coordinate all research activities (both internally and externally).

The research agenda is multi-faceted to address issues around social memory, history, nature and social cohesion. Applied research covering different disciplines such as geosciences and marine archaeology have also been included in the agenda.

## **Ferry operating model**

In line with the business model, plans are underway to finalise the implementation of the new Ferry Operating Model. Procurement processes have been concluded for building of a new vessel. The bid was awarded and currently RIM is in final negotiations before the boat building commences. The generation of income from ticket sales to utilise the vessel to travel to the Robben Island is a significant source of RIM's income. Thus when RIM hires vessels at a higher cost compared to running and maintaining its own vessels it erodes the income base.

## **Infrastructure and built environment**

The Council and Management of RIM has since 2010 identified as an area of concern the inadequate strategic alignment between maintenance/capital works projects and the strategy of RIM.

During 2013-14 RIM took responsibility for the maintenance of the island and aimed to gradually build capacity. However, the uncertainty regarding long-term funding for infrastructure, especially the provision of electricity, water and waste removal, continued to pose problems and affected the museum's ability to achieve its strategic objectives, especially those outlined in the ICMP. RIM is the only museum in South Africa which had to assume the responsibility for municipal services. In September 2014, RIM entered into a relationship with the Department of Correctional Services, to assist with the maintenance and enhancement of Robben Island's narrative.

In February 2015 RIM was informed by DAC and DPW Directors General that DPW intends to resume its responsibility of facilities maintenance on the island. A Tripartite Agreement outlining the relationship between RIM and the other two departments has been concluded. DPW and its implementing agent, Coega Development Corporation, started executing the maintenance responsibilities on the Island from the beginning of the second quarter of 2015-16 financial year.



# Performance Information

Council has resolved to strengthen RIM's infrastructure management capacity. An Infrastructure and Facilities Management Executive was appointed during the 2015-16 financial year. The aim is to ensure that RIM's facilities are maintained with a view of supporting the business model and the Adaptive Re-use Project.

## **Built environment**

The built environment of Robben Island is an integral attribute of the conveyance of the significance of the multi-layered cultural landscape. This would include all the layers of the history, not only the political era, but all the layers of the history including the banishment period, World War 2, etcetera.

To date the built environment of Robben Island has not been properly maintained to the standard expected on a National and World Heritage Site.

Some of the major challenges experienced include:

- RIM has no built environment conservation manual;
- Inadequate technical skills to maintain the built environment;
- Difficulty experienced in the maintaining of the supportive municipal services;
- Complexity of ownership in relation to the buildings.

## **Tour guiding configuration and quality of narrative**

RIM has become aware through market surveys and research that the current tour guiding configuration does not provide for the optimum service delivery expectations of the RIM visitors and market.

Complaints have been received of the quality of the service delivery, inconsistency of narrative, group sizes and delays in service.

RIM has prioritised two specific APP targets which will seek to address the challenges related to tour configuration which include the improvement of the narrative and the implementation of a new tour guiding model.

## **Matching performance to funding**

RIM receives an annual grant from DAC which only covers a portion of the operational costs. RIM thus has to generate a significant portion of revenue to ensure costs are adequately covered for the entire financial year. Due to the seasonality of revenue (peak season falls in quarter 3 and 4), projects related to APP targets are sometimes deferred until the last quarter when management can determine whether there is sufficient funding to execute on the deferred targets.

## **2.5 Organisational environment:**

### **Governance and leadership**

The RIM Council's term of office expired at the end of March 2016, however was extended until the end of June 2017. The Minister requested that the RIM Council should nominate three of its existing members to continue with their service as RIM Council members to ensure continuity of governance. RIM has developed an APP target in the Office of the CEO which will ensure that the new Council of RIM receives an induction and governance workshop in the second quarter of the financial year 2016-2017.

The term of office of the CEO, Dr. Sibongiseni Mkhize, expired on 31 October 2015. The Council elected the interim CEO, Mr Mava Dada, a Council member, to become the new RIM CEO.

### **Employees**

RIM continues to face a serious challenge of aligning the museum's strategic plan with the organisational structure, the budget, the business model and the ICMP.

RIM was required to absorb a significant number of temporary employees into its permanent structure in the 2010/2011 financial year at the insistence of the Minister of the Department of Arts and Culture in May 2009.

# Performance Information

The absorption of temporary employees without the necessary skills is the foundation of the inefficient and ineffective organisation structure which RIM currently has. The current subsidy grant received from DAC is not sufficient to cover the employee expenditure of RIM.

The prevailing business environment is not geared towards the achievement of RIM's strategic goals. The current staff establishment and configuration of departments need to be reviewed in order for RIM to achieve its strategic objectives.

The museum's resource capacity is not properly aligned to enable it to deliver on its mandate. Although efforts have been made to strengthen the managerial level by appointing staff in line with the business model, it is apparent that organisation-wide restructuring is required. Previous years' decisions regarding the suspension of organisational restructuring and the absorption of casual and temporary employees has resulted in the misalignment of the organisation, with very little attention being given to the core business.

Council has embarked on a process of organisational restructuring and the project is currently underway. It is envisaged that the process would result in an appropriate configuration of RIM, with particular focus to reducing employee costs, aligning the structure with strategy, particularly the business model. The organisational re-design is scheduled to be implemented during the 2017-18 financial year.

There have also been significant changes in the Labour Relations Act during the past financial year related to fixed term contracts which could impact the operations of RIM. The Council has sought advice on the legislative changes from RIM's legal advisors.

## **Relationship with Ex-Political Prisoners (EPP's)**

The RIM Council and management recognise the importance of EPPs in the life history of Robben Island and the liberation struggle.

The Council of RIM has prioritised the finalisation of the museum's relationship with structures representing Ex-Political Prisoners. This matter has been the subject of contestation between RIM and its stakeholders. The clarification of the relationship will ensure that the museum delivers on its mandate to enhance the narrative and interpretation.

The RIM Council has had meetings with the Ex-Political Prisoners' Association (EPPA) and the Reference Group Sub-Committee in an effort to clearly define the relationship. Council recognises that Robben Island Ex-Political Prisoners from South Africa and Namibia are vital to the conservation of the multi-layered heritage of Robben Island.

## **2.6 Key policy developments and legislative changes:**

### **Policy**

RIM management has identified outdated organisational policies and procedures and has embarked on a project to review and update all RIM policies by March 2018.

### **Legislative changes**

It should be noted that the Use of Official Languages Act, No 12 of 2012 will have a possible impact on the organisational structure for RIM as a language practitioner and two translators shall be required to implement the Act.

## **2.7 Performance information per programme:**

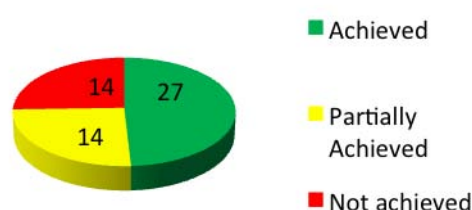
### **Overall performance:**

During the financial year 2016/2017 RIM had a total of 55 performance targets per the APP.

The overall performance for RIM was as follows:

- 27 targets were achieved;
- 14 targets were partially achieved; and
- 14 targets were not achieved.

**Robben Island Museum Overall Performance**



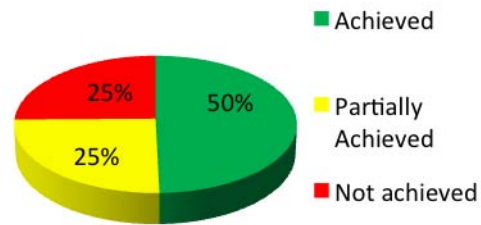
**Expressed in terms of targets**

# Performance Information

When performance is compared to 2015/2016 performance the following performance improvement can be detected:

- RIM has achieved 8% less of its targets than the prior year. In the prior year 58% of targets were achieved.
- It is to be noted that 6 targets were partially achieved as due to time constraints, Council approval for newly developed plans could not be obtained. This decreased overall achievement by 11%.

## Robben Island Museum Overall Performance



Expressed in terms of targets

## Programme 1: Business Development

The Business Development programme fulfils the following strategic objectives of the ICMP: 3, 4, 5 and 6 by providing strategic guidance and allocating resources for the implementation of the ICMP through the Strategic Plan.

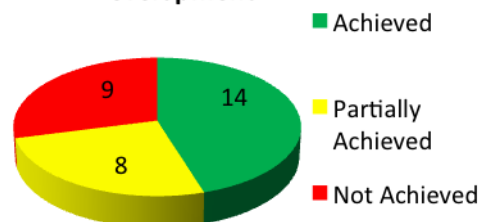
The Business Development programme aims to:

- Develop an improved holistic and integrated understanding and interpretation of the RIWHS as an integrated and layered cultural and natural landscape, including previously neglected heritage elements.
- Protect and enhance the integrity of the Island as a WHS, its overall OUV and all aspects of the multi-layered cultural and natural landscape, through appropriate and systematic conservation, maintenance and protection measures.
- Promote the WHS through the development of appropriate tourism products and infrastructure, supported by a holistic narrative of the multi-layered cultural heritage of the Island and sensitive use of the Island's heritage resources.
- Develop pro-active and creative heritage research, interpretation, and critical scholarship supported by accessible, digitised and linked collections, archives, integrated databases, records and information about the Island and its heritage.

The performance for the Business Development Programme was as follows:

- 14 targets were achieved;
- 8 targets were partially achieved; and
- 9 targets were not achieved.

## Programme 1: Business Development



The significant achievements for the programme related to:

- Exhibitions were developed and installed in the Kitchen Section of the Maximum Security Prison.
- A wide variety of marketing campaigns and publications were launched.
- The MV Sikhululekile was fully certified during the year by SAMSA and Lloyds, further more phase 1 of boat building has started whereby boat specifications have been drawn up and a boat yard has been appointed.
- A wide variety of plans and strategies were developed to assist in improving the visitor experience.



# Performance Information

Sub programme: Heritage Department						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
To protect South Africa's cultural heritage and conserve Robben Island as a national estate and World Heritage Site	Planned number of training sessions to be conducted on World Heritage Conservation	One (1) training session on World Heritage conservation to be conducted annually	<b>Achieved</b> Training session on World Heritage conservation conducted during the financial year.	Not applicable.	Not applicable.	Not Achieved. The training could only take place once the Disaster risk assessment report is concluded by the service provider. The service provider was approved late during the financial year and thus there was a time constraint on having the training done by 31 March 2016.
	Development of the annual State of Conservation report for submission DEA/UNESCO	Submit the RIM annual State of Conservation report to DEA/UNESCO	<b>Partially Achieved</b> The State of conservation report was drafted but could not be submitted to DEA during the year due to delays in inputs on the document.	The State of Conservation report has been completed and will be submitted to DEA during the first quarter in following financial year.	The State of conservation report will be drafted earlier in the year to ensure that delays are factored into the plan.	Not Achieved. The State of Conservation report was approved by Council. RIM Management Effectiveness Tracking tool which measures the State of Conservation was submitted to DEA during the year.
	Develop and implement an Integrated Disaster Risk Management Plan for Robben Island	Integrated Disaster Risk Management Plan implemented	<b>Partially Achieved</b> The Integrated Disaster Risk management plan covers period 2017 to 2021 years. This plan was implemented for the Heritage deliverables covering this period, and will be implemented in the future years as planned.	The IDRMP was completed during Quarter 2 of the financial year and was set to start during 2017 only.	This plan was implemented for the deliverables covering this period, and will be implemented in the future years as planned.	Partially Achieved. Inception report prepared on the Development of the Integrated Disaster Risk Management Plan for RIM.
	Develop and exhibit a number of new exhibitions in communal cells per annum	Develop and exhibit 4 exhibitions in the kitchen section of MSP	<b>Achieved</b> Developed and exhibited 4 exhibitions in kitchen of the Maximum Security Prison.	Not applicable.	Not applicable.	Achieved. Developed and exhibited 4 exhibitions in F-section of the Maximum Security Prison.
Protection and conservation of the Robben Island facilities and Infrastructure to ensure the continued safeguarding of heritage assets	Develop a land use/zonation plan for Robben Island	Land use/zonation plan developed by the end of the financial year	<b>Not Achieved</b> Carrying capacity study was conducted internally to facilitate the zonation plan, and the service provider was appointed to carry out the target.	The target could not be achieved due to capacity constraints at the beginning of the financial year. The focus was more on the finalisation of the IDRMP and assisting on the heritage and environmental impact assessment for the photo-voltaic plant.	Service provider has been appointed to carry out the study. The collection of data will commence immediately after the inception meeting which is scheduled for the first quarter in next financial year.	Not Achieved. The target could not be achieved due to the lack of the carrying capacity study, which would assist in delivering this target.
To manage and conserve the Mayibuye and Robben Island heritage collections and provide access through integrated databases	Review and identify most appropriate storage facilities for moveable/ archival collections at Mayibuye (UWC) and Robben Island	Perform an options analysis to determine which of the options available to RIM will result in having appropriate storage facilities for movable/ archival collections at Mayibuye (UWC) and Robben Island	<b>Not Achieved</b> Executive manager for infrastructure and facilities held several engagements with the Mayibuye team to assess the needs analysis. RIM Executive team has consulted with the Waterfront to locate a suitable space for the archive.	The target has not been achieved as no formal decision has been made on the dedicated facility for the Mayibuye archives.	The heritage department and facilities and management departments will continue to engage further to find a suitable storage for the Mayibuye Archives.	Not Achieved. The CEO, CHO and Executive Manager for Infrastructure and Facilities management visited the Mayibuye Archive to assess the conditions and the facility as well as with the UWC rector to discuss various options regarding the storage facility.

# Performance Information

Sub programme: Ferries Department						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
Promote increased access with consistent, flexible and reliable transport to Robben Island through the effective and efficient functioning and maintenance of the ferry operations.	Dispose vessel(s) which is/are not suited to the delivery of a flexible and reliable transport system	Disposal of the MV Penguijn and MV Proteus based on documented assessment process	<b>Not Achieved</b> The ferry department has documented the vessel and has submitted the disposal of the vessel to the disposal committee.	The approval from South African Heritage Resources Association (SAHRA) took longer than expected, this created delays with submitting the disposal of the two vessels to the disposal committee.	The ferries department will dispose the vessels as determined by the recommendations from the disposal committee, once received.	New target, not measured in prior year.
	Acquire a vessel which is suited to the delivery of a flexible and reliable transport system	Development of the boat specification and the appointment of the boat yard.	<b>Achieved</b> Full boat specifications developed and a service provider was appointed as per the outcome of the tender process.	Not applicable.	Not applicable.	Achieved. Phase 1 of Boat Building has started. Drawing up of the specification is in progress.
	Development and implementation of a ferries maintenance plan	Using the historical maintenance trends from 2015/16 update the foundation plan	<b>Achieved</b> Maintenance plan updated based on historical maintenance trends from the previous year.	Not applicable.	Not applicable.	Achieved. Maintenance plans for all RIM owned vessels prepared.
	Compliance to SAMSA regulations to ensure efficiency and effective functioning of ferry operations	Maintain acceptable standards in compliance with SAMSA regulations on board the RIM-owned vessels resulting in SAMSA certification	<b>Achieved</b> All compliance with SAMSA regulations for RIM-owned vessels has been complied with.	Not applicable.	Not applicable.	Achieved. All certificates received for all RIM owned vessels.
	Develop a ferry operating plan to support the new business model	Develop a ferry operating plan in accordance with the projected increased number of visitors to be taken to Robben Island	<b>Achieved</b> Ferry operating plan was developed during the year.	Not applicable.	Not applicable.	New target, not measured in prior year.

Sub programme: Infrastructure & Estates						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
Protection and conservation of the Robben Island facilities and Infrastructure to ensure the continued safeguarding of heritage assets.	Develop the jetty safety infrastructure at Murray's Harbour at Robben Island	Oversight of the DPW procurement process and design of the new floating jetty infrastructure with safety features at Murray's Harbour at Robben Island	<b>Achieved</b> Designs of the new floating jetty were prepared and RIM took oversight of the procurement process.	Not Applicable.	Not Applicable.	Not Achieved. A concept document for the development of the Murray Harbour safety infrastructure was developed and approved during the year.
	Development and Implementation of the infrastructure maintenance programme/plan for RIM's buildings	Monitoring and review of Infrastructure maintenance programme/ plan	<b>Achieved</b> Infrastructure Maintenance plan was monitored and reviewed by DPW and RIM through COEGA.	Not applicable.	Not applicable.	Achieved. Project progress reports indicating progress on maintenance submissions.
	Develop an Integrated waste management system for Robben Island	Integrated waste management system implemented through stakeholder orientation	<b>Not Achieved</b> The water resources management plan for Robben Island was developed during the year.	The waste management workshop was held during the year however there was a low turnout of attendees.	The workshop will be promoted better in the future to ensure better attendance of the stakeholders	Achieved. Document on Integrated waste management system for Robben Island has been prepared.

# Performance Information

Sub programme: Infrastructure & Estates						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
To diversify the products of the Robben Island Museum in order to ensure continued growth and sustainability through identifying and creating opportunities to expand the market base.	Development and implementation of an optimisation plan for the Nelson Mandela Gateway to Robben Island	Optimisation plan for NMG developed by management and approved by RIM Council. (Dependent on full funding of the UAMP)	<b>Not Achieved</b> Draft optimisation plan for NMG developed.	The optimisation plan was developed but not yet approved by council due to budgetary constraints.	The target has been deferred to when budget is available.	New target, not measured in prior year.
	Development and implementation of the capital infrastructure plan for RIM	Develop the approved capital infrastructure plan for all RIM sites	<b>Partially Achieved</b> The Capital infrastructure programme execution plan was developed during the year.	The Capital infrastructure programme execution plan was drafted by not yet approved by council due to time constraints at the council meetings.	The plan will be finalised and submitted to council in the next financial year	New target, not measured in prior year.
	Development and implementation of the transportation management framework to respond to the new business model	Develop the transportation management framework to respond to the new business model	<b>Partially Achieved</b> The transport management framework was developed during the year.	The transport management framework was drafted by not yet approved by council due to time constraints at the council meetings.	The plan will be finalised and submitted to council as in the next financial year	New target, not measured in prior year.
Protection and conservation of the Robben Island facilities and Infrastructure to ensure the continued safeguarding of heritage assets	Development and implementation of the public service management framework to respond to the new business model	Develop the public service management framework to respond to the new business model	<b>Partially Achieved</b> The public service management plan was developed during the year.	The public service management plan was drafted by not yet approved by council due to time constraints at the council meetings.	The plan will be finalised and submitted to council as in the next financial year	New target, not measured in prior year.
Continuous enhancement of the Robben Island World Heritage Site through appropriate through appropriate and systematic conservation, maintenance and protection measures	Develop the sustainable energy strategy and monitor usage of electricity on Robben Island	Develop the sustainable energy strategy	<b>Partially Achieved</b> Energy Management Scoping Report for Robben Island World Heritage Site developed.	The sustainable energy strategy was drafted by not yet approved by council due to time constraints at the council meetings.	The plan will be finalised and submitted to council as in the next financial year	New target, not measured in prior year.

Sub programme: Marketing & Tourism						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
Promotion of Robben Island Museum as a local and international World Heritage Site.	Development, approval and implementation of the Robben Island Museum marketing plan	Develop an approved marketing plan	<b>Partially Achieved</b> A Five year Marketing Strategy plan was developed during the year.	The Marketing plan was not approved in writing during the financial year.	Written approval of the plan will be obtained before implementation of the plan.	Not Achieved. Target not achieved.
	Number of marketing campaigns launched	Three (3) marketing campaigns launched per year	<b>Over Achieved</b> Four (4) marketing campaigns were launched during the year.	An additional marketing campaign was launched due to efficiency which let to additional capacity within the department.	Not applicable.	Achieved. Six (6) marketing campaigns were launched during the year.
Promoting access to Robben Island World Heritage Site and improving customer satisfaction by providing a relevant and unique experience.	Percentage (%) increase in the number of visitors to the Robben Island Museum	A 4% annual increase of paying visitors based on the prior year RIM visitor numbers	<b>Not Achieved</b> A 2% annual increase of paying visitors took place during the year	Target was not achieved due to increased cancellations due to adverse weather.	The marketing team will embark on an extensive marketing campaign to get more visitors to the Island during favourable weather periods.	Achieved. A 12% annual increase of paying visitors from prior year as per visitor stats.



# Performance Information

Sub programme: Marketing & Tourism						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
To diversify the products of the Robben Island Museum in order to ensure continued growth and sustainability through identifying and creating opportunities to expand the market base	Number of new tourist experiences (products) introduced	One new tourist experience(product) developed and implemented for the per year	<b>Not Achieved</b>	The target could not be achieved as the plan is dependent on the Marketing Strategy which was only developed in Quarter 3 of the financial year.	The research on the marketing strategy which will inform the new tourist experience, to be developed in the following financial year.	Achieved. A total of five (5) new tourist experiences were organised and executed for the year.
Promotion of the Robben Island museum through various media to the local and international public	Number of published advertorials or articles to promote Robben Island Museum per annum	Publishing of twelve (12) print or video materials to promote Robben island museum per annum	<b>Over Achieved</b> Published 17 materials to promote Robben Island for the year.	5 additional materials were published as result of a strong marketing campaign undertaken throughout the year.	Not applicable.	Achieved Published 21 materials to promote Robben Island for the year.

## Programme 2: Public Engagement

The Public Engagement programmes include the targets of the Public Heritage Education Department.

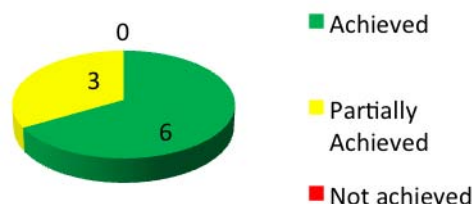
The programme aims to:

- To diversify the products of the Robben Island Museum in order to ensure continued growth and sustainability through identifying and creating opportunities to expand the market base.
- Provide academic scholarship, research and training through post graduate programme.

The performance for Programme 2: Public Engagement was as follows:

- 6 targets were achieved;
- 3 targets were partially achieved.

### Programme 2: Public Engagement



### Expressed in terms of targets

The significant achievements for the programme related to:

- Update of tour guiding manuals and training of all tour guides.
- Pilot implementation of the integrated tour guiding model.
- Exchange program with another museum was successfully achieved.
- Educational outreach programmes were held with more than 20 disadvantaged schools.

# Performance Information

Sub programme: Public Heritage Education						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
To diversify the products of the Robben Island Museum in order to ensure continued growth and sustainability through identifying and creating opportunities to expand the market base	Enhancement of the tour narrative and related training for the RIM Tour Guides on the enhanced content	Obtain and incorporate enhanced narrative based on research performed and present a refresher course on Tour Guiding which includes all updated information to the Tour Guiding Training Manual	<b>Achieved</b> Tour guiding manual updates took place during the year, a tour guiding handbook was developed and a refresher course was provided.	Not applicable.	Not applicable.	Achieved. Refresher course on tour guiding conducted during the year.
	Development and implementation of an integrated tour guiding model	Develop and implement an integrated tour guiding model	<b>Achieved</b> Integrated tourist guiding Model has been developed during the year and implemented.	Not applicable.	Not applicable.	New target, not measured in prior year.
	Update and develop new Robben Island Museum educational material for use in educational programmes	Update 5 educational materials for use in 5 educational programmes	<b>Achieved</b> 5 educational materials have been updated for use in 5 educational programmes.	Not applicable.	Not applicable.	Achieved. Educational material concept document on Apple boxes developed during the year.
	Establish educational exchange programmes with other museums or heritage sites with similar heritage values	Implement one educational exchange programme with another museum/heritage site with similar heritage values	<b>Achieved</b> Exchange programme took place between Robben Island and Langa Old Dom Pass Museum.	Not applicable.	Not applicable.	Achieved. Educational exchange programme took place between RIM and the Holocaust Centre.
Provided academic scholarship, research and training through post graduate programme	To curate heritage scholarship through the funding and academic support of the APMHS programme	7 students funded by RIM for the APMHS programme to graduate annually	<b>Partially Achieved</b> 6 students funded by RIM for the APMHS programme successfully completed the course.	Out of the 7 students who enrolled, one student withdrew from the course and therefore only 6 graduated.	The department will try to provide more support to students to minimise the dropout rate.	Achieved. 8 students funded by RIM for the APMHS programme graduated.
	To facilitate a platform for critical debates, public seminars, symposiums and workshops annually	4 academic seminars and 1 annual colloquium combined with an exhibition	<b>Partially Achieved</b> 3 academic seminars and 1 annual colloquium combined with an exhibition were executed during the year.	The target was partially achieved as 3 out of 4 seminars were executed. This is due to the 18 July event which was cancelled due to unforeseen circumstances.	The education department will plan for more seminars in order to cater for cancellations and unforeseen circumstances.	Achieved. 5 academic seminars conducted and 1 colloquium took place during the year.
	Perform academic research and publication during the year	Two (2) publications per annum, one consolidated APMHS publication and one other topical publication per year	<b>Partially Achieved</b> The research papers and poems were collated during the year and were ready for publishing.	The education department had planned for research papers and poems to be published on the RIM website. However there have been delays in publishing on the website due to change in service providers.	The publishing will take place during the following quarter once the new service provider has been appointed.	Not Achieved. 5 articles for 1 publication collated, edited and submitted. Terms of reference and invitation letters to editorial committee submitted.
To diversify the products of the Robben Island Museum in order to ensure continued growth and sustainability through identifying and creating opportunities to expand the market base	Facilitate educational outreach sessions with previously disadvantaged schools	4 educational outreach programme sessions with 4 previously disadvantaged schools per annum	<b>Over Achieved</b> 4 educational outreach programme sessions with more than 20 previously disadvantaged schools during the year.	The outreach programme locations were set up in order to accommodate more schools at once.	Not applicable.	New target, not measured in prior year
	Development of a succession plan for the prison guides to ensure sustainable transfer of social memory	Succession plan to be developed to be presented to Council for approval	<b>Achieved</b> Succession plan for prison guides was presented to executives for approval during the year and approved by Council on 27 January 2017.	Not applicable.	Not applicable.	New target, not measured in prior year

# Performance Information

## Programme 3: Administration

The Administration programmes include the targets of the Office of the CEO, Finance, Supply Chain Management and Human Resources Department.

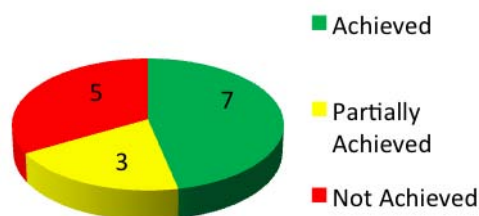
The Administration programme aims to:

- Align heritage management to global good practices and theoretical developments;
- To ensure the effective and efficient Strategic management and compliance to relevant legislation.

The performance for Programme 3: Administration was as follows:

- 7 targets were achieved;
- 3 targets were partially achieved; and
- 5 targets were not achieved.

**Programme 3: Administration**



The significant achievements for the programme related to:

- The evaluation of the RIM financial position, compliance with quarterly financial reporting requirements and the development of an approved SCM policy which contributed towards RIM being developed as a sustainable and fully capacitated World Heritage Site, which makes use of effective internal controls and financial and operating systems.
- RIM Council and Executive attending an annual induction and governance workshop which contributed to the effective and efficient strategic management and compliance to relevant legislation.

Sub programme: Office of the CEO						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
To ensure the effective and efficient Strategic management and compliance to relevant legislation.	Review, workshop and approval of committees' charters and approved delegated functions	Update the Council and Sub-committee charters as required by new legislation introduce or new business developments	<b>Achieved</b> Council and Sub-Committee charters updated as required by new legislation and new business developments.	Not applicable.	Not applicable.	Achieved. Council and Sub-Committee charters updated as required by new legislation and new business developments.
	The Council and Executive to attend an annual Governance Workshop	The Council and Executive to attend one (1) an induction and governance workshop per year	<b>Achieved</b> Inaugural meeting for new Council and Governance workshop held on 4th of August.	Not applicable.	Not applicable.	Achieved. Governance workshop held on 29 January 2016 attended by Council
	Protection of the RIM brand and Intellectual Property through investigations of infringements	Investigate all instances of possible IP transgressions reported and document the solution per case	<b>Achieved</b> The marketing senior manager reported that no instances of IP infringements took place during the year.	Not applicable.	Not applicable.	Achieved. Possible infringement during the second quarter was detected by the company attorneys and investigated. No IP infringements were reported in first, third and fourth quarters.
Review current and establish new formal partnerships between Robben Island Museum and stakeholders.	Develop and implement a stakeholder management framework	Develop the RIM stakeholder management framework	<b>Not Achieved</b>	Target could not be achieved as the marketing senior manager left the organisation during the fourth quarter and therefore the department experienced capacity constraints.	The newly selected PR company has started development of the stakeholder management framework and should be completed during quarter 1 of the next financial year.	Achieved. MoU database was prepared indicating nature and measurement of relationships with RIM. Stakeholder engagement workshop was hosted during the year.



# Performance Information

Sub programme: Office of the CEO						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
To ensure the effective and efficient Strategic management and compliance to relevant legislation.	Effective and efficient use of RIM's human resources through restructuring of the organisation	Review the organisational structure and perform updates to the structure if necessary	<b>Partially Achieved</b> Job grading results presented to Exco and HR subcommittee to Council by the Service provider.	No updates to the structure have been affected as a change management specialist is required to deal with organisational review process, including buy-in from union.	The organisational review process is afforded more time as it is a contentious matter with legal implications. The process should be implemented during the end of the first quarter of 17/18.	Not Achieved Target not achieved.
	Conduct a quarterly risk workshop to identify emerging risks and to manage current risks	Conduct a quarterly risk management workshop to be attended by senior managers	<b>Achieved</b> Risk management workshops conducted for all four quarters.	Not applicable.	Not applicable.	Achieved. Risk management workshops conducted for all four quarters.

Sub programme: Finance & SCM						
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year
Monitoring of sustainability of RIM functional areas through using financial reporting systems	Evaluation of sustainability of functional units on a quarterly basis	Submission of a quarterly sustainability report to executive commenting on sustainability of RIM's operations	<b>Achieved</b> Quarterly sustainability report submitted to executive commenting on sustainability of RIM's operations.	Not applicable.	Not applicable.	Achieved. Quarterly sustainability report submitted to executive commenting on sustainability of RIM's operations.
Ensuring sustainable acquisitions of goods and services in compliance with regulations	Development and implementation of a Supply Chain Management policy specific to the needs of the Robben Island Museum	Annual review and update of Supply Chain Management policy	<b>Achieved</b> Supply Chain Policy has been reviewed to incorporate any changes from National Treasury.	Not applicable.	Not applicable.	Achieved. Supply Chain Policy has been reviewed to incorporate any changes from National Treasury.
Monitoring of sustainability of RIM functional areas through using financial reporting systems	Implementation of IT strategy and IT operational plan to ensure RIM's financial and core business structures are appropriately supported	Implementation of the IT strategy and IT operational plan	<b>Achieved</b> The strategic ICT plan was reviewed, finalised and implemented during the year.	Not applicable.	Not applicable.	New target, not measured in prior year

# Performance Information

Sub programme: Human Resources							
Strategic objective	Performance indicator	Target	Actual Achievement	Deviations from planned target	Comments on deviations	Actual Achievement prior year	
To maintain the Robben Island Museum as a world-class, sustainable and fully capacitated and motivated WHS management institution	Develop and implement a performance management system implemented in accordance with relevant legislation	Monitor and review the Performance management system	<b>Not Achieved</b>	Performance management was temporarily discontinued in order to first provide all employees with performance management training, and to get all staff and NEHAWU (union) on board.	All employees will receive training on performance management during the months of April to May. Furthermore included in the ICT strategy for the next financial year, an electronic performance management system will be procured to streamline the process.	Partially Achieved. HR department received 98% of the employee's performance agreements and these agreements are currently being reviewed for the 2015/16 year by the respective managers.	
To maintain the Robben Island Museum as a world-class, sustainable and fully capacitated and motivated WHS management institution	Perform skills audit on competencies of all employees	Implement findings from organisational restructuring findings and implement training plan	<b>Not Achieved</b>	Target could not be achieved due to capacity constraints and human resource focused on the organisation review process.	Qualifications data will be revised after completing the organisation review process.	Not Achieved. Target not achieved.	
To maintain the values of the Robben Island Museum	Conduct a bi-annual staff satisfaction survey	Conduct two (2) staff satisfaction surveys annually	<b>Partially Achieved</b>	One out of two planned staff satisfaction surveys were conducted due to delays in appointment of service provider to conduct the survey.	Better planning will be incorporated to ensure lengthy SC processes do not delay achievement of targets.	Not Achieved. Target not achieved.	
To maintain the Robben Island Museum as a world-class, sustainable and fully capacitated and motivated WHS management institution	Develop and implement a training and development framework for RIM	Develop a training and development framework for RIM	<b>Not Achieved</b>	A draft training and development policy was developed.	The target could not be achieved due to no consensus being reached with the union on the policy, before the framework could be developed.	RIM management will meet with the union to reach consensus on the policy and if required escalate the matter.	New target, not measured in prior year
To maintain the Robben Island Museum as a world-class, sustainable and fully capacitated and motivated WHS management institution	Develop a recruitment methodology for RIM to enable RIM to attract talent to drive a sustainable and capacitated WHS	Develop the RIM recruitment methodology which includes an update of recruitment practices at RIM	<b>Not Achieved</b>	Recruitment and selection policy developed.	Target could not be achieved due to capacity constraints and human resource focused on the organisation review process.	Once Council has approved the policy in quarter one of the new financial year, the methodology will be drawn up.	New target, not measured in prior year
To maintain the Robben Island Museum as a world-class, sustainable and fully capacitated and motivated WHS management institution	Develop and implement a succession planning framework for key personnel (executive and senior management)	Develop the RIM succession plan for key personnel	<b>Partially Achieved</b>	Succession planning policy was developed during the year	The target could not be approved in the last council meeting due to time constraints.	The succession plan has been put on the agenda for approval in the next council meeting.	New target, not measured in prior year

## 2.8 Strategy to overcome areas of under-performance:

RIM has faced the following high-level challenges which have had an impact on performance during the financial year:

- Diesel funding for power generation on the Island;
- Ferry operation challenges with vessels;
- Inappropriate organisational structure to execute targets successfully;

The following mitigating actions are currently being implemented to overcome areas of historical under-performance:

- Diesel for power generation had previously been funded by DPW as a result the matter will be resolved via dialogue between DAC and DPW, deciding on where the funding responsibility lies.
- RIM is in the process of finalising negotiations with the preferred bidder for building of a new commercial ferry. The MV Sikhululekile has been successfully brought back into operation at the end of the financial year, and with RIM's other vessels are continuously being maintained. Formal agreements have been entered into with service provider vessels to ensure that enough boat capacity is always available.
- RIM has identified a service provider which will assist RIM in a restructuring process during 2015/2016 to align the organisational structure to the strategic objectives of the entity. The proposed structure will be implemented during the 2017/2018 financial year.

## 2.9 Linkage performance with budgets:

2016/2017				
Description	Original Budget	Final Budget	Actual expenditure	(Over)/Under expenditure
<b>EXPENDITURE FOR PROGRAMMES</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>
Personnel	-85 025 111	-85 025 111	-87 648 690	-2 623 579
Depreciation and amortisation	-5 670 971	-5 670 971	-6 492 706	-821 735
Finance costs	-	-	-	-
Debt impairment	-	-	-	-
General Expenses	-101 556 506	-101 556 506	-93 795 399	7 761 107
Infrastructure Expenses	-	-	-5 564 640	-5 564 640
<b>Total expenditure</b>	<b>-192 252 588</b>	<b>-192 252 588</b>	<b>-193 501 435</b>	<b>-1 248 847</b>

Expenditure is mainly made up of General Expenses, followed closely by Personnel costs and the difference consists of the annual Depreciation and Amortisation.

The Over expenditure of Depreciation and Amortisation mostly relates to the reassessment of useful lives of assets.

The Over expenditure of Personnel costs relates to much needed vacancies being filled at Senior Management Level.



# Performance Information

## Revenue collection:

2015/2016				
Description	Original Budget	Final Budget	Actual expenditure	(Over)/Under expenditure
REVENUE	R	R	R	R
<b>REVENUE FROM EXCHANGE</b>				
Sale of goods	3 003 552	3 003 552	3 400 685	397 133
Rendering of services	105 945 553	105 945 553	115 177 232	9 231 679
Rental of facilities and equipment	1 654 155	1 654 155	1 741 086	86 931
Other income	1 516 421	1 516 421	4 224 694	2 708 273
Recoveries	-	-	100 256	100 256
Interest received - investment	8 087 907	8 087 907	12 634 748	-4 546 841
<b>Total revenue from exchange transactions</b>	<b>120 207 588</b>	<b>120 207 588</b>	<b>137 278 701</b>	<b>17 071 113</b>
<b>REVENUE FROM NON-EXCHANGE TRANSACTIONS</b>				
<b>TAXATION REVENUE</b>				
Government grants and subsidies	72 045 000	<b>72 045 000</b>	<b>78 862 824</b>	<b>6 817 824</b>
<b>Total expenditure</b>	<b>192 252 588</b>	<b>192 252 588</b>	<b>216 141 525</b>	<b>23 888 937</b>

Revenue is mainly made up of Rendering of Services which is the Net Ticket Sales of Visitors to the Island and the Government Grants and Subsidies which is the unconditional and conditional grants received from the Department of Arts and Culture.

Both of these line items show an over collection due to:

- the aggressive scheduling of tours during the high demand periods along with increased ticket prices; and
- the recognition of the conditional ICMP and Infrastructure Grants and the receipt of unconditional grants related to infrastructure.

Sale of Goods, Rental of Facilities and Equipment and Other Income makes up all the other income generating services offered by the Robben Island Museum and the balance of Total Revenue is the Finance Income earned on the favourable bank balances maintained throughout the year.

# Governance



Ex-Political Prisoner's children unlocking the prison door on the day of the launch



## 3.1 Introduction

Parliament, the Department of Arts and Culture, the Council and the Executive of Robben Island Museum are responsible for corporate governance.

Governance of Robben Island Museum is guided by the Cultural Institutions Act of 1998, the Public Finance Management Act of 1999, the King Report on Governance for South Africa 2009 ("King III") and the World Heritage Convention Act.

## 3.2 The Council

The Robben Island Museum is the Accounting Authority. The Council provides strategic direction and is accountable for the performance of Robben Island Museum.

The responsibilities of the Council are as follows:

- exercise leadership, enterprise, integrity and judgment in directing RIM so as to achieve its objectives and at all times to act in the best interests of RIM in a manner based on transparency, independence, accountability, fairness and responsibility;
- ensure the effective use of all the resources of RIM;
- be the vehicle of last resort for complainants both internal and external to RIM;
- continually monitor the exercise of delegated power by management and ensure that effective goal-setting and programme monitoring is undertaken by management and communicated regularly to the Council;
- set in place mechanisms to monitor and manage all risks to RIM; to review these risks regularly and to take the necessary steps to contain and alleviate such risks;
- advise on significant financial matters and to ensure that full accountability for all financial matters is undertaken by management;
- ensure that a comprehensive system of policies and procedures is in place and that appropriate governance structures exist to ensure the smooth, efficient and prudent stewardship of the Company;
- exercise objective judgment on the business affairs of RIM, independent from management but with sufficient management information to enable a proper and informed assessment to be made;
- identify and monitor non-financial aspects relevant to RIM and ensure that RIM acts responsibly towards all relevant stakeholders of the Company; and
- ensure compliance by RIM with all relevant laws and regulations, audit and accounting principles and such other principles as may be established by the Board from time to time.

### Composition of the Council

Name of Council Member	Position	Date of appointment	Date of re-appointment	Date of re-appointment	Date of resignation
SB Buthelezi	Chairperson	1 September 2012	1 April 2013	1 July 2016	
R Abdullah	Deputy Chairperson	24 March 2010	1 April 2013		30 June 2016
S Webster	Member	24 March 2010	1 April 2013	1 July 2016	
M Dada	Member	15 March 2010	1 April 2013		31 October 2015
MS Gwavu	Member	30 March 2010	1 April 2013		30 June 2016
GM Masuku	Member	15 March 2010	1 April 2013		30 June 2016
L Mpahlwa	Member	30 March 2010	1 April 2013	1 July 2016	
P Nefolovhodwe	Member	30 March 2010	1 April 2013	1 July 2016	
OB Nqubelani	Member	24 March 2010	1 April 2013		30 June 2016
L Robinson	Member	1 July 2016			
M Malapane	Member	1 July 2016			
S Mokone-Matabane	Member	1 July 2016			



## Council Charter and Sub-Committee Charters

A Council Charter and Charters for the Council Sub-Committees have been reviewed, updated and approved during the 2016-2017 financial year.

The governance structure is constructed as follows:

Sub-committee	Members
Audit and Risk Committee	T Mosololi (Independent) T Ntshiza (Independent) K Laubscher(Independent) P Nefolovhodwe M Malapane
Finance and Remuneration Committee	L Mpahlwa M Malapane S Buthelezi L Robinson
HR, Governance, Ethics and Integrity Committee	L Mpahlwa S Mokone-Matabane S Webster P Nefolovhodwe
Heritage, Education, Marketing and Tourism Committee	L Mpahlwa L Robinson S Webster S Mokane-Matabane

## Meeting attendance

Members of Council are required to attend full Council meetings and to attend the meetings of the Council Sub-committees to which they have been appointed.

Name of Council Member	Council meetings	
	Number of meetings held	Number of meetings attended
SB Buthelezi	6	5
R Abdullah	6	3
S Webster	6	5
MS Gwavu	6	3
GM Masuku	6	2
L Mpahlwa	6	6
P Nefolovhodwe	6	6
OB Nqubelani	6	0
M Malapane	6	1
L Robinson	6	3
S Mokone-Matabane	6	3

# Governance

Name of Member	Audit Committee Meetings	
	Number of meetings held	Number of meetings attended
M Malapane	3	2
P Nefolovhodwe	3	3
T Mosololi (Independent)	3	2
T Ntshiza (Independent)	3	3
K Laubscher (Independent)	3	3

Name of Council Member	Finance and Remuneration Committee (New committee)	
	Number of meetings held	Number of meetings attended
P Nefolovhodwe	3	1
MS Gwavu	3	1
L Mpahlwa	3	2
M Malapane	3	2
S Buthelezi	3	3
L Robinson	3	0

Name of Council Member	Heritage, Education, Marketing & Tourism Sub-Committee meetings	
	Number of meetings held	Number of meetings attended
R Abdullah	3	0
L Mpahlwa	3	3
S Webster	3	3
GM Masuku	3	1
MS Gwavu	3	1
L Robinson	3	2
S Mokane-Matabane	3	2

Name of Council Member	HR, Governance, Ethics & Integrity Sub-Committee meetings	
	Number of meetings held	Number of meetings attended
R Abdullah	6	0
OB Nqubelani	6	2
M Gwavu	6	3
P Nefolovhodwe	6	6
S Webster	6	6
S Mokone-Matabane	6	3

## Remuneration of board members

The remuneration of Council members is disclosed as per note 29 of the Annual Financial Statements.

### 3.3 Risk Management

The Public Finance Management Act, 1999 (Act No. 1 of 1999 as amended by Act No. 29 of 1999) requires Robben Island Museum to ensure it has and maintains effective, efficient and transparent systems of risk management.

Executive and senior management engaged with the Senior Manager Risk and Internal Audit to document RIM's risks to achieving its strategic objectives.

RIM is also in the process of developing departmental risk registers including mitigating actions to be taken to reduce risk to acceptable levels.

### 3.4 Internal Audit Unit

SizweNtsalubaGobodo (SNG) was appointed as the internal auditors on in September 2016 for a period of two years and seven months.

A risk-based three-year and one-year Internal Audit Plan was considered and adopted by the Audit Committee on 4 November 2016.

SNG performed the following engagements during the year and delivered reports with findings and recommendations for improvements:

1. Cash Management Review
2. Operational Value Chain Review
3. Ticket Sales Review
4. Human Resources Report Review
5. Boat Building Procurement Review
6. Annual Financial Statements Review

### 3.5 Compliance with laws and regulations

Robben Island Museum as a World Heritage Site has a significant amount of laws and regulations to comply with.

RIM has developed a number of policies and regulations in order to ensure compliance. The policies are reviewed regularly and where necessary, new policies are developed. RIM endeavours to adhere to the PFMA, Cultural Institutions Act, Treasury Regulations, Supply Chain Practise Notes and other relevant prescripts.

### 3.6 Fraud and corruption

Robben Island Museum management actively participates in the Department of Arts and Culture Fraud Awareness Campaigns and the Whistle-blowing Fraud and Corruption Hotline posters are visible in the entity's buildings. Employees are encouraged to report any instances of suspected fraud or corruption.

### 3.7 Minimising conflict of interest

#### *Procurement*

According to National Treasury Practise Note Number 7 of 2009/2010, accounting officers and accounting authorities are required to utilize the attached revised SBD 4 when inviting price quotations, advertised competitive bids, limited bids or proposals. This SBD 4 should be used with minimum changes that are necessary to address contract and project specific issues.

In terms of the National Treasury Regulations, if a supply chain management official or other role player, or any close family member, partner or associate of such official or other role player, has any private or business interest in any contract to be awarded, that official or other role-player must –

- (a) disclose that interest; and
- (b) withdraw from participating in any manner whatsoever in the process relating to that contract.



According to the Code of Conduct for Bid Adjudication Committees, all members as well as the secretary of Bid Adjudication Committees, (including Bid Evaluation Committee and Bid Specification Committee members) should be cleared at the level of - "Confidential" by the accounting officer / authority and should be required to declare their financial interest annually. Each member as well as all officials rendering administrative support must sign a declaration form at each Bid Adjudication Committee meeting.

## **Employees**

Employees are required to annually disclose their financial interests which are reviewed to identify any instances of conflict of interest.

## **3.8 Code of Conduct**

The Robben Island Museum Code of Good Conduct is a guideline which is intended to formalise Robben Island Museum's approach to addressing misconduct and poor work performance and creating sound employee relations.

## **3.9 Health, Safety and Environmental matters**

### **Health and Safety**

Robben Island Museum has a dedicated Health and Safety Officer and a Health and Safety Committee.

Robben Island Museum has approximately 45 employees which were trained in first aid to ensure that visitors and employees are attended to in case of an emergency. Furthermore medical facilities with a dedicated medical team are available on Robben Island.

### **Environmental matters**

Robben Island Museum has entered into strategic partnerships with academic and government institutions to ensure compliance with environmental legislative framework and assist with the site environmental monitoring.

Partnership with the University of Cape Town, Earthwatch, SANCCOB and Department of Environmental Affairs is important for close monitoring of avifauna on Robben Island, particularly threatened species i.e. African penguins.

Stellenbosch University Department of Conservation Ecology, in partnership with Robben Island Museum, focuses on environmental monitoring, particularly vegetation assessment and entomology.

RIM has mitigated fire hazards on the site through ongoing controlled burn projects that are annually conducted in partnership with the City of Cape Town's Fire and Rescue and Biodiversity Units.

Illegal harvesting of marine living resources around the site buffer zone has been a major concern. RIM has recently improved its buffering mechanism through a formal partnership with the Department of Agriculture Forestry and Fisheries' Monitoring, Control and Surveillance Chief Directorate, which ensures compliance and prevents illegal activities within the buffer zone.

## **3.10 Company Secretary**

Statucor (Pty) Ltd was appointed as the new Company Secretary on 30 May 2014 for a period of 2 years; their contract was extended by Council for an additional year and a half.

## 3.11 Social Responsibility

### *Internships*

Robben Island Museum facilitates internships to assist interns in gaining valuable work experience.

During the year 2016/2017, thirteen interns developed new skills by assisting in the Finance Department, Heritage Department and Marketing and Tourism Department.

### *Concession and complimentary tickets:*

Robben Island Museum annually makes concession and complimentary tickets available to:

- Academic institutions;
- Schools,
- Adult educational groups,
- Cultural and social stakeholders; and
- Ex-political prisoners;

During 2016/2017 Robben Island Museum made a total of 5 692 concession and complimentary tickets available which promotes educational and social responsibility initiatives.

## 3.12 Implementation of the Integrated Conservation Management Plan (2013 – 2018):

### *Implementation of the Integrated Conservation Management Plan (2013 – 2018):*

Robben Island Museum has an entity mandate which supports the implementation of the 2<sup>nd</sup> Integrated Conservation Management Plan (ICMP) which is required when operating a World Heritage Site.

The ICMP contains the following sections:

- (i) Operational Management Plan,
- (ii) Interpretation Plan,
- (iii) Visitor Management Plan,
- (iv) Natural Environment Management Plan, and
- (v) Implementation Plan.

This is in line with the 1972 World Heritage Convention and the South African World Heritage Convention Act of 1999. The ICMP (2013 – 2018) informs the Strategic Plan (2013 – 2018) and the Annual Performance Plans commencing 2015/16.

The Department of Environmental Affairs (DEA) provided confirmation on 17 June 2014 that the Robben Island Museum ICMP has been submitted in compliance with Chapter IV, section 25(1) of the World Heritage Convention Act (Act No.49 of 1999). Also DEA further provided that, the approval of the ICMP implies that the institution will be required to report on the implementation of the ICMP in its annual report.



# Human Resource Management



Ex-Political Prisoner  
Reference group in session  
at the Blue Stone Quarry  
on the Island



## 4.1 Introduction

### *Overview of HR matters*

The Human Resources Department is responsible for providing Strategic and Operational Human Resources Support to embrace diversity, environmental sustainability, and social justice and contribute towards the delivery of South Africa's Qualifications Authority's (SAQA) mandate. The Department supports the implementation of Strategic Objectives 1 and 2 of the Integrated Conservation Management Plan.

They are further responsible to provide comprehensive HR management processes and systems and support business partners in delivering world class service human resources management and training.

### *HR priorities for the year under review*

1. Structural Realignment
2. Implementation of a Performance Management System
3. Implementation of new Job Grades
4. Management of Labour Relations

For details on actual performance refer to the Annual Report of Performance Information 2016/2017.

### *Employee performance management framework*

All employees will be sent for training on performance management and training.

### *Policy development*

RIM is currently in the process of reviewing all policies and procedures.

Human Resources Policies shall be benchmarked against the relevant legislative requirements and amended where necessary with the approval of Council.

Council approved the Recruitment and Selection policy and also the Termination policy.

### *Highlight achievements*

The vacant Senior Manager positions for Research and Facilities and Infrastructure were respectively filled during the year. RIM believes that the appointments will enhance the smooth management of Research and also Facilities and Infrastructure and the museum will rely less on consultants.

RIM enabled 98 employees to attend training courses and assisted 26 employees with study bursaries to further their education.

RIM signed a wage agreement with NEHAWU for the 2016/17 salary increments.

### *Challenges faced by RIM*

RIM did not experience any industrial relations challenges; however RIM is still faced with the issue of discipline as depicted by the number of warnings issued to employees. Disciplinary cases held and dismissals were less as compared to the previous years.

### *Future HR plans /goals*

The following targets have been set out for the Human Resources department to meet during 2016-2017 financial year:

1. Facilitate the structural realignment for the organisation.
2. Manage performance management system in accordance with relevant legislation.
3. Conduct at least one staff satisfaction surveys.

# Human Resource Management

## Human Resources Oversight Statistics

### 1. Total Employee cost

Programme	Total Expenditure for the Entity	Total Personnel Expenditure (N2)	Personnel Expenditure as a % of total expenditure	No of employees (N1)	Average personnel cost per employee
All RIM Activities	193 501 435	87 648 690	45.3	273	321 057

N1 - All employees including the following categories: Council, permanent and non-permanent employees.

N2 – Total employee costs as per the Annual Financial Statements Note 18.

### 2. Personnel cost by salary band

Level	Personnel Expenditure (N3)	% of personal expenses to total personnel costs	No of employees (N1)	Average personnel cost per employee
Senior Management	6 981 949	7.4	4	1 745 487.25
Professionally qualified & experienced	6 115 945	6.48	9	764 493.13
Professionally qualified	20 681 720.51	21.92	39	530 300.53
Skilled	3 404 522.22	3.61	19	179 185.38
Semi-skilled and discretionary decision making	53 833 861.25	57.06	122	292 575.33
Contract staff	2 168 820.84	2.3	53	40 921.15
Interns	370 191.34	0.39	17	28 476.26
Council members	793 633.84	0.84	10	72 148.53
	<b>94 350 644</b>	<b>100</b>	<b>273</b>	<b>285 047.26</b>

N1 - All employees including the following categories: Council, permanent and non-permanent employees.

N3 – The above employee expenditure per VIP payroll. This amount includes movements in employee cost provisions (note 11) as per the Annual Financial Statements Note 18.

### 3. Training

#### 3.1 Training costs

Programme	Personnel Expenditure (R)	Training Expenditure (R)	Training expenditure as % of personnel expenditure	Number of employees who were trained and received bursaries	Average training cost per employee
All RIM Activities	87 648 690	1 429 058	1.63	124	11 525

Please note that training expenditure includes training courses and staff bursaries.

# Human Resource Management

## 3.2 Skills development 1 April 2015 – 31 March 2017

Occupational Categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, Senior Officials and Managers	0	0	0	0	0	0	0	0	0
Professionals	3	0	0	0	2	0	0	0	5
Technicians and Associate Professionals	3	1	0	0	4	0	0	0	8
Clerks	5	1	3	0	3	0	0	0	12
Service and Sales Workers	0	0	0	0	1	0	0	0	1
Skilled Agricultural and Fishery Workers	0	0	0	0	0	0	0	0	0
Craft and Related Trades Workers	0	0	0	0	0	0	0	0	0
Plant and Machine Operators and Assemblers	0	0	0	0	0	0	0	0	0
Elementary Occupations	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>8</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>26</b>

## 3.3 Training opportunities 1 April 2015 – 31 March 2017

Occupational Categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, Senior Officials and Managers	6	1	1	0	3	0	0	1	12
Professionals	4	3	0	0	3	2	0	1	13
Technicians and Associate Professionals	6	11	0	0	3	0	0	0	20
Clerks	3	0	0	0	6	1	0	0	10
Service and Sales Workers	11	16	0	0	0	0	0	0	27
Skilled Agricultural and Fishery Workers	0	0	0	0	0	0	0	0	0
Craft and Related Trades Workers	0	0	0	0	0	0	0	0	0
Plant and Machine Operators and Assemblers	0	0	0	0	0	0	0	0	0
Elementary Occupations	12	0	0	0	4	0	0	0	16
<b>TOTAL</b>	<b>42</b>	<b>31</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>98</b>

## 4. Employment and vacancies

Programme	Number of employees 2017	Approved posts 2017	Number of employees 2017 (N4)	Vacancies 2017	% vacancies of approved posts
<b>All RIM Activities</b>	<b>273</b>	<b>328</b>	<b>273</b>	<b>55</b>	<b>16.77%</b>

N4 – This amount includes Council members and contractors employed specifically for GRAP 103 project not reflected on approved posts list.



# Human Resource Management

## 5. Employment changes

Salary Band	Employment at the beginning of the period	Appointments	Terminations	Transfers between bands	Employment at the end of the period
Top Management	4	0	0	0	4
Senior Management	6	3	0	0	9
Professionally skilled	57	2	5	0	54
Skilled	153	11	10	0	154
Semi skilled	15	0	0	0	15
Non-permanent (N1)	14	16	12	0	18
<b>Employees</b>	<b>249</b>	<b>32</b>	<b>27</b>	<b>0</b>	<b>254</b>
Council members and Audit Committee members	10	2	6	0	6
<b>Total employees</b>	<b>259</b>	<b>34</b>	<b>33</b>	<b>0</b>	<b>260</b>
<b>INTERNS</b>	<b>14</b>	<b>13</b>	<b>14</b>	<b>0</b>	<b>13</b>

## 6. Reasons for employees leaving

Reason	Number	% of total employees leaving
Death	0	0
Resignation	19	46.34
Dismissal	1	2.44
Retrenched	0	0
Ill health	0	0
Expiry of contract/end of contract	17	41.46
Transfer	2	4.88
Absconded	1	2.44
Discharged	0	0
Pensioned	1	2.44
<b>Total</b>	<b>41</b>	<b>100%</b>
Resignation from Council	6	-

## 7. Labour relations: Misconduct and disciplinary action

Nature of disciplinary action	Number
Final written warning	2
Written warnings	6
Dismissals	1
Case in progress	1
One month suspension of net salaries	1
Two or more months suspension of net salaries	2

# Human Resource Management

## 8. Performance rewards

No performance rewards were paid during the financial year ended 31 March 2017.

## 9. Employment Equity Status

Table 9.1 Total number of employees in each of the following post levels on 31 March 2017:

Occupational Categories	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Council and Audit Committee Members	5	0	0	1	3	0	0	1	0	0	10
Top Management	4	0	0	0	0	0	0	0	0	0	4
Senior Management	2	1	1	0	4	0	0	1	0	0	9
Professionally qualified and experienced specialists in mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	19	13	0	3	9	6	0	3	0	1	54
Semi-skilled and discretionary decision making	56	35	0	0	44	14	0	1	0	0	150
Unskilled and defined decision making	13	0	0	0	2	0	0	0	0	0	15
Contract Staff	2	0	0	0	14	2	0	0	0	0	18
Interns	4	0	0	0	0	9	0	0	0	0	13
<b>Total</b>	<b>105</b>	<b>49</b>	<b>1</b>	<b>4</b>	<b>85</b>	<b>22</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>273</b>
Disabled	0	0	0	0	0	0	0	0	0	0	0



# Annual Financial Statements



The Olympic Torch being passed on in front of the Maximum Security Prison



# Annual Financial Statements

Annual Financial Statements for the year ended 31 March 2017

## CONTENTS

The reports and statements set out below comprise the annual financial statements presented to the parliament:

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The annual financial statements set out on pages 56 to 85, which have been prepared on the going concern basis, were approved by the accounting authority on 29 July 2017 and were signed on its behalf by:



**Mr Sibusiso Blessing Buthelezi**

Chairperson of the Council

31 July 2017

## Report of the auditor-general to Parliament on Robben Island Museum

### Report on the audit of the financial statements

#### Opinion

1. I have audited the financial statements of the Robben Island Museum as set out on pages 56 to 85, which comprise the statement of financial position as at 31 March 2017 and the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Robben Island Museum as at 31 March 2017, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA).

#### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' Code of ethics for professional accountants (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matters

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Material underspending on conditional grants

7. Disclosed in note 12 to the financial statements is unspent conditional grants and receipts amounting to R60 414 399 relating to funds received late in the financial year.

Restatement of corresponding figures

8. As disclosed in note 12 to the financial statements, the corresponding figures for 31 March 2016 have been restated as a result of an error in the financial statements of the entity at, and for the year ended 31 March 2017.

#### Responsibilities of the accounting authority for the financial statements

9. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the PFMA, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
10. In preparing the financial statements, the accounting authority is responsible for assessing the Robben Island Museum's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the intention is to liquidate the public entity or cease operations, or there is no realistic alternative but to do so.

#### Auditor-general's responsibilities for the audit of the financial statements

11. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Internal Standards on Auditing (ISAs) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
12. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this report.

### Report on the audit of the annual performance report

#### Introduction and scope

13. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
14. My procedures address the reported performance information, which must be based on the public entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

# Annual Financial Statements

15. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the public entity for the year ended 31 March 2017:

Programmes	Pages in the annual performance report
Programme 1 – business development	25-29
Programme 2 – public engagement	29-30

16. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
17. I did not raise any material findings on the usefulness and reliability of the reported performance information for the above-mentioned programmes.

## Other matters

18. I draw attention to the matters below.

### Adjustment of material misstatements

19. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of the business development and public engagement programmes. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

### Achievement of planned targets

20. Refer to the annual performance report on pages 25 to 35 for information on the achievement of planned targets for the year and explanations provided for the under- and overachievement of a number of targets.

## Report on audit of compliance with legislation

### Introduction and scope

21. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the public entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
22. I did not identify any instances of material non-compliance in respect of the compliance criteria for the applicable subject matters.

## Other information

23. The Robben Island Museum's accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in the auditor's report.
24. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
25. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed on the other information obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact.

## Internal control deficiencies

26. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. I did not identify any significant deficiencies in internal control.

Auditor - General

Cape Town  
31 July 2017



AUDITOR-GENERAL  
SOUTH AFRICA

Auditing to build public confidence



## Annexure – Auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected programmes and on the public entity's compliance with respect to the selected subject matters.

### **Financial statements**

2. In addition to my responsibility for the audit of the financial statements, as described in the auditor's report, I also:
  - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
  - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control.
  - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting authority.
  - conclude on the appropriateness of the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the public entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of the auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern.
  - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### **Communication with those charged with governance**

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting authority that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

# Annual Financial Statements

## Report of the Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2017

### **Audit Committee Attendance**

The current Audit Committee consists of five (5) members.

Attendance of meetings during the 2016/17 financial year was as follows:

NAME	NUMBER OF SCHEDULED MEETINGS	NUMBER OF ATTENDED MEETINGS
Mr. Thabo Mosololi	4	2
Dr. Kobus Laubscher	4	3
Ms. Thobeka Ntshiza	4	3
Mr. Pandelani Nefolovhodwe	4	3
Ms. Malekgoloane Malapane	2	1
Mr. Mava Dada	4	3

In addition to the above members, persons attending the committee meeting by standing invitation include;

- The CEO
- The CFO
- Representatives of the AGSA
- Representatives from the Internal Auditors, SNG

### **Audit Committee Responsibility**

The Audit Committee reports that it has complied with its responsibilities arising from Section 51 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 27.1. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

# Annual Financial Statements

## *The Effectiveness of Internal Control*

The system of internal controls is designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are effectively managed. In line with the PFMA.

Internal audits provide the committee and management with assurance that the internal controls are appropriate and effective. This is achieved through a risk based management process as well as the identification of corrective actions and suggested enhancements to the controls and processes.

From the various reports of the Internal Auditors, the audit report on the Annual Financial Statements, and the management report of the AGSA, it was noted that there were certain weaknesses identified and issues relating to performance reporting requiring management attention.

Other than the issues noted, we can report that the system of internal control over financial reporting for the period under review was sufficiently adequate.

## *In-Year Management and Monthly/Quarterly Report*

The public entity has reported monthly and quarterly to the Treasury as is required by the PFMA.

## *Evaluation of Financial Statements*

We have reviewed the annual financial statements prepared by the public entity and discussed these with the AGSA, reviewed the management letter and managements responses thereto, reviewed the entities compliance with legal and regulatory provisions and changes to accounting policies and practices.

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the Annual Financial Statements and is of the opinion that the audited Annual Financial Statements be accepted and read together with the report of the Auditor-General.



---

**Mr Thabo Mosololi**  
Chairperson of the Audit Committee  
Robben Island Museum  
31 July 2017



# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2017

	Note(s)	2017 R	2016 R
<b>Assets</b>			
<b>Current Assets</b>			
Inventories	3	1 134 001	915 194
Trade and other receivables	4	7 683 757	2 048 339
Cash and cash equivalents	5	217 854 024	179 551 531
		<b>226 671 782</b>	<b>182 515 064</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	6	43 560 838	47 181 403
Intangible assets	8	19 691	91 587
Heritage assets	9	107 498 563	107 565 013
Deposits	10	286 378	138 553
		<b>151 365 470</b>	<b>154 976 556</b>
<b>Total Assets</b>		<b>378 037 252</b>	<b>337 491 620</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Lease incentive	25	74 333	74 333
Trade and other payables	11	24 094 313	19 668 413
Unspent conditional grants and receipts	12	60 414 399	47 584 963
Provisions	13	877 402	135 021
		<b>85 460 447</b>	<b>67 462 730</b>
<b>Non-Current Liabilities</b>			
Lease incentive	25	68 139	142 473
Operating lease liability	25	77 284	6 426
		<b>145 423</b>	<b>148 899</b>
<b>Total Liabilities</b>		<b>85 605 870</b>	<b>67 611 629</b>
<b>Net Assets</b>		<b>292 431 382</b>	<b>269 879 991</b>
<b>Reserves</b>			
Revaluation reserve	22	125 796 254	125 884 953
Accumulated surplus		166 635 128	143 995 038
<b>Total Net Assets</b>		<b>292 431 382</b>	<b>269 879 991</b>

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### STATEMENT OF FINANCIAL PERFORMANCE

	Note(s)	2017 R	2016 R
<b>Revenue</b>			
<b>Revenue from exchange transactions</b>			
Sale of goods		3 400 685	3 072 771
Rendering of services	23	115 177 232	104 178 828
Rental of facilities and equipment		1 741 086	1 519 951
Debt Impairment		-	586
Other income		4 224 694	7 881 366
Recoveries		100 256	78 784
Finance income	15	12 634 748	7 438 620
<b>Total revenue from exchange transactions</b>		<b>137 278 701</b>	<b>124 170 906</b>
<b>Revenue from non-exchange transactions</b>			
<b>Transfer revenue</b>			
Grants	17	78 862 824	81 454 641
<b>Total revenue</b>		<b>216 141 525</b>	<b>205 625 547</b>
<b>Expenditure</b>			
Employee related costs	18	(87 648 690)	(77 978 131)
Depreciation and amortisation	19	(6 492 706)	(6 265 417)
Finance costs	20	-	(325 384)
Debt Impairment		(20 121)	-
General expenses	21	(99 339 918)	(109 292 760)
<b>Total expenditure</b>		<b>(193 501 435)</b>	<b>(193 861 692)</b>
<b>Operating surplus</b>		<b>22 640 090</b>	<b>11 763 855</b>
<b>Surplus for the year</b>		<b>22 640 090</b>	<b>11 763 855</b>

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### STATEMENT OF CHANGES IN NET ASSETS

	Revaluation reserve R	Accumulated surplus R	Total net assets R
<b>Balance at 01 April 2015</b>	<b>126 270 478</b>	<b>132 231 183</b>	<b>258 501 661</b>
Changes in net assets			
Surplus for the year	-	11 763 855	11 763 855
Revaluation of asset	(385 525)	-	(385 525)
<b>Total changes</b>	<b>(385 525)</b>	<b>11 763 855</b>	<b>11 378 330</b>
<b>Balance at 01 April 2016</b>	<b>125 884 953</b>	<b>143 995 038</b>	<b>269 879 991</b>
Changes in net assets			
Surplus for the year	-	22 640 090	22 640 090
Revaluation of asset (Impairment)	(88 699)	-	(88 699)
<b>Total changes</b>	<b>(88 699)</b>	<b>22 640 090</b>	<b>22 551 391</b>
<b>Balance at 31 March 2017</b>	<b>125 796 254</b>	<b>166 635 128</b>	<b>292 431 382</b>

Note(s)

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# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### CASH FLOW STATEMENT

	Note(s)	2017 R	2016 R
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Sale of goods and services rendered		127 397 612	116 116 684
Grants received		98 166 072	132 304 348
		<b>225 563 684</b>	<b>248 421 032</b>
<b>Payments</b>			
Employee related costs		(86 196 716)	(77 320 340)
Goods and services		(99 530 634)	(116 209 767)
Transfer to COEGA		(11 129 400)	(3 514 744)
		<b>(196 856 750)</b>	<b>(197 044 851)</b>
<b>Net cash flows (utilised) / generated from operating activities</b>	<b>24</b>	<b>28 706 934</b>	<b>51 376 181</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	6	(2 832 539)	(2 088 566)
Purchase of intangible assets	8	-	(45 770)
<b>Net cash flows from investing activities</b>		<b>(2 832 539)</b>	<b>(2 134 336)</b>
<b>Cash flows from financing activities</b>			
Finance income		12 428 098	7 121 965
<b>Net cash flows from financing activities</b>		<b>12 428 098</b>	<b>7 121 965</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>38 302 493</b>	<b>56 363 810</b>
Cash and cash equivalents at the beginning of the year		179 551 531	123 187 721
<b>Cash and cash equivalents at the end of the year</b>	<b>5</b>	<b>217 854 024</b>	<b>179 551 531</b>



# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

Budget on Accrual Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
	R	R	R	R	R	

#### Statement of Financial Performance

##### REVENUE

##### REVENUE FROM EXCHANGE TRANSACTIONS

Sale of goods	3 003 552	-	3 003 552	3 400 685	397 133	29.1
Rendering of services	105 945 553	-	105 945 553	115 177 232	9 231 679	29.2
Rental of facilities and equipment	1 654 155	-	1 654 155	1 741 086	86 931	29.3
Other Income	1 516 421	-	1 516 421	4 224 694	2 708 273	29.4
Recoveries	-	-	-	100 256	100 256	29.5
Interest received - investment	8 087 907	-	8 087 907	12 634 748	4 546 841	29.6
<b>Total revenue from exchange transactions</b>	<b>120 207 588</b>	<b>-</b>	<b>120 207 588</b>	<b>137 278 701</b>	<b>17 071 113</b>	

##### REVENUE FROM NON-EXCHANGE TRANSACTIONS

##### TRANSFER REVENUE

Government grants	72 045 000	-	72 045 000	78 862 824	6 817 824	29.7
<b>Total revenue</b>	<b>192 252 588</b>	<b>-</b>	<b>192 252 588</b>	<b>216 141 525</b>	<b>23 888 937</b>	

##### EXPENDITURE

Personnel	(85 025 111)	-	(85 025 111)	(87 648 690)	(2 623 579)	29.8
Depreciation and amortisation	(5 670 971)	-	(5 670 971)	(6 492 706)	(821 735)	29.9
General Expenses	(101 556 506)	-	(101 556 506)	(93 795 399)	7 761 107	29.10
Infrastructure expenditure	-	-	-	(5 564 640)	(5 564 640)	29.11
<b>Total expenditure</b>	<b>(192 252 588)</b>	<b>-</b>	<b>(192 252 588)</b>	<b>(193 501 435)</b>	<b>(1 248 847)</b>	

**Surplus before taxation** - - - **22 640 090** **22 640 090**

**Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement** - - - **22 640 090** **22 640 090**

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

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#### 1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practice (GRAP), including any interpretations and directives issued by the Accounting Standards Board in accordance with Section 122(3) of the Companies Act, 71 of 2008.

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these annual financial statements, are disclosed below.

##### 1.1 Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost or fair value of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The bulk of the land on Robben Island on which the Museum operates is not brought to account as it is not the property of the Museum but government owned and only managed by the Museum on behalf of government. Improvement costs incurred by the Museum with regards to these assets are capitalised and depreciated over the estimated useful lives of these assets.

The Nelson Mandela Gateway building used by the Museum is recognised as owner occupied property and accounted for at cost, and depreciated over the useful lives of the building. Where management has dual usage of a building and has commenced use for investment purposes and this use is not material in relation to the total cost of the building, the building will be reflected as owner occupied and will not be proportionately split into investment and owner occupied property.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised. All other repairs and maintenance costs are charged to the statement of financial performance during the financial period in which they are incurred.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits or service potential associated with the item will flow to the Museum and the cost of the item can be measured reliably. These costs are depreciated over the remaining useful lives of the assets.

All classes of property, plant and equipment except for boats are carried at cost less accumulated depreciation and any accumulated impairment losses.

Boats shall be revalued at least once every five years. If economic conditions have had a substantial impact on the value of a class of boats, prior to the five year period, such valuation will be performed on the identified class of boats. When boats are revalued the accumulated depreciation is eliminated against the gross carrying amount of the asset and the gross carrying amount is restated to the revalued amount.

Books shall be revalued at least once every five years. If economic conditions have had a substantial impact on the value of a class of books, prior to the five year period, such valuation will be performed on the identified class of books.

Any increase in an asset's carrying amount, as a result of a revaluation, is credited directly to a revaluation surplus. The increase is recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit.

Any decrease in an asset's carrying amount, as a result of a revaluation, is recognised in surplus or deficit in the current period. The decrease is debited directly to a revaluation surplus to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

The increases in the carrying amount arising on revaluation of boats are credited to the revaluation reserve in net assets. Decreases that offset previous increases of the same asset are charged against the revaluation reserve directly in the statement of changes of net assets; all other decreases (depreciation and impairments) are charged to the statement of financial performance. The revaluation reserve will be released and transferred to 'accumulated surplus' when the assets are disposed of.

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

#### 1.1 Property, plant and equipment (continued)

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Average useful life
Buildings	40 years
Plant, machinery, tools	5-10 years
Furniture and fixtures	5-11 years
Television sets, video machines, safety and medical equipment	5-10 years
Motor vehicles	5-8 years
Cranes	15 years
Computer equipment	3-9 years
Leasehold improvements	3 years
Books	Indefinite
Boats	
Hull	20 years
Propulsion system, engine, gear box and propellers	20 years
Deck equipment, rib, winches, cranes and anchors	5-7 years
Navigation, communication and scientific surveillance equipment	5-7 years

The residual value, the useful life and depreciation method of each asset are reviewed at least at each reporting date. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

A change in accounting estimate is an adjustment of the carrying amount of an asset or a liability, or the amount of the periodic consumption of an asset, that results from the assessment of the present status of, and expected future benefits and obligations associated with, assets and liabilities.

The effect of a change in an accounting estimate, shall be recognised prospectively by including it in surplus or deficit in: (a) the period of the change, if the change affects that period only; or (b) the period of the change and future periods, if the change affects both. To the extent that a change in an accounting estimate gives rise to changes in assets and liabilities, or relates to an item of net assets, it shall be recognised by adjusting the carrying amount of the related asset, liability or item of net assets in the period of the change.

Reviewing the useful life of an asset on an annual basis does not require the entity to amend the previous estimate unless expectations differ from the previous estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use or disposal of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Property, plant and equipment which the entity holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. These assets are not accounted for as non-current assets held for sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

#### 1.2 Intangible assets

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

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#### 1.2 Intangible assets (continued)

Intangible assets are initially recognised at cost. The cost of a separately acquired intangible asset comprises: its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates; and any directly attributable costs of preparing the asset for its intended use.

Intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

All assets are considered non-cash generating except the boats.

The entity assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Useful life
Computer software, other	3-8 years

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

#### 1.3 Heritage assets

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

The entity recognises a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the entity, and the cost or fair value of the asset can be measured reliably.

If an entity holds an asset that might be regarded as a heritage asset but which, on initial recognition, does not meet the recognition criteria of a heritage asset because it cannot be reliably measured, relevant and useful information about it shall be disclosed in the notes to the financial statements.

A heritage asset that qualifies for recognition as an asset shall be measured at its cost. Where a heritage asset is acquired through a non-exchange transaction, its cost shall be measured at its fair value as at the date of acquisition.

#### Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

After recognition as an asset, a class of heritage assets, whose fair value can be measured reliably, is carried at a revalued amount, being its fair value at the date of the revaluation less any subsequent impairment losses.

If a heritage asset's carrying amount is increased as a result of a revaluation, the increase is credited directly to a revaluation surplus. However, the increase is recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same heritage asset previously recognised in surplus or deficit.

If a heritage asset's carrying amount is decreased as a result of a revaluation, the decrease is recognised in surplus or deficit. However, the decrease is debited directly to a revaluation surplus to the extent of any credit balance existing in the revaluation surplus in respect of that heritage asset.

Heritage assets shall be revalued at least once every five years. If economic conditions have had a substantial impact on the value of a class of heritage assets, prior to the five year period, such valuation will be performed on the identified class of heritage assets.

#### Impairment

The entity assess at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the heritage asset.



## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

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#### 1.3 Heritage assets (continued)

##### Transfers

Transfers from heritage assets are only made when the particular asset no longer meets the definition of a heritage asset.

Transfers to heritage assets are only made when the asset meets the definition of a heritage asset.

##### Derecognition

The entity derecognises heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset. Such difference is recognised in surplus or deficit when the heritage asset is derecognised.

#### 1.4 Financial instruments

An entity shall recognise a financial asset or a financial liability in its statement of financial position when, and only when, the entity becomes a party to the contractual provisions of the instrument. An entity recognises financial assets using trade date accounting.

The issuer of a financial instrument shall classify the instrument, or its component parts, on initial recognition as a financial liability, a financial asset or residual interest in accordance with the substance of the contractual arrangement and the definitions of a financial liability, a financial asset and a residual interest.

When a financial asset or financial liability is recognised initially, an entity shall measure it at its fair value plus, in the case of a financial asset or a financial liability not subsequently measured at fair value, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

An entity shall measure all financial assets and financial liabilities after initial recognition using the following categories: (a) Financial instruments at fair value. (b) Financial instruments at amortised cost. (c) Financial instruments at cost. All financial assets measured at amortised cost, or cost, are subject to an impairment review.

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value shall be recognised in surplus or deficit. For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

An entity shall assess at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired. If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition). The carrying amount of the asset shall be reduced either directly or through the use of an allowance account. The amount of the loss shall be recognised in surplus or deficit.

If there is objective evidence that an impairment loss has been incurred on an investment in a residual interest that is not measured at fair value because its fair value cannot be measured reliably, the amount of the impairment loss is measured as the difference between the carrying amount of the financial asset and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses shall not be reversed.

An entity shall derecognise a financial asset only when: (a) the contractual rights to the cash flows from the financial asset expire, are settled or waived; (b) the entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or (c) the entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity shall: (i) derecognise the asset; and (ii) recognise separately any rights and obligations created or retained in the transfer.

An entity shall remove a financial liability (or a part of a financial liability) from its statement of financial position when, and only when, it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

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#### 1.4 Financial instruments (continued)

A financial asset and a financial liability shall be offset and the net amount presented in the statement of financial position when, and only when, an entity: (a) currently has a legally enforceable right to set off the recognised amounts; and (b) intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Cash and cash equivalents are measured at amortised cost. Cash includes cash on hand and cash with banks. Cash equivalents are short-term highly liquid investments that are held with registered banking institutions with maturities. For the purposes of the Cash Flow Statement, cash and cash equivalents comprise cash on hand and short term deposits held.

Trade and other receivables are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition and subsequently stated at amortised cost, less provision for impairment. All trade and other receivables are assessed at least annually for possible impairment. Impairments of trade and other receivables are determined in accordance with the accounting policy for impairments. Impairment adjustments are made through the use of an allowance account. Provision is made for bad debts for all debtors older than 90 days.

Trade payables are initially measured at fair value plus transaction costs that are directly attributable to the acquisition and are subsequently measured at amortised cost using the effective interest rate method.

#### 1.5 Tax

No provision has been made for SA Income Taxation, as the Museum is exempt from income taxation in terms of section 10 (1) (cA) (i) of the Income Tax Act, 1962.

#### 1.6 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value on the first in first out basis.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

#### 1.7 Impairment of non-financial assets

The entity assesses at each statement of financial position date whether there is any indication that an asset may be impaired. If any such indication exists, the entity estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in surplus or deficit. Any impairment loss of a re-valued asset is treated as a revaluation decrease.

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

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#### 1.7 Impairment of non-financial assets (continued)

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation. Any reversal of an impairment loss of a re-valued asset is treated as a revaluation increase.

#### 1.8 Impairment of non-cash-generating assets

An entity shall assess at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the entity shall estimate the recoverable service amount of the asset.

Entities are required to annually assess, by considering internal and external factors, whether there is an indication that a non-cash-generating asset may be impaired. If any such indications are triggered, the entity is required to estimate the recoverable service amount of that asset.

A non-cash-generating asset will be impaired when its carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of the non-cash-generating asset's fair value less costs to sell and its value in use.

If the recoverable service amount of an asset is less than its carrying amount, the entity must reduce the asset's carrying amount to the recoverable service amount and recognise the impairment loss in surplus or deficit. However, if the asset is carried at a revalued amount, then the impairment loss should be treated as a revaluation decrease. After the impairment loss has been recognised, the entity must adjust the depreciation or amortisation charge to allocate the revised carrying amount over the remaining useful life of the asset.

The reversal of the impairment loss is recognised in surplus or deficit unless the asset is carried at a revalued amount, in which case the reversal is treated as a revaluation increase. The depreciation or amortisation charge should also be adjusted after the reversal to allocate the revised carrying amount of the asset over its remaining useful life.

#### 1.9 Employee benefits

##### Short-term employee benefits

When an employee has rendered service to the entity during a reporting period, the entity recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The entity measure the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognise the expected cost of bonus, incentive and performance related payments when the entity has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

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#### 1.9 Employee benefits (continued)

##### Post-employment benefits: Defined contribution plans

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to the entity during a reporting period, the entity recognise the contribution payable to a defined contribution plan in exchange for that service:

- as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the reporting date, an entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

Where contributions to a defined contribution plan do not fall due wholly within twelve months after the end of the reporting period in which the employees render the related service, they are discounted. The rate used to discount reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the obligation.

#### 1.10 Provisions and contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are not recognised for future operating deficits.

#### 1.11 Revenue from exchange transactions

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services provided in the normal course of business, net of trade discounts and volume rebates.

##### Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- the entity has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- the entity retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.



## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

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#### 1.11 Revenue from exchange transactions (continued)

##### Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When a specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

##### Finance income

Interest is recognised, in surplus or deficit, using the effective interest rate method.

#### 1.12 Revenue from non-exchange transactions

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

When, as a result of a non-exchange transaction, the entity recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

Unconditional grants received (i.e. Grants received without any conditions attached) will be recognised as revenue equal to the fair value of the assets received for no consideration.

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

#### 1.13 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

#### 1.14 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

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#### 1.15 Irregular expenditure

Irregular expenditure is any expenditure incurred by the entity that contravenes any applicable legislation.

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

#### 1.16 Budget information

The Entity are typically subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar.

General purpose financial reporting by entity shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

The approved budget is prepared on an accrual basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 2016/04/01 to 2017/03/31.

The annual financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

Refer to note 29 for additional information.

#### 1.17 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

##### Operating leases - lessor

Operating lease revenue is recognised as revenue on a straight-line basis over the lease term unless another systematic basis is more representative of the time pattern of the user's benefit.

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease revenue.

##### Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term unless another systematic basis is more representative of the time pattern of the user's benefit. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability. The asset or liability is not discounted.

Any contingent rents are expensed in the period they are incurred.

#### 1.18 Borrowing costs

Borrowing costs are interest and other expenses incurred by an entity in connection with the borrowing of funds.

Borrowing costs are recognised as an expense in the period in which they are incurred.

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### ACCOUNTING POLICIES

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#### 1.19 Related parties

The entity operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only entities within the national sphere of government are considered to be related parties.

#### 1.20 Events after reporting date

Recognised amounts in the financial statements are adjusted to reflect events arising after the reporting date that provide evidence of conditions that existed at the reporting date. Events after the reporting date that are indicative of conditions that arose after the reporting date are dealt with by way of a note.

#### 1.21 Going concern assumption

These annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

#### 1.22 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements.

Significant judgements include:

##### Inventory

An allowance for stock to write stock down to the lower of cost or net realisable value. Management have made estimates of the selling price and direct cost to sell on certain inventory items. The write down is included in the operation surplus note.

##### Impairment of heritage assets, intangible assets, property, plant and equipment

The calculation in respect of the impairment of property, plant and equipment is based on an assessment of the extent to which the recoverable amount of the asset has declined below the carrying amount. This was performed across all classes of heritage assets, intangible assets, property, plant and equipment.

##### Provisions and contingencies

Provisions and contingencies were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions and contingencies are included in note 13 and 26.

##### Useful lives of intangible assets, property, plant and equipment

The useful lives of assets are based on management's estimates. Management considers the impact of technology, service requirements, expected physical wear and tear on the asset, expected usage of the asset and any legal or similar limitations on the use of the assets to determine the period over which an item of property is depreciated.

##### Revaluation of assets

Estimates are required in computing fair values for items measured under the revaluation model. These estimates are subjective and require an array of inputs and difficult estimates.

#### 1.23 Commitments

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore salary commitments relating to employment contracts or social security benefit commitments are excluded.

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
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## 2. NEW STANDARDS AND INTERPRETATIONS

### 2.1 Standards and interpretations effective and adopted in the current year

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
<ul style="list-style-type: none"> <li>GRAP 17 (as amended 2015): Property, Plant and Equipment</li> </ul>	01 April 2016	The impact is not material.

### 2.2 Standards and interpretations issued, but not yet effective

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after 01 April 2017 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
<ul style="list-style-type: none"> <li>GRAP 32 Service Concession Arrangements: Grantor</li> <li>GRAP 108 Statutory Receivables</li> <li>GRAP 109 Accounting by Principals and Agents</li> <li>GRAP 110 Living and Non-living Resources</li> <li>IGRAP 17 Interpretation of the Standard of GRAP on Service Concession Arrangements Where a Grantor Controls a Significant Residual Interest in an Asset</li> <li>GRAP 20: Related parties</li> </ul>	01 April 2017 01 April 2017 01 April 2017 01 April 2017 01 April 2017 01 April 2017	Not significant Not significant Not significant Not significant Not significant Not significant

## 3. INVENTORIES

Books and posters	612 871	668 270
Consumable fuel (diesel, petrol)	478 219	190 092
Inventory Alpha One	8 722	17 263
Other	18 682	19 328
Village shop inventory	15 507	20 241
	<b>1 134 001</b>	<b>915 194</b>

## 4. TRADE AND OTHER RECEIVABLES

Interest accrued	1 083 867	877 217
Prepaid expenses	5 900 220	361 797
Staff debtors	-	18 747
Sundry debtors	20 686	291 459
Trade debtors	678 984	499 119
	<b>7 683 757</b>	<b>2 048 339</b>

### Fair value of trade and other receivables

Trade and other receivables	678 984	499 119
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Overdue debtors have been excluded.

### Trade debtors consist of:

Gross trade debtors	784 476	584 833
Less provision for doubtful debts	(105 492)	(85 714)



# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
<b>5. CASH AND CASH EQUIVALENTS</b>		
Cash and cash equivalents consist of:		
Cash on hand	54 681	15 946
Bank balances	217 799 343	179 535 585
	<b>217 854 024</b>	<b>179 551 531</b>

### 6. PROPERTY, PLANT AND EQUIPMENT

	2017			2016		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Buildings	34 781 466	(14 383 647)	20 397 819	34 559 638	(13 517 063)	21 042 575
Plant and machinery	1 085 631	(603 396)	482 235	973 456	(598 850)	374 606
Furniture and fixtures	5 685 190	(5 183 685)	501 505	6 338 543	(5 763 932)	574 611
Motor vehicles	11 382 941	(10 657 829)	725 112	11 466 941	(10 262 163)	1 204 778
Computer equipment	8 760 239	(6 174 031)	2 586 208	7 340 403	(6 092 069)	1 248 334
Leasehold improvements	908 403	(327 063)	581 340	1 391 570	(507 482)	884 088
Books	399 940	-	399 940	401 445	-	401 445
Boats	33 165 378	(15 278 699)	17 886 679	33 000 430	(11 549 464)	21 450 966
<b>Total</b>	<b>96 169 188</b>	<b>(52 608 350)</b>	<b>43 560 838</b>	<b>95 472 426</b>	<b>(48 291 023)</b>	<b>47 181 403</b>

#### Reconciliation of property, plant and equipment - 2017

	Opening balance	Additions	Depreciation	Impairment loss	Impairment reversal	Total
Buildings	21 042 575	221 828	(866 584)	-	-	20 397 819
Plant and machinery	374 606	191 844	(81 872)	(2 742)	399	482 235
Furniture and fixtures	574 611	182 615	(244 643)	(22 462)	11 384	501 505
Motor vehicles	1 204 778	-	(479 666)	-	-	725 112
Computer equipment	1 248 334	2 071 304	(725 331)	(14 653)	6 554	2 586 208
Leasehold improvements	884 088	-	(302 748)	-	-	581 340
Books	401 445	-	-	(1 505)	-	399 940
Boats	21 450 966	164 948	(3 725 627)	(3 608)	-	17 886 679
	<b>47 181 403</b>	<b>2 832 539</b>	<b>(6 426 471)</b>	<b>(44 970)</b>	<b>18 337</b>	<b>43 560 838</b>

#### Reconciliation of property, plant and equipment - 2016

	Opening balance	Additions	Depreciation	Impairment loss	Total
Buildings	21 906 566	-	(863 991)	-	21 042 575
Plant and machinery	218 947	233 098	(76 914)	(525)	374 606
Furniture and fixtures	656 972	141 706	(216 249)	(7 818)	574 611
Motor vehicles	1 481 336	196 410	(452 100)	(20 868)	1 204 778
Computer equipment	1 657 074	486 850	(884 593)	(10 997)	1 248 334
Leasehold improvements	-	908 404	(24 316)	-	884 088
Books	422 189	-	-	(20 744)	401 445
Boats	25 019 206	122 098	(3 687 105)	(3 233)	21 450 966
	<b>51 362 290</b>	<b>2 088 566</b>	<b>(6 205 268)</b>	<b>(64 185)</b>	<b>47 181 403</b>

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
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#### 6. PROPERTY, PLANT AND EQUIPMENT (continued)

##### Revaluations

The entity's boats were re-valued on the 30th November 2012. The valuation was performed by an independent valuator (Tashoma property valuers and consultants). The revaluation surplus was credited to the statement of changes in net assets in the year of valuation.

Library books were previously considered to be Heritage Assets and therefore not included in the financial statements. Subsequently, the valuation of heritage assets indicated that not all books are heritage and therefore should be recognised as Property Plant and Equipment. The books were valued by M&H Valuation Services on the 30th March 2015. The books were recognised in terms of Directive 7 deemed costs and recognised the effect in the revaluation surplus.

Assets to the value of R 44 970 (2016: R64 185) were written off during the current financial year, due to damage, obsolescence, theft or not verified during the asset verification process. Impairment reversals consists of assets to the value of R 18 337 (2016: 0) being recognised as a result of RIM finding assets that were previously written off.

##### Revaluation of vessels:

A combined approach using the depreciated replacement cost approach and direct comparable market approach was used to determine the fair market value of the boats operated by the entity. The valuation was performed under the assumption that the vessels will operate in its present existing state with the benefit of continuity with the lifespan of the vessels for the foreseeable future.

We have assumed the Machinery and Equipment will be used in its present existing state with the benefit of continuity with the lifespan of the vessels for the foreseeable future. Deferred maintenance, physical wear and tear, operating malfunctions, lack of utility and other observable conditions were considered during the performance of the valuation.

##### Revaluation of books:

The valuation of the books was performed by independent valuator Mr. P Myson.

The valuation was prepared on the current market value basis, viz. determined directly by reference to observable prices in an active market. No significant assumptions were made during the valuation besides consideration given to functional obsolescence.

##### Repairs and maintenance for the year

Repairs and Maintenance	6 788 862	10 898 071
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##### Expenditure incurred to repair and maintain property, plant and equipment consists of the following

Boats	5 309 386	8 645 778
Buildings	612 446	1 377 582
Computer equipment	2 190	10 594
Motor Vehicles	864 840	864 117
	<b>6 788 862</b>	<b>10 898 071</b>

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
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#### 6. PROPERTY, PLANT AND EQUIPMENT (continued)

##### CHANGE IN ESTIMATE

In the current year RIM reassessed the useful lives of computer equipment, boats, plant and intangible assets. Assets useful lives were extended or decreased by one, two or three years depending on the condition and expected future benefits that will be derived from the use of these assets. The change in accounting estimate effect will be accounted for prospectively in terms of GRAP 3.

Statement of financial position- Net effect	2017	Within 1 year	2 to 5 years
Plant and machinery	24 117	6 758	-
Computer equipment	480 484	155 614	-
Furniture and Fixtures	6 626	2 921	-
Intangible assets	1 055	1 477	-
	<b>512 282</b>	<b>166 770</b>	<b>-</b>

Statement of financial performance- Net effect	2017	2016
Depreciation	(512 282)	345 511
	<b>(512 282)</b>	<b>345 511</b>

#### 7. CAPITAL COMMITMENTS

Marine Cape Town: Capital Expenditure (Boats)	393 608	-
Datacentrix (Computer Equipment)	124 094	-
	<b>517 702</b>	<b>-</b>

At reporting date a supplier, Marine Cape Town has been approved to manufacture cradle for Sikhululekile.

At reporting date a supplier, Datacentrix invoiced Robben Island Museum for services not yet rendered at year end.

#### 8. INTANGIBLE ASSETS

	2017			2016		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software	38 910	(19 219)	19 691	430 233	(338 646)	91 587

##### Reconciliation of intangible assets - 2017

	Opening balance	Amortisation	Impairment loss	Total
Computer software	91 587	(66 235)	(5 661)	19 691

##### Reconciliation of intangible assets - 2016

	Opening balance	Additions	Amortisation	Total
Computer software	105 966	45 770	(60 149)	91 587

All intangible assets are externally acquired.

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017			2016		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Arts and Artefacts	66 005 124	(99 325)	65 905 799	66 005 124	(65 025)	65 940 099
Audio Visual	26 185 414	(84 150)	26 101 264	26 185 414	(83 300)	26 102 114
Photographic	15 760 000	(268 500)	15 491 500	15 760 000	(237 200)	15 522 800
<b>Total</b>	<b>107 950 538</b>	<b>(451 975)</b>	<b>107 498 563</b>	<b>107 950 538</b>	<b>(385 525)</b>	<b>107 565 013</b>

#### Reconciliation of heritage assets 2017

	Opening balance	Impairment losses recognised	Total
Arts and Artefacts	65 940 099	(34 300)	65 905 799
Audio Visual	26 102 114	(850)	26 101 264
Photographic	15 522 800	(31 300)	15 491 500
	<b>107 565 013</b>	<b>(66 450)</b>	<b>107 498 563</b>

#### Reconciliation of heritage assets 2016

	Opening balance	Impairment losses recognised	Total
Arts and Artefacts	66 005 124	(65 025)	65 940 099
Audio Visual	26 185 414	(83 300)	26 102 114
Photographic	15 760 000	(237 200)	15 522 800
	<b>107 950 538</b>	<b>(385 525)</b>	<b>107 565 013</b>

#### Heritage assets which fair values cannot be reliably measured

##### Historical paper boxes and files

The following heritage assets cannot be reliably measured: Historical paper boxes and files. Robben Island Museum is a custodian to one of the largest archives of liberation struggle materials in the country. The boxes contain many unique materials chronicling the struggle for freedom, or to Robben Island and imprisonment under apartheid. For the financial year ending 31 March 2017, historical paper boxes and files count was 15 714. Fair value cannot be determined reliably due to no active market for the items.

##### Revaluations

##### Arts and artefacts

The effective date of the revaluation was 2015/03/31. Revaluations were performed by independent valuer, Mr Philip Powell.

The method used to determine fair value is Open Market Value (OMV) principles, which refer to the Fair Value in accordance with accounting practice (GRAP). Where relevant the appraiser consulted with professional colleagues, specialists and advisors in determining the Open Market Value.

Art and artefacts assets to the value of R 34 300 were written off during the current financial year, due to damage, obsolescence, theft or not verified during the asset verification process.

The revaluation surplus relating to the Arts and Artefacts is as follows:



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## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
<b>9. HERITAGE ASSETS (continued)</b>		
Opening balance	65 940 099	66 005 124
Write off	(34 300)	(65 025)
<b>Closing balance</b>	<b>65 905 799</b>	<b>65 940 099</b>

#### Photographic

The effective date of the revaluation was 2015/03/31. Revaluations were performed by independent valuer, Mr Philip Powell

The method used to determine fair value is Open Market Value (OMV) principles, which refer to the Fair Value in accordance with accounting practice (GRAP). Where relevant the appraiser consulted with professional colleagues, specialists and advisors in determining the Open Market Value.

Photographic assets to the value of R 31 300 were written off during the current financial year, due to damage, obsolescence, theft or not verified during the asset verification process.

The revaluation surplus relating to the photographic collection is as follows:

Opening balance	15 522 800	15 760 000
Write off	(31 300)	(237 200)
<b>Closing balance</b>	<b>15 491 500</b>	<b>15 522 800</b>

#### Audio Visual

The effective date of the revaluation was 2015/03/31. Revaluations were performed by independent valuer, Mr Philip Powell

The method used to determine fair value is Open Market Value (OMV) principles, which refer to the fair value in accordance with accounting practice (GRAP). Where relevant the appraiser consulted with professional colleagues, specialists and advisors in determining the Open Market Value.

Audio Visual assets to the value of R 850 were written off during the current financial year, due to damage, obsolescence, theft or not verified during the asset verification process.

The revaluation surplus relating to the Audio Visual collection is as follows:

Opening Balance	26 102 114	26 185 414
Write off	(850)	(83 300)
<b>Closing balance</b>	<b>26 101 264</b>	<b>26 102 114</b>

### 10. DEPOSITS

#### Deposits

Deposits	286 378	138 553
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Deposits were paid in respect of V & A Waterfront. The short term portion of deposits are included in cash and cash equivalents.

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
<b>11. TRADE AND OTHER PAYABLES</b>		
Accrued bonus	1 373 990	1 240 748
Accrued expenditure	627 066	3 107 925
Accrued leave pay	5 327 964	4 027 979
Income received in advanced	6 216 817	3 618 415
Sundry payables	2 055	17 753
Ticket sales refundable	276 520	192 050
Trade payables	10 269 901	7 463 543
	<b>24 094 313</b>	<b>19 668 413</b>

Income received in advance represents ticket sales for the tours after 31 March 2017.

#### Fair value of trade and other payables

Trade payables	10 269 901	7 463 543
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### 12. UNSPENT CONDITIONAL GRANTS AND RECEIPTS

#### Movement during the year

Balance at the beginning of the year	47 584 963	250 000
Deferred income recognised	(6 817 824)	(516 641)
Transfer to COEGA	(6 473 812)	(3 514 744)
Contingent grant received	26 121 072	51 366 348
	<b>60 414 399</b>	<b>47 584 963</b>

Robben Island Museum has the following unspent grants at the year end: Department of Tourism R 8,6m. Department of Arts and Culture Infrastructure R 51,8m. Revenue is recognised when expenditure is incurred in executing the Department of Tourism and Infrastructure related activities.

#### Prior year reclassification

In the prior year, transfer payments to COEGA were not set off against deferred income. The deferred income was included in revenue and expenditure was included in general expenses. The adjusted classification provides a fairer representation on the annual financial statement

#### Effect on the statement of financial performance

Effect on transfer revenue	(3 514 744)
Effect on general expenses	(3 514 744)

<b>Effect on surplus/deficit for the period</b>	<b>-</b>
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# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R		
<b>13. PROVISIONS</b>				
<b>Reconciliation of provisions - 2017</b>				
	Opening Balance	Additions	Utilised during the year	Total
Provision for workmens compensation	135 021	136 178	(143 797)	127 402
Provision for litigation	-	750 000	-	750 000
	<b>135 021</b>	<b>886 178</b>	<b>(143 797)</b>	<b>877 402</b>

#### Reconciliation of provisions - 2016

	Opening Balance	Additions	Utilised during the year	Total
Provision for workmens compensation	128 166	125 406	(118 551)	135 021

The provision is calculated as a % of employees earnings per year. Information is submitted to the Department of Labour annually, who provides a statement of amount payable in respect of the provision raised. Based on history, the timing of the required payments are uncertain.

The provision for litigation relates to a settlement on an injury claim by a tourist. There is uncertainty around the timing of payment.

### 14. RISK MANAGEMENT

#### Financial risk management

The entity's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk.

The management of the entity have overall responsibility for the establishment and monitoring of the entity's risk management policies and procedures which have been established to identify and analyse the risks faced by the entity, to set appropriate risk limits and controls and to monitor adherence to limits, risk management policies and procedures and reviewed regularly to reflect changes in market conditions and the entity's activities.

#### Liquidity risk

The entity's risk to liquidity is a result of the funds available to cover future commitments. The entity manages liquidity risk through an ongoing review of future commitments and credit facilities.

Cash is managed prudently by keeping sufficient cash in bank accounts. Cash is received from Government funding and several project funders. This cash is managed on behalf of the funders, and separate bank accounts are held for funders money as and when required.

#### Credit risk

Credit risk arises from cash and cash equivalents and deposits with banks, as well as credit exposures to customers, including outstanding receivables and committed transactions. Sales to customers are settled in cash or using major credit cards. All deposits are with reputable major banks.

#### Aged debtors for debtors that are overdue but not impaired

30 days	5 709	5 229
60 days	5 102	72 241
90 days	93 853	4 422
	<b>104 664</b>	<b>81 892</b>

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
<b>14. RISK MANAGEMENT (continued)</b>		
<b>Market risk</b>		
The entity has interest interest-bearing assets however the entity's income and operating cash flows are substantially independent of changes in market interest rates.		
<b>31 March 2017</b>	Floating interest	Total
Bank Balances	0%-6,5%	217 854 024
<b>31 March 2016</b>		
Bank Balances	0% - 6,5%	179 551 531
<b>Currency risk</b>		
There were no open forward exchange contracts at the year-end. The entity had no exposure to foreign currency at the reporting date.		
<b>15. FINANCE INCOME</b>		
<b>Interest revenue</b>		
Bank	12 634 748	7 438 620
<b>16. REVENUE FROM NON-EXCHANGE TRANSACTIONS</b>		
A business relationship currently exist between Robben Island Museum (RIM), Department of Art & Culture (DAC) and Department of Public Works (DPW). DAC currently funds approved Capital Projects, Municipal Charges and Lease expenditure for all property under the custodianship of DPW. DPW has however a mandate of acting as an implementation agent with regard to Infrastructure Projects, Property Management and the related maintenance at RIM . It also enters into third party relationships on behalf of DAC's entities emanating from the above mentioned relationship. DAC paid DPW for expenses relating to Municipal Charges and Operating Lease expenses during the current financial year on behalf of RIM.		
<b>17. GRANTS</b>		
<b>Operating grants</b>		
MTEF allocated DAC operational grant (unconditional)	72 045 000	68 419 000
Deferred income recognised (conditional grants)	6 817 824	516 641
DAC infrastructure (unconditional)	-	12 519 000
	<b>78 862 824</b>	<b>81 454 641</b>
<b>18. EMPLOYEE RELATED COSTS</b>		
13th Cheque payments	4 151 226	3 781 747
Basic salary	55 202 823	50 035 088
Defined contribution plans	6 598 988	5 735 962
Housing benefits and allowances	8 185 714	7 463 646
Leave pay provision charge	1 549 716	966 189
Medical aid - entity contributions	9 359 190	8 149 285
Other short term costs	429 861	341 778
SDL	756 493	716 551
Service rewards	57 000	26 250
Travel, subsistence and other allowances	794 872	221 048
UIF	426 628	415 182
WCA	136 179	125 405
	<b>87 648 690</b>	<b>77 978 131</b>



# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
<b>19. DEPRECIATION AND AMORTISATION</b>		
Depreciation	6 426 471	6 205 268
Amortization	66 235	60 149
	<b>6 492 706</b>	<b>6 265 417</b>
<b>20. FINANCE COSTS</b>		
Trade and other payables	-	325 384
<b>21. GENERAL EXPENSES</b>		
Advertising	557 288	384 840
Agency and support / outsourced services	7 074 431	7 024 504
Assets expensed	98 202	51 980
Assets written off	10 045	64 185
Auditors remuneration	1 938 897	1 791 841
Bank charges	2 753 996	2 339 028
Boat expenses	5 527 546	8 768 809
Business and advisory consulting fees	5 523 629	3 535 619
CCMA dismissals expense	-	80 000
Catering	390 723	186 307
Communication	3 985 169	4 235 208
Consumables	1 871 772	1 736 046
Education	21 861	146 691
Electricity generator	-	3 372 373
Exhibitions	279 198	588 119
Fuel and oil	9 012 037	7 430 479
Heritage conservation cost	29 650	123 862
Heritage programmes	237 185	103 126
Hire of boats	35 375 400	44 296 236
Infrastructure and maintenance	377 118	1 549 990
Insurance	946 148	898 492
Internal Audit	521 510	401 816
Inventory write off	28 987	214 930
Legal professional fees	2 876 014	2 549 938
Legal settlement	750 000	-
Medical expenses	89 710	54 930
Motor vehicle expenses	241 868	247 255
Other administrative expenses	256 876	152 805
Owned and leasehold property expenses	10 539 430	9 412 172
Printing and stationery	483 221	320 705
Projects (EPP and GRAP 103)	454 749	625 714
Relocation and recruitment costs	657 029	1 045 153
Repairs and Maintenance- Motor Vehicles	864 840	864 117
Robben Island water and power	-	644 182
SARS	-	538 358
Staff Training	1 429 058	848 919
Staff welfare	87 200	7 881
Travel and subsistence	2 266 704	1 549 475
Venue expenses	1 782 427	1 106 675
	<b>99 339 918</b>	<b>109 292 760</b>

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
<b>22. REVALUATION RESERVE</b>		
Opening balance	125 884 953	126 270 478
Change during the year (Heritage Assets)	(66 450)	(385 525)
Changes during the year (Books)	(1 505)	-
Adjustment to revaluation reserve	(20 744)	-
	<b>125 796 254</b>	<b>125 884 953</b>

Boats revaluation reserve	17 897 751	17 897 751
Heritage assets revaluation reserve	107 498 563	107 565 013
Books revaluation reserve	399 940	422 189
	<b>125 796 254</b>	<b>125 884 953</b>

The revaluation reserve consists of the surplus from the revaluation of boats, heritage assets and books.

### 23. RENDERING OF SERVICES

Private and guided tours	2 087 090	1 175 760
Robben Island Museum tour sales	110 893 436	101 399 507
Cargo sales	877 000	432 155
Hospitality, accommodation and management fees	1 319 706	1 171 406
	<b>115 177 232</b>	<b>104 178 828</b>

### 24. Cash generated from operations

Surplus	22 640 090	11 763 855
<b>Adjustments for:</b>		
Depreciation and amortisation	6 492 706	6 265 417
Interest income	(12 428 098)	(7 121 965)
Movements in operating leases	(3 476)	223 232
Movements in provisions	742 381	6 855
Movement in deposit held	(147 825)	(25 329)
Assets written off	10 045	64 185
<b>Changes in working capital:</b>		
Inventories	(218 807)	245 784
Trade and other receivables	(5 635 418)	(1 066 659)
Trade and other payables	4 425 900	(6 314 157)
Unspent conditional grants and receipts	12 829 436	47 334 963
	<b>28 706 934</b>	<b>51 376 181</b>

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
<b>25. LEASES</b>		
<b>Operating leases - as lessee</b>		
<b>Minimum lease payments due</b>		
- within one year	3 442 164	3 987 597
- in second to fifth year inclusive	10 185 661	13 097 910
- later than five years	-	529 915
	<b>13 627 825</b>	<b>17 615 422</b>

Property rental lease expenses are represented by Jetty 1 rentals and office space.

The effect of straight lining the operating lease relating to office space resulted in an increase in expenses in the statement of financial performance of R 70 858 (2016: R 6 426). The effect on the statement of financial position was an increase in liabilities of R 77 284 (2016: R 6 426).

A lease incentive has been offered to RIM from V and A waterfront for improvements made to the office. The total amount of the incentive was R 223 000. The effect of straight lining the operating lease incentive relating to office space was a decrease in expenses in the statement of financial performance of R 74 333 (2016: R 6 194). The effect on the statement of financial position was an increase in non current liabilities of R 68 139 (2016: R 142 473) and an increase in current liabilities of R 74 333 (2016: R 74 333).

#### Minimum lease payments due (Office equipment rentals)

- within one year	144 296	151 944
- in second to fifth year inclusive	149 119	227 916
	<b>293 415</b>	<b>379 860</b>

Office equipment leases comprises of photocopy machines. Photocopy machine leases are negotiated for an average of three years and additional fees are payable based on the number of photo copies made during the period.

#### Operating leases - as lessor (income)

<b>Minimum lease payments due</b>		
- within one year	1 158 422	1 092 851
- in second to fifth year inclusive	907 335	2 065 757
	<b>2 065 757</b>	<b>3 158 608</b>

The entity leases out fixed property on two leases. The leases were classified as operating leases. The Docks Restaurant property is currently not being leased. The operating lease relating to Tigers Eye was renewed in the 2013/14 financial year.

### 26. CONTINGENCIES

#### Contingent liabilities

Current period surplus	22 177 233	11 763 855
Prefessional Security CC	600 000	-
	<b>22 777 233</b>	<b>11 763 855</b>

Litigation was instituted by Prefessional Security CC relating to awarding of a tender. Robben Island Museum will be liable to pay a settlement in respect of the litigation. The expected amount payable is speculative and the timing of the payments are uncertain. The payment settlement is still under appeal.

A written request has been submitted to National Treasury in order to retain the current years surplus in terms of S 53(3) of the Public Finance Management Act. The outcome that Robben Island Museum will be required to repay the surplus is highly unlikely.

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	2017 R	2016 R
<b>27. RELATED PARTIES</b>		
<b>Related party transactions</b>		
<b>Department of Arts and Culture</b>		
Conditional grants received	26 121 072	41 099 707
Unconditional grants received	-	12 519 000
MTEF allocated DAC operational grant received	72 045 000	68 419 000

DAC is the controlling authority of the Museum. The following government grants were received from DAC for earmarked funds included in the medium term expenditure framework (MTEF).

Conditional grants received from the allocated medium term expenditure framework (MTEF) for specific purposes.

Operational grants received from the allocated medium term expenditure framework (MTEF) for operational purposes.

Unconditional grants received to be allocated toward island infrastructure and maintenance purposes.

### 28. FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure of R 0 (2016: R325 384) was incurred in the current financial year. In 2016 a payment was made to the South African Revenue Services for an amount of R325 384 relating to interest and penalties on long outstanding disputes. The full amount was written off in the 2016 financial year.

Fruitless and wasteful expenditure relating to the previous financial years (2014 and 2015) was written off by council on the 30 June 2016.

The expenditure written off for the 2015 financial year end amounts to R 21 109. The expenditure relates to a penalty of R 18 767 issued by the South African Maritime Safety Authority, a traffic fine of R 1 500 incurred from Table bay Police Station and interest of R 842 incurred on Transnet's account.

The expenditure written off for the 2014 financial year end amounts to R 43 248. The expenditure relates to interest and penalties of R 38 839 incurred from the South African Revenue Services; a fine of R 4 137 issued by the South African Maritime Safety Authority and interest of R 272 incurred on Transnet's account.



## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

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#### 29. ACTUAL OPERATING EXPENDITURE VERSUS BUDGETED OPERATING EXPENDITURE

Variance explanations:

29.1) The actual income exceeds the budgeted income by R0.4m due to an increased number of visitors to the Island.

29.2) The actual income exceeds the budgeted income by R9.2m due to the aggressive scheduling of tours to maximise all opportunities and an increase in demand.

29.3) The actual income exceeds the budgeted income by R0.1m.

29.4) The actual income exceeds the budget income by R2.7m due to the recovery of expenses relating to facilities management.

29.5) The actual income exceeds the budgeted income by R0.1m due to RIM recovering amounts in relation to infrastructure activities.

29.6) The actual income exceeds the budgeted income by R4.5m due to the delay in purchasing of the new vessel and conditional grants received.

29.7) The actual income exceeds the budgeted income by R13.3m due to the release of deferred income in respect of conditional grants received.

29.8) The actual expenditure exceeded the budgeted expense by R2.6m due to key positions being filled and other staff movements.

29.9) The actual expenditure exceeded the budget expenditure by R0.8m.

29.10) The actual expenditure was less than budgeted expenditure by R7.7m. Boat hire was R6.9m less than budgeted for, due to more reliance being placed on RIM vessels.

29.11) The actual expense relates to conditional grant expenditure of R5.6m for diesel usage.

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

					2017 R	2016 R
<b>30. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' EMOLUMENTS</b>						
<b>Executive</b>						
<b>2017</b>	Date appointed	Date resigned	Basic salary	Company contributions	Allowances received	Total
MC Llale - CFO	2011/01/15		1 195 391	320 936	67 909	1 584 236
P Taruvinga - CHO	2013/09/01		1 139 427	353 765	137 990	1 631 182
BG Manana - Executive Manager	2015/08/01		1 118 019	349 985	89 477	1 557 480
M Dada - Interim CEO	2015/11/01	2016/06/30	504 000	5 691	27 630	537 321
M Dada - CEO	2016/07/01		1 054 909	285 437	331 384	1 671 730
			<b>5 011 746</b>	<b>1 315 814</b>	<b>654 390</b>	<b>6 981 949</b>
<b>2016</b>	Date appointed	Date resigned	Basic salary	Company contributions	Allowances received	Total
S Mkhize - CEO	2010/11/01	2015/10/31	876 521	221 581	93 983	1 192 085
MC Llale - CFO	2011/01/15		1 117 187	269 007	61 812	1 448 006
P Taruvinga - CHO	2013/09/01		783 279	232 952	89 305	1 105 536
BG Manana - Executive Manager	2015/08/01		722 399	216 259	16 256	954 914
M Dada - Interim CEO	2015/11/01		840 000	-	10 078	850 078
			<b>4 339 386</b>	<b>939 799</b>	<b>271 434</b>	<b>5 550 619</b>
<b>Council members</b>						
		Appointment date	End date	Total 2017	Total 2016	
SB Buthelezi		2012/08/24		23 936	34 487	
R Abdullah		2010/03/24	2016/06/30	15 048	19 196	
M Dada		2010/03/15	2015/10/31	-	12 736	
MS Gwavu		2010/03/30	2016/06/30	27 456	45 031	
GM Masuku		2010/03/15	2016/06/30	4 992	23 767	
L Mpahlwa		2010/03/30		25 456	23 767	
P Nefolovhodwe		2010/03/30		46 176	40 307	
LAK Robinson		2016/07/01		12 480	-	
DR SL Mokene-Matabane		2016/07/01		19 968	-	
L Callinicos		2010/03/24		33 696	36 275	
OB Nqubelani		2010/03/24	2016/06/30	-	-	
M Malapane		2016/07/01		-	-	
				<b>209 208</b>	<b>235 566</b>	

# Annual Financial Statements

## Robben Island Museum

Annual Financial Statements for the year ended 31 March 2017

### NOTES TO THE ANNUAL FINANCIAL STATEMENTS

			2017 R	2016 R
<b>30. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' EMOLUMENTS (continued)</b>				
<b>Audit Committee</b>				
	Appointment date	End date	Total 2017	Total 2016
TF Mosololi	2013/01/14		20 864	30 342
JM Laubscher	2013/01/14		19 408	13 808
TNM Ntshiza	2013/01/14		19 408	13 808
M Malapane	2016/06/30		-	-
M Dada	2010/03/16		-	4 736
P Nefolovhodwe	2010/03/30		-	9 728
			<b>59 680</b>	<b>72 422</b>
<b>Reimbursements</b>				
			Total 2017	Total 2016
S Webster			-	150
P Nefolovhodwe			-	483
JM Laubscher			18 872	7 961
TNM Ntshiza			457	-
			<b>19 329</b>	<b>8 594</b>



# Appendix: Materiality and Significance Framework

Applicable during the 2016/17 Financial Year



Former USA President,  
Barack Obama on a tour  
on the Island



# Materiality and Significance Framework

## 1. Background

This document was developed to give effect to the May 2002 amendment to the Treasury Regulations, whereby the following new requirement was set for public entities:

*“For purposes of material [sections 50(1), 55(2) and 66(1) of the Public Finance Management Act (PFMA)] and significant [section 54(2) of the PFMA], the accounting authority must develop and agree a framework of acceptable levels of **materiality** and **significance** with the relevant **Executive Authority** in consultation with the **external auditors**.”*

[Section 28.1.5]

Public entities are required to include the **Materiality and Significance Framework** in the **Strategic Plan** to be submitted to its **Executive Authority**. [TR 30.1.3] Further, the Materiality and Significance Framework must be detailed in the public entity’s annual report. [TR 28.2.1]

No definitions for the concepts “material” and “significant” are included in either the PFMA or in the Treasury Regulations. Accordingly, in compiling this framework, guidance was sought from, inter-alia “Framework for the Preparation and Presentation of Financial Statements” (issued by the International Accounting Standards Board) which defines “Materiality” in the following terms:

*“Information is material if its omission or misstatement could influence the **economic decisions** of users taken on the basis of the financial statements. Materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement. Thus, materiality provides a threshold or cut-off point, rather than being a primary qualitative characteristic which information must have if it is to be useful.”*

Further guidance was drawn from the International Standard on Auditing (ISA) 320, “Audit Materiality” (issued by the International Auditing and Assurance Standards Board) on the Public Sector Perspective:

*“In assessing materiality, the public sector auditor must, in addition to exercising professional judgment, consider any legislation or regulation which may impact that assessment.*

*In the public sector, materiality is also based on the “context and nature” of an item and includes, for example, sensitivity as well as value. Sensitivity covers a variety of matters such as compliance with authorities, legislative concern or public interest.”*

The reference to “economic” decisions in the “Framework for the Preparation and Presentation of Financial Statements” is therefore, assessed as not being conclusive or wholly appropriate to a public entity such as the Robben Island Museum (RIM).

Further, materiality can be based on a number of financial indicators. Detailed below is an indicative table of financial indicators of the type that is widely accepted in the accounting profession as basis for calculating materiality.

General Basis used in accounting profession	Acceptable Percentage Range	RIM Applicability
Gross Revenue	0.25 – 1%	Applicable; being Grants received, ticket sales and interest income
Gross Surplus	1 – 2%	Applicable; being excess of grants over operating and capital expenditure.
Net Surplus	2.5 – 10%	Applicable; being construction funding not applied during financial year.
Equity	2 – 5%	Not Applicable
Total assets	0.5 – 2%	Applicable; being construction cost (plus capitalised research and development cost and office infrastructure.)

# Materiality and Significance Framework

## 2. Broad Framework for Robben Island Museum

RIM will be dealing with this framework under two main categories, being quantitative and qualitative aspects.

### 2.1 Quantitative aspects

#### Materiality level

The Museum assesses the level of a material loss as being **0.25% of estimated budgeted expenditure (R480 631) for all classes of transactions except for assets.**

**The Museum assesses the level of a material loss as being 0.5% of total assets at 31 March 2016 (R1 689 227) for asset transactions.**

#### Motivation

It is recognised that different levels of materiality can be set for different classes of transactions. RIM has taken the approach of setting a materiality for all classes of transactions except for assets; for which a separate materiality has been set.

#### Factors considered

In determining the said materiality values, RIM took into account factors that include:

#### Nature of RIM's business

**Revenue:** Funding for the Museum primarily comprise grants received from the Department of Arts and Culture; own generated income from tourism activities (ticket sales) together with interest earned on investments in deposit accounts as well as grants from donors.

**Expenditure:** Given the nature of RIM to be an entity mandated to construct and maintain physical structures and house intellectual property, preference is given to gross expenditure as basis of defining the level of materiality.

**Assets:** Given the nature of the change in RIM's treatment of heritage assets, (i.e. capitalising heritage assets) the effect of which has fundamentally changed the structure of RIM's balance sheet. It has been deemed necessary to set a separate materiality for total assets to take cognisance of capitalizing heritage assets.

#### Statutory requirements applicable to the RIM

- RIM is a project funded by the Department of Arts and Culture; approval for its formation having been obtained in terms of sec 38(1) (m) of the PFMA.
- The Museum has been listed as a PFMA Schedule 3A public entity.
- The Council of the Museum is required to execute the mandate in terms of the of the Cultural Institutions' Act.

The Museum accordingly elects to give preference to a lower level of materiality (i.e. closer to the lower level of the acceptable percentage range) due to it being so closely governed by various acts and the public accountability responsibility it has to stakeholders.

#### The control and inherent risks associated with RIM

In assessing the control risk RIM concluded that a materiality level of 0.5% of total assets for asset transactions and 0.25% of expenditure for all other classes of transactions is appropriate and prudent. This assessment is based on the fact that a sound control environment is being maintained. In this regard cognisance was given to amongst other matters:

- Proper and appropriate governance structures have been established that include a Management Committee, CEO and CFO.
- CEO and CFO positions have been created with specific risk management responsibilities;
- An audit committee that closely monitors the control environment of RIM was established;
- The function of internal audit was outsourced to a firm of professional internal auditors; and
- A three year Internal Audit Coverage Plan, based on annual risk assessments being performed. This is annually reviewed and agreed by the audit committee.

# Materiality and Significance Framework

## 3. RIM General Approach to Qualitative Aspects

Materiality is not confined to the size of the entity and the elements of its financial statements.

The Museum recognises that misstatements that are large either individually or in the aggregate may affect a “reasonable” user’s judgement. Further, misstatements may also be material on qualitative grounds. These qualitative grounds include amongst other:

- New ventures that RIM may enter into.
- Unusual transactions entered into that are not of a repetitive nature and are disclosable purely due to the nature thereof due to knowledge thereof affecting the decision making of the user of the financial statements.
- Transactions entered into that could result in reputational risk to RIM.
- Any fraudulent or dishonest behaviour of an officer or staff of RIM.
- Any infringement of the RIM’s agreed performance levels.
- Procedures/processes required by legislation or regulation (e.g. PFMA and the Treasury Regulations).
- Unauthorised, irregular or fruitless and wasteful expenditure.
- Items of a non-financial nature, which would impact on the continued operation and deliverables of the Museum.

The policy contained in this framework will be appropriately presented in the Annual Report of the Museum as required.

### Definitions and Abbreviations

Accounting Authority: Robben Island Museum Council

Executive Authority: Department of Arts and Culture

Entity: Robben Island Museum

PFMA: Public Finance Management Act (Act 1 Of 1999 as amended by act 29 of 1999)

Treasury Regulations: Public Finance Management Act, 1999: amendment of Treasury Regulations in Terms of Section 76 as published in Government Gazette No. 7372

## 4. Detailed/Specific RIM Responses to Requirements

### 4.1 RIM Response to Fiduciary duties of the Accounting Authority Requirements

The accounting authority must (c) on request, disclose to the <b>Executive Authority</b> responsible for that public entity or the legislature to which the public entity is accountable, <b>all material facts</b> , including those reasonable discoverable, which in any way influence the decisions or actions of the executive authority or that legislature.		
Further/Specific Requirement (PFMA section 55(a))	RIM Response: Quantitative (Amount)	RIM Response: Qualitative
None	Any fact discovered of which the amount exceeds the determined materiality figure as calculated under par 2.1	1. Any item or event of which specific disclosure is required by law  2. Any fact discovered of which its omission or misstatement, in the Council's opinion, could influence the decisions or actions of the executive authority or legislature.

# Materiality and Significance Framework

## 4.2 RIM Response to Annual Report and Financial Statements Requirement

<b>General/Principal Requirement (PFMA section 55)</b>		
The annual report and financial statements referred to in subsection (1) (d) must (a) fairly present the state of affairs of the public entity, its <b>business</b> , its <b>financial results</b> , its <b>performance against predetermined objectives</b> and its <b>financial position</b> as at the end of the financial year concerned:		
<b>Further/Specific Requirement (PFMA section 55(a))</b>	<b>RIM Response: Quantitative (Amount)</b>	<b>RIM Response: Qualitative</b>
<p>(a) include particulars of:</p> <p>(i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year:</p> <p>(ii) any criminal or disciplinary steps taken consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</p> <p>(iii) any losses recovered or written off;</p> <p>(iv) any financial assistance received from the state and commitments made by the state on its behalf; and</p> <p>(v) any other matters that may be prescribed.</p>	<p>1. Losses through criminal conduct: any loss identified.</p> <p>2. Losses through irregular, fruitless, wasteful expenditure: Where combined total exceeds the planning materiality figure used by the external auditors for the year under review.</p>	All identified losses through criminal conduct will be disclosed.

## 4.3 RIM Response to Information to be submitted by Accounting Authority Requirement

<b>General/Principal Requirement (PFMA section 54)</b>		
Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and <b>in writing inform the relevant treasury</b> of the transaction and submit relevant particulars of the transaction to its <b>executive authority</b> for approval of the transaction:		
<b>Further/Specific Requirement (PFMA section 54)</b>	<b>RIM Response: Quantitative (Amount)</b>	<b>RIM Response: Qualitative</b>
(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement.	A cut-off figure of R5000 as this will be consistent with asset management policy of writing off assets which are less than R5000 in full.	Any participation, <b>outside of the approved strategic plan and budget.</b>
(c) acquisition or disposal of a <b>significant</b> shareholding in a company.	Qualitative aspect is more relevant	Any acquisition or disposal, <b>outside of the approved strategic plan and budget.</b>
(d) acquisition or disposal of a <b>significant</b> asset.	Qualitative aspect is more relevant	<p>1. Any asset that would increase or decrease the overall operational functions of the Museum, <b>outside of the approved strategic plan and budget.</b></p> <p>2. Disposal of the major part of the assets of the Museum.</p>
(e) Commencement or cessation of a <b>significant</b> business activity.	Qualitative aspect is more relevant	Any business activity that would increase or decrease the overall operational functions of the Museum, <b>outside of the approved strategic plan and budget.</b>



# Appendix:

# State of Conservation Report 2016/2017

ROBBEN ISLAND MUSEUM AND WORLD HERITAGE SITE:  
2<sup>nd</sup> INTEGRATED CONSERVATION MANAGEMENT PLAN [2013-2018]

Report Submitted by Management Authority: Robben Island Museum Council  
Robben Island Museum and World Heritage, Cape Town, South Africa  
31 March 2017



Unveiling of the plaque  
declaring Robben Island  
Museum a World Heritage Site



# State of Conservation Report

## 1. Introduction

### Outstanding Universal Value of Robben Island World Heritage site

Robben Island was inscribed on the World Heritage List as a cultural landscape in December 1999 under criterion (ii) and (iii) based on “the triumph of human spirit over great adversity and hardship”. Robben Island was used at various times between the 17<sup>th</sup> century and the 20<sup>th</sup> century as a prison, a hospital for socially unacceptable groups, and a military base characterised by World War II military structures around the island. Its buildings, and in particular those of the late 20<sup>th</sup> century maximum security prison for political prisoners, testify to the way in which democracy and freedom triumphed over oppression and racism. The stark and functional maximum security prison of the Apartheid period began in the 1960s. The symbolic value of Robben Island lies in its sombre history, as a prison and a hospital for unfortunates who were sequestered as being socially undesirable. This came to an end in the 1990s when the inhuman Apartheid regime was rejected by the South African people and the political prisoners who had been incarcerated on the Island received their freedom after many years.

### Management Authority of Robben Island World Heritage

The management authority for the property rests with the Robben Island Museum Council with delegated authority for the day-to-day management and conservation matters residing with the Chief Executive Officer. Robben Island Museum Council accepted being re-appointed as the Management Authority of Robben Island Museum World Heritage site in 2013 in terms of section 7 of the World Heritage Convention Act, 49 of 1999. The appointment is effective until 2018. The Management Authority is now implementing the 2<sup>nd</sup> Integrated Conservation Management Plan (2013-2018).

## 2. State of Conservation Report: 2016/17

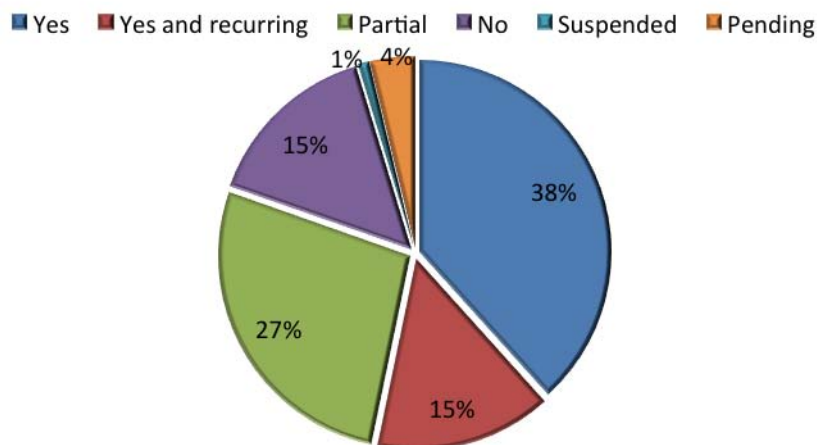
This report summarizes the progress made in the implementation of the 2<sup>nd</sup> ICMP by the duly appointed Management Authority. The period under review coincides with the appointment of most Senior Managers to effectively administer Heritage and Research Department, Public Heritage and Education Programmes Department and Infrastructure and Facilities Department. These departments had gone for years without qualified senior managers to guide the implementation of programmes and activities in order to maintain the outstanding universal value of the site.

### Performance in 2016/17

The implementation of the 2<sup>nd</sup> ICMP has mixed results as shown in the attached table. The analysis categorizes performance under the following categories; completed projects (*yes*), completed projects but continuing in the outer years of the ICMP (*yes and recurring*), incomplete projects and being carried forward (*partial*), projects not done (*no*), projects to be implemented in outer years of the ICMP (*pending*) and projects deferred permanently (*suspended*).

### Performance in 2016/17

## Review of the second ICPM: 2016/17



The above reflects that there has been some improvement in the delivery of targets at RIM. 38% of the set targets were achieved, while 15% of recurring targets were also implemented, bringing the total of achieved targets to 53%. 27% of the targets were partially achieved, while 15% were not achieved at all. Only 1% of the targets have been suspended, while 4% are pending.

## 3. Challenges under the period of review

The implementation of the 2nd ICMP in 2016/17 has faced the following challenges;

### *i. Lack of skills and capacity within the support structures*

RIM is undertaking an organizational review to align strategy and structure which makes any further recruitment very difficult. The review process has serious implications on performance delivery and will undoubtedly impact on the implementation of the ICMP going forward.

### *ii. Financial constraints for programmes and activities*

The current funding model is in such a way that budget lines are adjusted according to projected national inflation index, and not necessarily responding to the actual needs of the 2<sup>nd</sup> ICMP or as informed by cost drivers of projects. Projects are also considered on case by case basis which makes it difficult to plan implementation with certainty. Also, the revenue flow and pattern for RIM is cyclical in that it is seasonal and dependent on the ferry operation. The constant breakdowns of RIM owned ferries, including the decision to stop running the largest ferry, resulted in hiring private boats. This implies a decline in revenue generation with serious consequences on financial support that can be given to the ICMP. Without an adequate baseline budget for the ICMP, some programmes were suspended and deferred to the next financial year. While alternative funding has been sourced for some programmes, e.g. from National Department of Tourism (NDT), partner-programmes with Freedom Park Trust, Department of Correctional Services, Makana Trust and many others, financial support remains inadequate and the budgeting model needs a review. This is further complicated by a heavily constrained and inadequately skilled human resources base existing within RIM.

### *iii. Built Environment Maintenance*

Since 2010, RIM had identified as an area of concern the inadequate strategic alignment between maintenance/capital works projects and its strategy. Prior to 2015, RIM had taken over the maintenance and management of the Built Environment after Department of Public Works (DPW) failed to deliver on this mandate. DPW returned to the Island in April 2015 through a Tripartite MOU that was signed between RIM, Department of Arts and Culture (DAC) and DPW. Through this agreement, DPW appointed a Programme Manager to implement maintenance and capital projects and to manage bulk services contracts on the Island. The establishment of the tripartite agreement was followed shortly in September/ October 2015 by the establishment of RIM's own Infrastructure and Facilities management (I & FM) Department with an Executive reporting to the CEO. The tripartite has managed in the 2015/16 financial year to stabilize infrastructure for bulk services to a place where the 2017/18 work will mainly cover planned maintenance. The team also managed to effect upgrades of the Garrison Church (completed) and the Guest House (to be completed in 2017/18). Capital projects have lagged behind due to late funding from DAC.

Whilst great strides have been made, there still is concern regarding long-term funding for infrastructure, especially with respect to the provision of electricity, water and waste removal which are managed at very high costs because the Island is dislocated from the mainland. The lack of a long term solution for funding creates the challenge that the Museum's ability to achieve its strategic objectives, especially those outlined in the ICMP, is hampered. RIM is unique in that it is the only museum in South Africa with the responsibility to provide its own bulk services. With the establishment of the I & FM Department there has been a development of built environment management framework in alignment with the ICMP. Implementation of the framework is reliant on a built environment conservation manual which will also be completed in 2017/18.

# State of Conservation Report

## 4. REVIEW OF THE IMPLEMENTATION PLAN OF THE 2ND ICMP

Below is the progress report on the implementation of the ICMP in 2016/17.

**Table 1: Actions to Implement the Operational Management Plan**

	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<b>Action Category: Appointments</b>						
1.1	Appoint appropriate heritage conservation expertise to fulfill the role of Chief Heritage Officer (CHO), responsible for the effective implementation of heritage protection measures and interpretation projects	Immediate	2013-2018	CHO	CHO was appointed in September 2013 on a three year contract and is responsible for the implementation of the 2nd ICMP. Annual budget is recurring until end of contract.	Yes
1.2	Appoint appropriate project management expertise to fulfil the role of Chief Operations Officer (COO) and establish a Project Management Unit (PMU), working across RIM as an integrating factor and implementation mechanism	High	Immediate	COO	No appointment made yet, and RIM is undergoing an organizational restructuring which will determine whether the appointment should still be made.	No
1.3	Appoint business development specialist for events and conferences development and establish a Business Unit	High	2013	Unit	A Senior Manager for Marketing and Tourism was appointed on a three year contract in April 2014 and is responsible for special events and conferences development. An adaptive re-use programme for the Island is being developed. Annual budget is recurring until end of contract.	Yes
<b>Action Category: Reviews and communications</b>						
1.4	Strengthen working relations and communications with RIM stakeholders and partners through conducting a well facilitated inter-departmental stakeholder workshop	High	2013-2018	Working relations	RIM has renewed and entered into formal agreements with several institutions during the period under review. These include the following MoUs; <ul style="list-style-type: none"> <li>• RIM/ Le Morne World Heritage Site (Mauritius) Twinning Agreement</li> <li>• RIM/ Department of Correctional Services</li> <li>• RIM/University of Cape Town</li> </ul>	Partial
1.5	Review of institutional framework, gaps, opportunities and establishing a clustered service level agreement (SLA) with DAC, supported in function by SAHRA in terms of development guidance, and DPW in terms of municipal level service provision, etc.	High	2016	Single SLA	An MoU exists between RIM and SAHRA for heritage management. Tripartite Agreement binding DAC, RIM and DPW on infrastructure management has been finalised. An SLA between DPW and COEGA has been signed to service RIM as a client co funded by both DAC and DPW in line with respective mandates	Achieved
1.6	Conduct Organisational Review internally within RIM	High	2016-2017	Report	Service Provider to conduct skills audit and restructuring has been appointed, and completion is targeted for 2017/18	Partial
1.7	Review DPW Capital Projects	High	2016	Report	The DPW Capital projects were reviewed and funding has been committed for the duration of the Tripartite Agreement binding RIM, DAC and DPW. This will be reviewed on an annual basis.	Yes
1.8	Establish the Robben Island Consultative Forum	High	2016	Forum	Consultative Forums are being established by RIM and these are being approached in a thematic way to inform an integrated Consultative Forum for RIM. The following thematic fora have been established; <ul style="list-style-type: none"> <li>• Research Agenda Forum (on-going)</li> <li>• EPP Reference Group (on-going)</li> <li>• Tour Operators Forum (on-going)</li> </ul>	Yes
<b>Action Category: Development of additional plans</b>						
1.9	Commission the compilation of a Development Plan to unify efforts and prioritise special projects	Immediate	2016	Report	The Marketing Strategy has been developed and will be implemented in collaboration with Heritage and PHED departments. The Marketing-Tourism Development Plan has been developed and implementation commenced in the 2016/2017 financial year and will be completed in 2017/18.	Yes
1.10	Commission the compilation of a Built Environment Conservation Manual	High	2016-2017	Report	Project jointly being carried out by Heritage Department and Infrastructure Department. A draft will be completed by the first quarter of 2017/2018.	Partial



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	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<b>Action Category: Development of additional plans</b>						
1.11	Commission the compilation of a Collections Management Plan	High	2016	Report	Revised Collections Policy and Procedures manual completed, including a section on GRAP103. The policy was submitted for approval.	Yes
1.12	Commission the compilation of a User Asset Management Plan	High	2016	Report	User asset management plan and project plans were compiled and these are updated quarterly. Function now transferred back to DPW.	Yes
1.13	Infrastructure Maintenance Plan	High	2016-2017	Report	The Infrastructure Maintenance Plan is in place and is currently being implemented through the tripartite agreement (RIM, DPW and DAC)-on-going.	Yes
<b>Action Category: Maintenance and Infrastructure</b>						
1.14	Appoint the necessary built environment specialist for immediate maintenance needs, until the Facilities Maintenance Contract has commenced	Immediate	2016	Maintenance	The Infrastructure and Facilities Management Department has been established and is fully functional.	Yes
1.15	Formalise and commence the Facilities Maintenance Contract	Urgent	2013-2018	Maintenance	The facility maintenance contract is in place and is currently being implemented.	Yes
1.16	Power distribution upgrade and operation	Medium	2016-2017	Upgrade	The power distribution upgrade has been implemented. Power disruption has been reduced drastically, except for planned power cut-offs. A 660kW PV plant with 800kWH battery has been installed and is being commissioned in April 2017. This will result in marked reduction in diesel consumption for power generation on the Island.	Yes
1.17	Repair and maintenance to Water and Sewage Services	Medium	2016	Maintenance	Repair and Maintenance of Water and sewerage services were done. Water quality is being monitored on a regular basis. Plans are underway for implementation of a new cost effective water and sewage plant. Appointment of consultants (Engineers) has been made.	Yes & recurring
<b>Action Category: Collections management</b>						
1.18	Re-establishment of the Mayibuye Archives at more accessible location that is feasible.	Immediate	2013-2018	Access	An alternative facility in a suitable location has been identified for the Archives. Robben Island Management Authority is in the process of finalising discussions with UWC to move the Archives to a suitable facility.	Partial
1.19	Archive Inventory development into National Treasury requirements: Phase 1	High	2016	Database	GRAP 103 – Heritage Assets register completed and all items valued on an annual basis.	Yes
1.20	Establish Greenstone Collections Management Electronic Database	High	2014-2016	Database	Greenstone has been replaced by D-space electronic database in line with best practice guided by the South African Digitization Initiative funded by the NRF.	Yes
1.21	Install Fire Protection and Climate Control at Mayibuye Archive	High	2017-2018	Protection system	The water sprinkler system in the Audio Visual, Historical Papers and Photographic sections will be replaced (in 2017/2018 financial year) with a gas fire suppressant system to avoid water damage in case of a fire. Climatic control system has not been installed due to potential relocation.	No
1.22	Umatic Tape Collection transfer to higher definition format to preserve film footage	High	2016-2017	HD format	There has been a delay in identifying a suitable service provider to carry out the project. The project will be completed in the 2017/2018 financial year.	No
<b>Action Category: Organisational units and performance</b>						
1.23	Establish a Cultural Landscape Management Unit that can archive all RIM reports and establish a fully functional GIS facility, making information easily accessible for the purpose of research and project planning and implementation	Immediate	2016-2017	CLM Unit	The Cultural Landscape Management Unit has not been established; subject to organisational review.	No
1.24	Establish a Project Management Unit that can monitor and assess all projects, in terms of heritage conservation research, education, and/or tourism project implementation, in order to strengthen information system to inform adaptive planning and organisational re-orientation	Immediate	2016-2017	PMU	Pending and subject to organisational review. In the interim, RIM has an integrated project management planning and monitoring process driven by the Management Committee.	Partial
1.25	Establish Performance Management System (PMS), which is linked to project management and allows for easy access to financial and performance indicators, in order to plan more time effectively	Immediate	2016-2017	PMS	PMS was established in 2014/15 and is being implemented by RIM. All RIM employees were trained in implementing the PMS.	Yes

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	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<b>Action Category: Operational aspects</b>						
1.26	Assess the Murray Bay Diesel Storage Tank and identify the way forward	High	2014-2018	Report	A condition assessment was made and a concept document produced in 2014/15. The sludge was removed from the holding tank but other improvements (e.g. calibration of diesel reader, new dip stick, new diesel hand pump etc) are underway and expected to be completed in 2017/2018.	Yes
1.27	Further establish Disaster Preparedness within RIM, keeping safety a primary concern	High	2013-2018	Programme	The Integrated Disaster Risk Management Plan was developed in 2016 with the support of African World Heritage Fund. A Disaster Risk Management Plan Implementation Committee has been established to ensure implementation of the plan.	Yes
<b>Action Category: Special projects</b>						
1.28	Implement the Bluestone Quarry project (pending review)	High	2017-2018	Seawall	Environmental Impact Assessment (EIA) was approved by DEA in 2015. A budget has been allocated for implementation of the project. Designs are complete, but are pending approval by RIM. Restoration of the wall is scheduled for September 2017.	Partial
1.29	Implement the Old Power Station (pending review)	High	2013-2018	Archive	Decision was taken to rather have one consolidated and dedicated collections/archival facility on the mainland. Maintaining two collections facilities would be too costly. The delays that occurred in implementing the Old Power Station Plan for storage on the Robben Island site also add to the escalation of renovating the building. This will be now linked to the alternative space for Mayibuye Archives.	Suspended in favour of the relocation of Mayibuye Archive (see 1.18)
1.30	Implement the Limestone Quarry project (pending review)	High	2013-2018	Facilities	Pending subject to research on suitable scientific methods to preserve the quarry.	Pending
1.31	Review the Outronk Project	Medium	2013-2018	Report	Nothing done yet but will be considered under the proposed Adaptive re-use of the Island	Pending
1.32	Review the Zinktronk Project	Medium	2013-2018	Report	Nothing done yet but will be considered under the proposed Adaptive re-use of the Island	Pending
1.33	Review World War 2 Relics Project	Very Low	2013-2018	Report	Nothing done yet but will be considered under the proposed Adaptive re-use of the Island. Consultation with Armscor is ongoing and this has been handed over to DPW/COEGA.	Pending

**Table 2: Actions to Implement the Interpretation Plan**

	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<b>Action Category: Organisational capacity development</b>						
<b>Strategic Objective 2</b>						
2.1	Establish an Interpretation Committee	High	2016	Committee	The function has been assigned to senior managers (Heritage and Education) responsible for interpretation and will be supported by the Ex-political Prisoners Advisory Committee approved by the Management Authority.	Yes
<b>Action Category: Education and training</b>						
<b>Strategic Objectives 3, 6 and 7</b>						
2.2	Review and improve Public Heritage Education Programmes	High	2016	Programme	PHED programmes are continuously reviewed in line with the New Business Model of RIM.	Yes
2.3	Review and update public education materials	High	2016	Materials	PHED educational materials are continuously updated.	Yes
2.4	Establish partnership with the Education Department towards inclusion of Robben Island in the school curriculum, increasing exposure of RI to school-going youth	High	2016	Partnership	A partnership has been established with Western Cape Education Department (WCED) as a bilateral collaboration between government institutions.	Yes
2.5	Establish partnerships with tertiary institutions and review and enhance the African Heritage Management Studies programme	High	2016	Partnership	RIM has established formal partnerships with University of Cape Town (UCT), University of Stellenbosch and Cape Peninsula University of Technology. Management Authority and University of Western Cape are currently reviewing their relationship.	Yes

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	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<b>Action Category: Education and training</b>						
<i>Strategic Objectives 3, 6 and 7</i>						
2.6	Ensure that RIM staff receives heritage management training, including participate in exchange visits	High	2013-2018	Trained staff	A new Tour Guiding Manual is now in place with a standard and holistic narrative. <ul style="list-style-type: none"> <li>All Tour Guides were trained in the standardised narrative in 2016.</li> <li>Exchange visits are not possible due to financial limitations.</li> </ul>	Yes
2.7	Monitor and evaluate the impact and effectiveness of the education interventions	High	2013-2018	Report	PHED programmes were reviewed in line with the New Business Model of RIM in 2016/17 and this will be a continuous process.	Yes
2.8	Establish the Wall of Remembrance Project, as unifying project in RIM	High	2016-2018	Exhibition	The memorialisation project is underway in partnership with Makana Trust and will be implemented from 2017/2018. A feasibility report has been produced.	Partial
2.9	Establish visitor orientation facilities and an exhibition spaces with the assistance of former prisoners, to allow the retention of cultural heritage, especially intangible and the preservation of the authenticity of the visitor experience. The exhibition space should allow for further interpretation from a wider perspective and various points of view and prepare visitors for an intimate visit with former prisoners	High	2013-2018	Facilities	The Management Authority is implementing the Destination Development Project in partnership with National Department of Tourism to enhance visitor experience. The visitor centre at Murrays Harbour is being refurbished.	Partial
2.10	Exhibitions Projects (G-Section Exhibition and DVD, Universal Access Policy, New MSP Exhibitions, NMG Courtyard Exhibition)	High	2013-2018	Exhibition	New exhibitions have been installed in the Kitchen Section of the Maximum Security Prison.	Yes
2.11	Stikland Pilgrimage Project (Research, Memorial Design, Construction, Unveiling, Filming, DVD Production)	High	2013	Memorial	The project has been suspended due to questions relating to the authenticity of information which forms the basis of the project.	Suspended
2.12	Conduct Research and Document Memories of EPPs in accordance with EPP Reference Group Projects	High	2013-2018	Material	A Strategic Research Agenda has been established and targeted recordings of ex-political prisoners will commence in 2017/2018 starting with Limpopo Province.	Yes
2.13	Establish a heritage training institute on Robben Island, renowned as an excellent learning centre for heritage management	High	2013-2018	Training facility	A Heritage Institution has not been established but training programmes are held on the Island; Regional Youth Forum (UNESCO, AWHF) and Disaster Risk Training (SA Discovery and AWHF) and African Programme on Heritage and Museum Studies (APHMS) was established and contributes to training on heritage in the African Continent.	Partial

**Table 3: Actions to Implement the Visitor Management Plan**

	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<b>VMP Action Category, Strategic Objective and Tasks</b>						
<i>Action Category: Visitor information, service and ICT systems upgrade</i>						
3.1	A good map and brochure must be available to visitors who make enquiries about the tours or visit the NMG. These should include information about Jetty 1, the Mayibuye Archive and the Nelson Mandela Gateway exhibitions programme. Designated areas can be defined on Robben Island maps of visitor facilities like information centres, resting areas, refreshment stalls and toilets for instance	High	2016-2018	Brochure Marketing	The map and a comprehensive brochure have been developed and are being distributed to tourists. RIM is looking into developing a digital brochure which customers can download by 2017/2018 financial year.	Yes
3.2	Make full use of the Auditorium as an orientation and interpretation space, including showing documentaries and also informing people of the Mayibuye Archive.	High	2013-2014	Facility	The auditorium is being used for public education heritage programmes and is also being used as a meeting room.	Partial
3.3	Investigate appropriate software and hardware technology and systems to provide visitor numbers and patterns instantaneously based on sales and prior to their arrival, as well as provide instantaneous presentation of changes in ferry schedules to visitors, for instance.	High	2013	VM system	The visitor statistics are analyzed through the booking system/web tickets platform. Instantaneous ferry schedules are being updated on email to all relevant stakeholders. There are limitations on understanding visitor profiles and exploratory searches on flexible platforms are being undertaken.	Partial

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	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<b>VMP Action Category, Strategic Objective and Tasks</b>						
<i>Action Category: Visitor information, service and ICT systems upgrade</i>						
3.4	Focus on making debriefing information and space available for visitors, in terms of some form of narrative for the return journey from Robben Island	High	2013	Product	Currently have a visitor post tour experience survey on the Robben Island website	Yes
3.5	Position information kiosks and information staff at, or close to NMG, during busy times	High	2013-2018	Kiosks	This has been partially implemented. The existing Information Desk is close to the NMG entrance with 2 information officers always manning the desk. Plans are under way to consider kiosks and Jetty 1 as extra information centres during peak season.	Partial
3.6	Provide for signage to NMG, as well as demarcated areas for embarking and disembarking to separate arrivals from departures	High	2013	Facilities	The optimization of the NMG Building in 2017/18 will incorporate the signage for all visitor designated spaces. However, boarding areas at NMG are clearly marked and easily accessible.	Partial
3.7	Conduct tourism impact assessment, considering use zones on Robben Island	High	2013	Report	The service provider to conduct the carrying capacity/land-use study has been appointed. The study will be completed by the first quarter of the 2017/18 financial year.	Partial
3.8	Limit impact of long stay visitors and residents on short-stay visitors, like establish a Residents Policy and Procedures, especially in terms of heritage management training to residents on Robben Island	High	2013-2018	Reduced impacts	The Residency Policy was developed and was approved by Council in the 2016/17 financial year. It is being implemented.	Yes
3.9	Link Jetty 1 into the tour product and investigate the viability of providing for a small boat ride between M-berth at NMG and Jetty 1	High	2013	RI experience link	Currently, PHED, Heritage and the Marketing Department are working together to incorporate Jetty 1 as part of the tour product, including the dates when boats are cancelled in which tourists can still have visitor experience without going over to the Island. The boat is not in operation yet. The possibility of a boat ferrying visitors from Jetty 1 to Quay 501 (formerly M-Berth) will be explored through the Carrying Capacity study.	Partial
3.10	Plan diversification of the Robben Island experience with the tour guides and the EPPA	High	2013	Report	The current training of Tour Guides is designed in accordance with the multi-layered story of Robben Island in which, by telling almost all layers of the RI history, the experience is diversified. New Tour Guiding Manual is now in place.	Yes
3.11	Prison guides to be trained in basic conservation and security and in so doing be able to multi-task, as well as be skilled in First Aid and be equipped with kits and radios, for instance	High	2013-2015	Trained staff	All Tour Guides, including Ex-political Prisoners have been trained. They will be receiving a refresher First Aid training in the 2017/2018 financial year. Radios are already being used by Tour Guides.	Yes
3.12	Develop a continuity plan and back up arrangements for prison guides and their legacy	High	2013-2015	Report	The current Tour Guiding Training Manual – and the entire training programme – is designed to phase out the current scenario of having Prison Guides and General Guides – the system that is being phased in is to ensure that all guides are trained similarly and have the same standard training, thereby ensuring continuity.	Yes
3.13	The division of visitor groups into smaller sizes of around 20 be implemented	High	2013	Small groups	The Marketing Department and Education Department are yet to develop and package new products to allow visitors numbers to be reduced to 20 per guide. However, the current ferry schedule has implications and this is compounded by limited staff in view of the budgetary constraints posed by an over loaded structure.	No
3.14	The development of a standard for the presentation of heritage on Robben Island, making use of available interpretative expertise and technology	High	2013-2014	Standard	The current Tour Guide training programme is intended to standardize Robben Island narrative and interpretation. There is a plan to introduce walking tours, an APP and street view of the Island as part of the new visitor experience in 2017/2018.	No
3.15	Provide visitor orientation, arrival and waiting space. Spaces should specifically be allocated at Murray's Bay harbour for orientation, wellness checks; especially on bad sea weather days when there are seasick passengers	High	2013-2015	Facility	There is a waiting area at Murray's Harbour and visitors are being orientated on arrival at the harbour. The Island Clinic caters for sea sick visitors.	Yes



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	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<b>VMP Action Category, Strategic Objective and Tasks</b>						
<i>Action Category: Visitor information, service and ICT systems upgrade</i>						
3.16	Clearly define a plan for visitor infrastructure upgrades	High	2013	Report	The Destination Development Programme is in the process of implementation and will be completed in 2017/2018. Signage has been revamped on the Island.	Partial
3.17	Apply for necessary authorisation i.t.o. EIA and HIA application and present necessary documentation to DEA and SAHRA for all proposed new or upgrades of facilities	High	2013-2015	Approvals	Applications have been submitted to SAHRA and DEA for permits in 2014/15 and this will be a continuous process in outer years.	Yes and recurring
3.18	Plan interpretation facilities at the Bluestone Quarry	High	2013-2014	Report	The Blue stone Quarry Interpretation Plan is part of the Memorialisation Project and is subject to completion of the Blue Stone Quarry Wall restoration.	No
3.19	Plan and construct the platform/boardwalk at the Limestone Quarry to provide visitor safety	High	2013-2014	Report	Not yet done and will be part of the overall product reconfiguration of the Island in the outer years and as consolidated through the Adaptive Re-use Programme in the outer years.	No
3.20	Plan and construct resting areas and toilet facilities for various tour options		2013-2014	Facility	Will be implemented as part of the Adaptive Re-use Programme.	No
3.21	Renovate Guest House	High	2013-2014	Facility	The outside of the Guest House has been renovated. Interior renovations are currently underway.	Partial
3.22	Renovate Mess, Kitchen and Landscaping linked to Female Asylum	Medium	2013-2014	Facility	The Mess Kitchen has been renovated.	Yes
3.23	Renovate Prison Sports Field and Tennis Courts	Medium	2013	Facility	The Prison Sports field and Tennis Court have been renovated.	Yes
3.24	Implement options to make Robben Island accessible to people with special needs	High	2013-2015	Facility	Progress has been made in making the Island accessible to people with special needs, e.g., wheelchair ramps, some boats and busses are accommodative to wheelchair bound visitors and there is a Braille Information Brochure for visually impaired visitors.	Partial
3.25	Each ferry should have either audio equipment/audio visual equipment, which is able to play RIM approved materials about the Island	High	2013	Facility	This is being implemented in some ferries. The challenge is with chartered boats; however Ferries, Heritage and PHED Departments are looking into developing a standard DVD which will be played in all ferries.	Partial
3.26	Establish catering facilities in three main areas being behind the Visitors Centre at Murray's Bay harbor, MSP Dining Hall and Alpha 1. RIM Shops sell refreshments.	High	2013-2016	Facility	This will partially be addressed by the Destination Development Programme which is underway and will be completed in 2017/2018.	Partial
3.27	Original prison library to be converted into a reading room/internet café. The dining room itself can also be used as resting space, coffee bar, water kiosk and information kiosk for visitors	Medium	2016-2018	Facility	Nothing done yet, but some aspects will be addressed by the Adaptive Re-use Programme to be implemented starting from 2017/2018.	No
<i>Action Category: Marketing and public relations</i>						
3.28	Promote and market the RIM brand to local and international target markets through cost effective marketing and promotional tools	High	2013-2018	Marketing	In progress and at various platforms e.g. Tourism INDABA, other South African Tourism platforms	Yes and recurring
3.29	Investigate and implement ways in which to enhance RIM's national profile through strategic links with other institutions and government departments	High	2013-2018	Marketing	Currently being implemented through partnerships with various stakeholders, e.g. National Department of Tourism, South African Tourism, Wesgro and signing of MOUs with local and international partners, e.g. Le Morne World Heritage Site.	Yes and recurring
3.30	Create awareness of RIM's significance in line with the ICMP, through profiling RIM's core programmes and calendar year events, as well as others	High	2013-2018	Marketing	Profiled in the new website and other marketing platforms such as the Google street view.	Yes and recurring
3.31	Align Marketing and Communications strategy with the Improved Visitor Experience	High	2013-2018	Marketing	The PR & Communications Company has been appointed and a Marketing Strategy developed to cover the next 5 years.	Yes and recurring
3.32	Enhance tourism product development together with other stakeholders and potential partners	High	2013-2018	Products	In progress, the Destination Development Programme is underway and will be completed in 2017/2018. The Marketing Strategy also addresses product development and will be implemented in the next 5 years.	Partial

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	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<b>VMP Action Category, Strategic Objective and Tasks</b>						
<i>Action Category: Visitor management and additional staffing</i>						
3.33	Visitors should be met by hospitality staff at NMG and by tour guides at Murray's Bay harbour	High	2013-2018	Trained staff	Visitors are being received by Tour Guides on arrival at Murray's Harbour. However, at Nelson Mandela Gateway (NMG) visitors are not being received at the door, although there is an information desk and signage guiding tourists. Plans are underway to have a person receiving visitors at the entrance of the NMG.	Partial
3.34	Ferry crew must be trained in hospitality services and customer care. They can take responsibility for information sharing, ensuring comfort, particularly for those physically challenged, communicating with the tour guides on the Island and on the return journey issue visitor survey cards, well as ensuring a clean and function ferry between journeys	High	2013-2018	Trained staff	Nothing done yet and this will be part of service excellence training in the outer years of this ICMP	No
<i>Action Category: Sustainability of visitor numbers during the low season</i>						
3.35	Implement a local and international programme to ensure visitation in winter periods	Medium	2013-2018	Programme	While a Marketing Strategy is now in place, the actual programmes have not been development.	Partial
3.36	Find other ways to attract visitors during low season	Medium	2013-2018	Report	While a Marketing Strategy is now in place, the actual programmes have not been development.	No
<i>Action Category: Sustainability of visitor numbers during the low season</i>						
3.37	Conduct interpretation research and training with tour guides to diversify the presentation of the heritage of Robben Island		2013-2018	Workshop	Tour Guides were trained with the support of NDT and this will be an on-going programme.	No
3.38	Implement MSP, Bluestone and Limestone Quarry Interpretation tours and provide walking options. Jetty 1 and NMG exhibitions can be linked to the various tours, or be available as separate options	High	2013-2014	Tours	The Interpretation Plan for the Island and subsidiary sites is being addressed by the Memorialisation Project which is underway.	Partial
3.39	Plan for self-guided visits should be available on trails, with adequate information in a brochure and provision for resting spots and toilet facilities, for instance	High	2013-2014	Tour	Self-guided tours are being offered at an adhoc basis. Plans are underway to identify more opportunities through the carrying capacity study that will be conducted.	No
3.40	Timetable of guided visits should be clear and accessible and meeting points for departure of guided visits should be well defined	Urgent	2013	Timetable	This is already being implemented through a monthly tour-guiding schedule.	No
3.41	Shuttle services to run according to schedule along the main road of Robben Island, Interpretative Routes and parked at designated stops such as Dining Hall of MSP, Murray's Bay Harbour and Sobukwe Complex, for transporting self-guided visitors	Medium	2015-2018	Shuttle service	Not yet done and subject to product re-configuration.	No
3.42	Focus on offering events and conferences, as well as other specialised tours	High	2013-2018	Report	This is being implemented via the Events Unit under Marketing Department.	Yes
<i>Action Category: Customer service and surveys</i>						
3.43	Enhance the overall visitor experience through effective and well-coordinated customer service	High	2013-2018	Service	Ongoing training of Information Staff leveraging on training programmes from NDT.	Yes and recurring
3.44	Conduct surveys on visitor experience, profiling information and feed into planning and marketing	High	2013-2018	Surveys	One visitor survey completed for this financial year and website has a feedback/survey form for visitors to complete. Information gathered from these is disseminated to relevant Departments for corrective action(s).	Yes and recurring

**Table 4: Actions to Implement the Natural Environment Management Plan**

	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<i>Action Category: Improve communication</i>						
4.1	Establish a Robben Island Environmental Advisory Committee	High	2013	Committee	The terms of reference for RIM Environmental Advisory Committee have been drafted and the Committee will be established in 2017/18	Partial
4.2	Establish communication procedures for the RIM Environmental Management Unit	High	2013	Procedure	All events scheduled to take place on the site are scrutinised by the RIM Environmental Management Unit to ensure that all possible impacts are identified and mitigated. Infrastructural projects are communicated to the Unit for impact assessment.	Yes, on-going

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	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<i>Action Category: Improve communication</i>						
4.3	Establish working relationships with management partners	High	2013	Working relationships	RIM has officially partnered with the Department of Agriculture, Forestry and Fisheries (DAFF) and is currently finalising the MoU with the University of Cape Town. Discussions to partner with the Department of Environmental Affairs are underway.	Yes
4.4	Institute mobile signage for no-go areas to protect seabirds and shorebirds	High	2013	Signs	The signage on the site has been improved; more than 130 signs were installed in 2015/16 and 2016/17 especially to protect sea and shoreline birds.	Yes
4.5	Institute speed humps and redirect traffic during bird breeding season, to protect African penguins and threatened species	High	2013	Speed humps	The signage has been improved and the traffic is being redirected away from where birds are breeding. The feasibility of speed humps is being investigated with RIM's Infrastructure Department.	Partial
<i>Action Category: Spatial planning, ecotourism and environmental awareness</i>						
4.6	Establish a Mapping Project and a Zonation Plan in the CLM Unit	High	2013-2015	Map	A service provider has been appointed to develop the Zonation Plan. The plan will be in place by the end of the first quarter in 2017/18 financial year.	Partial
4.7	Investigate ecotourism opportunities as a diversification option for visitor routes	Medium	2014	Report	Addressed in the Marketing Strategy	Partial
4.8	Investigate an environmental education and awareness campaign	Medium	2013-2014	Report	An environmental education and awareness pack for tour guides has been developed. Regular orientation is being conducted to new service providers working on-site.	Yes and ongoing
<i>Action Category: Fire fighting and alien vegetation management</i>						
4.9	Design firebreaks and maintenance management plan with stakeholders	High	2013	Fire breaks	The firebreaks maintenance plan is in place and firebreaks are maintained regularly.	Yes and recurring
4.10	Develop an Alien Plant Control, Rehabilitation and Vegetation Disposal Programme	Medium	2013	Report	The programme will be developed by the end of 2016/17 financial year.	Yes and recurring
4.11	Fire-fighting training for environmental management and other RIM staff	High	2013	Trained staff	Basic Fire-fighting training has been offered to the Environmental Management Staff. City of Cape Town has also offered basic fire-fighting training/awareness to Robben Island Residents.	Yes and recurring
<i>Action Category: Management of fauna</i>						
4.12	Protect African penguins and other seabird habitat under relevant legislation.	High	2013	Protection	RIM is a member of the Department of Environmental Affairs (Ocean and the Coast) Biodiversity Management Plan for African Penguins Steering Committee and its Working Groups. RIM hosts Earth watch research and protection activities on African Penguins. RIM will be signing a MoU with EarthWatch/University of Cape Town.	Yes and recurring
4.13	Make a decision on management of large herbivores and on this basis establish a Herbivore Eradication Plan/Herbivore Management Plan	Medium	2013	Report	The fallow deer management has been developed and endorsed by RIM Management. Currently securing resources to effect implementation.	Yes and recurring
4.14	Establish a Game Fowl Management Plan	Medium	2014	Report	Desktop studies are being conducted and engagements with stakeholders are also being done to inform the plan. The census methodology has been developed and data collection has commenced. This will help in developing a plan.	Partial
4.15	Establish a Feral Animal Eradication Programme	Medium	2014	Programme	The programme is in place and its implementation has been successful.	Yes and recurring
4.16	Establish a Small Indigenous Animals Monitoring Programme	Medium	2014	Programme	Tortoises, insects and marine birds are being monitored. There is a need for a baseline study to establish all faunal species of the site.	Yes

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	IP Action Category, Strategic Objective and Tasks	Priority	Timeframe	Deliverable	Progress	Status
<i>Action Category: Monitoring and assessment</i>						
4.17	Formalise partnerships to address illegal marine living resource exploitation	High	2013	Compliance monitoring	A memorandum of understanding was signed with DAFF. Illegal harvesting of marine living resources within the one nautical mile (buffer zone) of the site has been minimised drastically.	Yes
4.18	Address coastal impacts at Murray's Bay harbor due to sand accretion	Medium	2013-2015	Report	This is an ongoing project; the sand dune is being attended to through sand trapping. The Murray Harbour is being surveyed by South African Council of Geo-sciences and annual surveys are being scheduled to inform decision making in the near future.	Yes and recurring
4.19	Commence monitoring of RIM energy use and produce a Sustainability Strategy	Medium	2013-2015	Report	RIM energy use is being monitored by the Infrastructure and Facilities Department and a Sustainability Strategy was developed. Development of a Photo Voltaic Plant on the Island (which will heavily reduce reliance on diesel for generation of electricity) is a result of this strategy.	Yes
4.20	Compliance with the World Heritage Reporting Cycles (National/WHC level)	High	2013-2015	State of Conservation Reports/Site Managers Forum	The State of conservation report is updated annually. The Chief Heritage Officer and Senior Manager Heritage attend Site Managers' Forum Meetings annually. Periodic reporting is also done to the competent authorities i.e. National Department of Environmental Affairs, Department of Arts and Culture etc.	Yes and ongoing

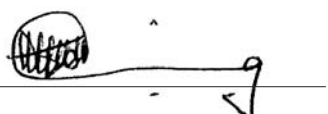
## Approval of the State of Conservation Report

**Submitted by:** Mr. Pascall Taruvinga

**Position:** Chief Heritage Officer

**Date:** 15/05/2017

Signature: \_\_\_\_\_



**Approved by:** Mr Mava Dada

**Position:** Chief Executive Officer

**Date:** 15/05/2017

Signature: \_\_\_\_\_



**Approved by:** Mr Sibusiso Buthelezi

**Position:** Chairman: Robben Island Council

**Date:** 15/05/2017

Signature: \_\_\_\_\_



For and on behalf of the Management Authority of Robben Island Museum and World Heritage Site





an agency of the  
Department of Arts and Culture



*20* Years <sup>1997-2017</sup>  
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