1905 The patient population had risen to 1,024 and staff to 260.

1904-1915 A number of men from the Island served in the First World War.

1920 By 1920, the Island had become a small town with a population of between 1,000 and 2,000 persons, including patients. There were schools, parks, a library, sports fields, tennis courts, recreation halls, a police force and fire department, as well as a dairy, piggery and a bakery.

By this time, some families had been living on the Island for over three generations and were attached to the way of life. The people living on the Island, however, were never able to purchase land and they were always subject to being transferred elsewhere.

During the late 1920’s, the cost of running the Island became an issue of concern. Medical knowledge of leprosy was growing and, after 1923, many lepers were released as being non-infective. As patient numbers dropped, running costs increased. By the end of the decade, it had been decided to close the leper institution on the island.

1921 The mental patients were finally all removed from the Island to the mainland.

The population of the Island was reduced to the lighthouse keepers and a few labourers. The remaining buildings fell into a state of neglect.

A MILITARY FORTIFICATION 1936 - 1945

1934-1938 Robben Island was declared a military reserve by the Minister of Defence.

1939-1940 In June, John Craig, the Advisory Engineer for Fortifications in the Union, was given the rank of Lieutenant-Colonel and charged with the fortification of the Cape Coast in preparation for war.

15,000 tons of building materials were transported to the Island for the construction of gun emplacements with their ancillary observation posts, power stations, plotting stations and magazines, most of which were 30 feet underground. In addition, the perimeter of the Island was fortified with machine-gun posts, searchlight stations and barbed-wire barriers.

Accommodation had to be provided for an estimated garrison of 3,000, much of this was duplicated in order to house ‘Europeans’, ‘natives’ and ‘coloureds’ were housed in tents on the beach.

1940 A new harbour was constructed involving a large amount of land reclamation. It is likely that older structures were bulldozed to provide the necessary fill.

1942 Women of the Coastal Artillery were posted to Robben Island. An airstrip was built and all civilians were evacuated out of concern for a possible Japanese attack.

1945 Although not used in warfare, the military installations and their conspicuous camouflage were not removed from the Island. They remain of historical interest.

CHANGING POLITICAL CONTEXT 1948 - 1960

While the Island went through a period of relative quiet in the post-war years, developments on the broader political front were unfolding in a way which would project Robben Island into the forefront of national and international politics.

1948 Building on three centuries of colonial and racial oppression, the National Party came into power and institutionalized the policy of apartheid.

1955 Apartheid gave rise to its anti-thesis: a movement calling for democracy and non-racialism. At a historic meeting at Kliptown in June 1950, the Congress Alliance adopted the Freedom Charter, which declared that South Africa belonged to all who lived in it, black and white.

1960 In an attempt to stem the demands for democracy, the white minority government increasingly resorted to repression. In March 1960 at Sharpeville, a mass demonstration against the pass-laws ended in violence, police fire killed 69 people and injured 178. The government declared a state of emergency, arrested 20,000 people and banned the main oppositional groupings – the African National Congress (ANC) and the Pan-Africanist Congress (PAC). Detention without trial was resorted to on a large scale.
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Expenditure</td>
<td>68</td>
</tr>
<tr>
<td>3.2 Employment equity</td>
<td>69</td>
</tr>
<tr>
<td>3.3 Foreign workers</td>
<td>70</td>
</tr>
<tr>
<td>3.4 Leave utilization for the period 1 April 2011 to 31 March 2012</td>
<td>70</td>
</tr>
<tr>
<td>3.5 Labour relations</td>
<td>71</td>
</tr>
<tr>
<td>3.6 Skills development</td>
<td>71</td>
</tr>
<tr>
<td>3.7 Training Opportunities</td>
<td>71</td>
</tr>
</tbody>
</table>
### 3.1 Expenditure

Table 1. Salaries, Overtime, Housing Subsidy, Medical Assistance, Pension Fund Contributions, Other Allowances and Leave Gratuities for 2011 - 2012

<table>
<thead>
<tr>
<th></th>
<th>Salaries / Basic</th>
<th>Overtime</th>
<th>Housing Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Amount</strong></td>
<td><strong>Salaries as % of personnel cost</strong></td>
<td><strong>Amount</strong></td>
<td><strong>Overtime as % of personnel cost</strong></td>
</tr>
<tr>
<td>R36 165 526</td>
<td>64.13%</td>
<td>R 325 368</td>
<td>0.58%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Medical Assistance</th>
<th>Provident Fund Contributions</th>
<th>Allowances</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Amount</strong></td>
<td><strong>Medical Assistance as % of personnel cost</strong></td>
<td><strong>Amount</strong></td>
<td><strong>Pension Contributions as % of personnel cost</strong></td>
</tr>
<tr>
<td>R5 601 584</td>
<td>9.93%</td>
<td>R4 062 358</td>
<td>7.20%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Leave Gratuities</th>
<th>Bonuses</th>
<th>Subsistence &amp; Travel</th>
<th>Statutory Levies (UIF, SDL, WCA)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Amount</strong></td>
<td><strong>Leave Gratuities as % of personnel cost</strong></td>
<td><strong>Amount</strong></td>
<td><strong>Bonuses as % of personnel cost</strong></td>
<td><strong>Amount</strong></td>
</tr>
<tr>
<td>R292 252</td>
<td>0.52%</td>
<td>R2 630 623</td>
<td>4.66%</td>
<td>R 124 619</td>
</tr>
</tbody>
</table>

Table 2. Annual turnover rates by salary levels for the period 01 April 2011 – March 2012

<table>
<thead>
<tr>
<th>Occupational levels</th>
<th>Number of employees as on 1 April 2011</th>
<th>Appointments and transfers into the institution</th>
<th>Terminations and transfers out of the institution</th>
<th>Turnover rate in %</th>
<th>Number at 31 March 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top and Senior Management</td>
<td>8</td>
<td>11.11%</td>
<td>8</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Professionally qualified and experienced specialists and mid-management</td>
<td>21</td>
<td>3</td>
<td>3</td>
<td>8.70%</td>
<td></td>
</tr>
<tr>
<td>Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents</td>
<td>29</td>
<td>4</td>
<td>7</td>
<td>23.33%</td>
<td></td>
</tr>
<tr>
<td>Semi-skilled and discretionary decision making</td>
<td>140</td>
<td>20</td>
<td>13</td>
<td>7.88%</td>
<td></td>
</tr>
<tr>
<td>Unskilled and defined decision making</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Contract Staff</td>
<td>15</td>
<td>50</td>
<td>29</td>
<td>47.57%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>213</td>
<td>77</td>
<td>52</td>
<td>21.82%</td>
<td>238</td>
</tr>
</tbody>
</table>
Table 3. Reasons why staff members left the institution

<table>
<thead>
<tr>
<th>Termination Type</th>
<th>Number</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Death</td>
<td>1</td>
<td>1.92%</td>
</tr>
<tr>
<td>Resignations</td>
<td>9</td>
<td>17.31%</td>
</tr>
<tr>
<td>Expiry of contract</td>
<td>24</td>
<td>46.15%</td>
</tr>
<tr>
<td>Dismissal – operational charges</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Dismissal – misconduct</td>
<td>10</td>
<td>19.23%</td>
</tr>
<tr>
<td>Dismissal – inefficiency</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Discharges due to ill-health</td>
<td>1</td>
<td>1.92%</td>
</tr>
<tr>
<td>Retirement</td>
<td>2</td>
<td>3.85%</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>9.62%</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100%</td>
</tr>
</tbody>
</table>

Total number of employees who left as % of the total employment: 21.85%

3.2 Employment Equity

Table 4. Total number of employees in each of the following post levels as on 31 March 2012

<table>
<thead>
<tr>
<th>Post Level</th>
<th>Male</th>
<th>Female</th>
<th>Foreign Nationals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
</tr>
<tr>
<td>Top Management</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Professionally qualified and experienced specialists and mid-management</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents</td>
<td>6</td>
<td>9</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Semi-skilled and discretionary decision making</td>
<td>60</td>
<td>28</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Unskilled and defined decision making</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Contract Staff</td>
<td>6</td>
<td>10</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>82</strong></td>
<td><strong>50</strong></td>
<td><strong>2</strong></td>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>
Table 5. Total number of employees in each of the following occupational categories on 31 March 2012

<table>
<thead>
<tr>
<th>Occupational Categories</th>
<th>Male A</th>
<th>Male C</th>
<th>Male I</th>
<th>Male W</th>
<th>Female A</th>
<th>Female C</th>
<th>Female I</th>
<th>Female W</th>
<th>Foreign Nationals Male</th>
<th>Foreign Nationals Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislators, Senior Officials and Managers</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Professionals</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Technicians and Associate Professionals</td>
<td>11</td>
<td>17</td>
<td>0</td>
<td>3</td>
<td>7</td>
<td>4</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>44</td>
</tr>
<tr>
<td>Clerks</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>6</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>21</td>
</tr>
<tr>
<td>Service and Sales Workers</td>
<td>42</td>
<td>16</td>
<td>0</td>
<td>0</td>
<td>24</td>
<td>11</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>99</td>
</tr>
<tr>
<td>Skilled Agriculture and Fishery Workers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Craft and Related Trades Workers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Plant and Machine Operators and Assemblers</td>
<td>7</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>21</td>
</tr>
<tr>
<td>Elementary Occupations</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL PERMANENT</td>
<td>72</td>
<td>45</td>
<td>2</td>
<td>5</td>
<td>42</td>
<td>24</td>
<td>1</td>
<td>9</td>
<td>2</td>
<td>0</td>
<td>202</td>
</tr>
<tr>
<td>Non-permanent employees</td>
<td>6</td>
<td>10</td>
<td>0</td>
<td>1</td>
<td>9</td>
<td>6</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>78</td>
<td>55</td>
<td>2</td>
<td>6</td>
<td>51</td>
<td>30</td>
<td>1</td>
<td>10</td>
<td>4</td>
<td>1</td>
<td>238</td>
</tr>
</tbody>
</table>

3.3. Foreign workers

Five foreign employees are in the employment of Robben Island Museum, two in permanent positions and three in temporary employment positions.

3.4. Leave utilization for the period 1 April 2011 to 31 March 2012

Table 6. Summary of sick leave for April 2011 – March 2012

<table>
<thead>
<tr>
<th>Status</th>
<th>Number of Staff Members</th>
<th>Total days taken per year</th>
<th>Average days due per person per year</th>
<th>Average days taken per person per year</th>
<th>Cost of Sick Leave taken this year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent</td>
<td>200</td>
<td>1580</td>
<td>12</td>
<td>12.66</td>
<td>R881 049.81</td>
</tr>
<tr>
<td>Contract</td>
<td>33</td>
<td>68</td>
<td>12</td>
<td>48.53</td>
<td>R 37 244.53</td>
</tr>
<tr>
<td>Totals</td>
<td>233</td>
<td>1648</td>
<td>12</td>
<td>14.14</td>
<td>R918 294.34</td>
</tr>
</tbody>
</table>
3.5. Labour relations

Table 7. Disciplinary action taken from 1 April 2011 to 31 March 2012

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th></th>
<th>Female</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
</tr>
</tbody>
</table>
| 6     | 0    | 0     | 0      | 0     | 1    | 2     | 0      | 0     | Dismissal
| 17    | 4    | 0     | 0      | 0     | 13   | 2     | 0      | 1     | Final written warning
| 0     | 0    | 0     | 0      | 0     | 0    | 0     | 0      | 0     | Written warning

3.6. Skills development

Table 8. Skills Development 1 April 2011 to 31 March 2012

<table>
<thead>
<tr>
<th>Occupational Categories</th>
<th>Male</th>
<th></th>
<th>Female</th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
<td>A</td>
</tr>
<tr>
<td>Legislators, Senior Officials and Managers</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Professionals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Technicians and Associate Professionals</td>
<td>11</td>
<td>17</td>
<td>0</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Clerks</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Service and Sales Workers</td>
<td>10</td>
<td>11</td>
<td>0</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Skilled Agricultural and Fishery Workers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Craft and Related Trades Workers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Plant and Machine Operators and Assemblers</td>
<td>7</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Elementary Occupations</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL PERMANENT</td>
<td>28</td>
<td>40</td>
<td>1</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>Non-permanent employees</td>
<td>6</td>
<td>10</td>
<td>0</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>34</td>
<td>50</td>
<td>1</td>
<td>8</td>
<td>20</td>
</tr>
</tbody>
</table>

3.7. Training Opportunities

Table 9. Training opportunities 1 April 2011 to 31 March 2012

<table>
<thead>
<tr>
<th>Occupational Categories</th>
<th>Male</th>
<th></th>
<th>Female</th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>C</td>
<td>I</td>
<td>W</td>
<td>A</td>
</tr>
<tr>
<td>Legislators, Senior Officials and Managers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Professionals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Technicians and Associate Professionals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Clerks</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Service and Sales Workers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Skilled Agricultural &amp; Fishery Workers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Craft and Related Trades Workers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Plant and Machine Operators and Assemblers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Elementary Occupations</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL PERMANENT</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Non-permanent employees</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
</tbody>
</table>