ANNUAL REPORT
for the period 1 April 2014 to 31 March 2015

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This report is also available on
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The managers and staff of all the departments of RIM
are thanked for their contributions.

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Cover: A collage of images from RIM’s collection
depicting Robben Island’s multi-layered heritage landscape.
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Part A:

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 tabling to Parliament this report of the activities of Robben Island Museum for the financial year ended on 31 March 2015.

Mr Sibusiso Blessing Buthelezi
Chairperson of the Council
31 July 2015

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

**AFS**  Annual Financial Statements
**AGSA**  Auditor-General South Africa
**APMHS**  African Program in Museum and Heritage Studies
**APP**  Annual Performance Plan
**AWHF**  African World Heritage Fund
**CDF**  Conservation Development Framework
**CEO**  Chief Executive Officer
**CFO**  Chief Financial Officer
**CHO**  Chief Heritage Officer
**CLM**  Cultural landscape unit
**COO**  Chief Operations Officer
**DAC**  Department of Arts and Culture
**DCS**  Department of Correctional Services
**DEA**  Department of Environmental Affairs
**DAFF**  Department of Agriculture, Forestry and Fisheries
**DPW**  Department of Public Works
**EIA**  Environmental Impact Assessment
**EPP**  Ex-Political Prisoner/s
**EPPA**  Ex-political prisoners association
**GRAP**  Generally Recognised Accounting Principles
**HD**  High definition
**HIA**  Heritage Impact Assessment
**ICMP**  Integrated Conservation Management Plan
**IP**  Interpretation Plan of the ICMP
**METT**  Management Effectiveness Tracking Tool
**MoU**  Memorandum of Understanding
**MSP**  Maximum Security Prison

**NDT**  National Department of Tourism
**NEMP**  Natural Environment Management Plan of the ICMP
**NMG**  Nelson Mandela Gateway to Robben Island
**OP**  Operational Plan of the ICMP
**PFMA**  Public Finance Management Act
**PHED**  Public Heritage Education Department
**PMS**  Performance management system
**PMU**  Project Management Unit
**PR**  Public Relations
**RI**  Robben Island
**RIM**  Robben Island Museum
**RIWHS**  Robben Island World Heritage Site
**SAHRA**  South African Heritage Resource Agency
**SAMS**  South African Maritime Safety Authority
**SAMSA**  South African Museums Association
**SARS**  South African Revenue Services
**SCM**  Supply Chain Management
**SETA**  Sector Education Training Authority
**SLA**  Service level agreement
**SMART**  Specific, measurable, achievable, realistic and timed
**UNESCO**  United Nations Educational, Scientific and Cultural Organization
**US**  University of Stellenbosch
**UCT**  University of Cape Town
**UWC**  University of the Western Cape
**VAT**  Value Added Tax
**VMP**  Visitor Management Plan of the ICMP
1.4 Foreword by the Chairperson of Council

On behalf of the Council of Robben Island Museum World Heritage Site, I am pleased to submit the Annual Report for the year ended 31 March 2015. This report is submitted in accordance with the Constitution of the Republic of South Africa, Act 108 of 1996; the Cultural Institutions Act of 1998; the Public Finance Management Act, Act 1 of 1999; Treasury Regulations, 2001 and other applicable Acts and Regulations. I am pleased to report that Robben Island Museum has obtained an unqualified audit report from the Auditor-General. This is testament to the uncompromising determination by Council and Management in entrenching a culture of good corporate governance.

The 2014/2015 financial year was another particularly challenging year for Robben Island Museum. Three areas required attention of Council, namely, Organisational Review, Ferry Operations, Infrastructure Management and funding for the implementation of the Integrated Conservation Management Plan (ICMP). There are ongoing efforts to normalize the relations between Robben Island Museum and Robben Island ex-political prisoners in South Africa and Namibia. As was reported in the previous annual reports, this matter has been challenging for the museum because its configuration as a cultural institution does not make it easy to address the question of expectations and beneficiation. The above matters were part of a discussion between the Minister of Arts and Culture and the Council of Robben Island Museum which took place on 3 September 2014.

In line with Council’s legislative mandate of providing strategic oversight, my foreword report provides a high level overview of the annual performance of Robben Island Museum. The detailed report by the Chief Executive Officer contextualizes the performance information and the financial statements which form part of this Annual Report. While the museum recorded some strong performance in respect to revenue generation, its performance was negatively impacted by the breakdown of the main ferry, Sikhululeklele, during the peak season from December 2013. The main ferry has not been operational since then and this was a serious setback because management had done a good job in stabilizing operations since their arrival in 2010. The problem was compounded by the fact that the museum’s fleet consist of two seriously old passenger boats, the Susan Kruger and the Dias, which are no longer suitable for the museum’s new business model. Council recognizes that the current state of hiring external boats is unsustainable and has initiated process for the purchasing of a new ferry which is planned to arrive before the 2015/2016 peak season.

This is the second year of Council’s three year term. The term of office of the Council will expire at the end of March 2016. The Council has already corresponded with the Minister on this matter. In addition to reporting to the Minister of Arts and Culture, the Council of the Robben Island Museum reports to the Minister of Environmental Affairs on its status as a World Heritage Site. The Minister of Environmental Affairs has appointed the Council of Robben Island as a management authority for a period of five years. Robben Island Museum interacted with the Department of Environmental Affairs in respect of the 2011 Unesco Reactive Monitoring Mission’s recommendations. RIM also ensured that the necessary reporting framework is developed so as to be able to report on the progress of implementing the Integrated Conservation Management Plan, 2013-2018. As a way of highlighting the organisation’s world heritage status as section of this Annual Report is specifically dedicated to the State of Conservation as required by Unesco.

In 2013 RIM Council and management embarked on a process of developing a new Business Model for Robben Island Museum. The key elements of the new Business Model were incorporated into the Annual Performance Plan for 2014/2015. With this new model, Robben Island Museum seeks to position itself as a world class heritage site offering inspirational tourism experience, diversified offerings, standardized narrative, dynamic products, a reliable and consistent ferry service, and maximize the use of the island’s facilities for conferences and events. In engaging in the above initiatives the museum will seek to partner with other organizations and government departments.

The new Business Model recognizes that Robben Island Museum is a hybrid institution, playing significant roles in both the heritage and tourism sectors. The model also takes into account that RIM has to diversify its revenue generation sources, more particularly by taking advantage of its facilities. Plans are already underway to procure a new ferry so as to be able to diversify tour offerings. In May 2014 procurement processes were initiated in respect of the ferry operative model, and the Adaptive Reuse of Robben Island’s facilities. Recognizing the funding challenges and the fact that the grant from DAC is not sufficient to fund the delivery of the ICMP, RIM has initiated partnerships with the National Department of Tourism, the Department of Correctional Services, MTN.
Foundation (SA) and Google. The aim of these partnerships is to enhance the visitor experience and improve the narrative of Robben Island, with MTN Foundation and Google assisting in using technology to narrate the story of multi-layered heritage landscape of Robben Island. In enhancing its stakeholder and partnership management, RIM has engaged in the process of reviewing its relationship with the University of Western Cape so as to ensure that it is mutually beneficial, more especially with regards to collections management and the African Programme and Museum and Heritage Studies.

During the 2013/2014 financial year RIM achieved an unqualified audit opinion for the fourth consecutive year. Together with the Executive Management and the Audit Committee, the RIM Council invested resources towards addressing matters which were raised as audit findings during 2013/2014, particularly performance reporting and compliance with laws and regulations in respect of safeguarding of assets. In view of the concerns regarding the weak control environment, Council initiated a Business Review process which was aimed at investigating the extent of the disclosure or non-disclosure of business interests by staff members. The findings of the investigation confirmed that there was a culture of non-compliance among staff which had a way of negatively affecting the museum’s supply chain processes. Plans have been put in place to take appropriate action against those implicated.

I wish to state that Council and Management are still working hard on achieving a proper governance arrangement concerning the infrastructure and maintenance of Robben Island. The challenges which arose following the department of Public Works’ failure to maintain the island were highlighted in my previous reports. During the financial year Council engaged the Minister of Arts and Culture with a view to achieve a solution to this challenge, particularly the fact that the infrastructure maintenance function was not properly transferred to Robben Island and that no funding was allocated to the museum. This lack of certainty negatively affected the museum’s ability to deliver on its core mandate of heritage conservation as it had to divert its resources towards infrastructure maintenance, especially provision of municipal services such as power generation, water desalination and waste removal.

I would like to reiterate the point I raised in the previous annual reports regarding the personnel situation at Robben Island Museum. Council recognizes that the current structure is not aligned to the new Business Model and the ICMP. In order to address this problem Council will initiate a process of Organisational Review during the 2015/2016 financial year. The process might negatively affect the achievement of some of the museum’s strategic objectives during the financial year. However, Council understands that this process is long overdue and that the current problem of having a personnel expenditure which exceeds its grant from the Department of Arts and Culture is unsustainable.

I wish to thank all the stakeholders who have been pivotal in supporting the museum. A special word of gratitude goes to the Department of Arts and Culture, 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, 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.

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Mr Sibusiso Blessing Buthelezi
Chairperson of the Council
30 July 2015
1.5 Chief Executive Officer’s Overview

Introduction
I have great pleasure in presenting the Annual Report of the Robben Island Museum World Heritage Site for the year 2014/2015. During the year under review management continued to focus on organizational renewal, with particular focus on the implementation of the Integrated Conservation Management Plan (ICMP) 2013-2018 and the new Business Model. This report expands on the Chairperson’s Report by paying particular attention to the operational programmes of the museum.

This is the fifth unqualified audit report for Robben Island Museum under the current Council and executive management. In the previous years’ reports I mentioned that Council and management placed particular attention to the stabilization of the organization. Although significant progress has been made in strengthening the control environment, serious challenges are still experienced due to the inappropriate organizational structure, lack of a culture of performance, misalignment between the strategy and the organizational structure, lack of clarity regarding the museum’s relationship with ex-political prisoners, and the governance arrangements with the Department of Arts and Culture and the Department of Public Works.

Although the business environment has slightly improved, the ferry operating model, which has proved to be inconsistent and unreliable, had a significant impact in undermining some of the successes.

1. Corporate Governance Arrangements
During the period under review Council had six meetings and its four Council subcommittees Audit Committee, and the Finance and Risk Subcommittee, Governance Subcommittee and Heritage Subcommittee had no less than 2 meetings each.

The Audit Committee’s composition is in compliance with the Public Finance Management Act. It consists of three external and independent members and three members of RIM Council. It operates in accordance with the Audit Committee Charter which was approved by the Council of RIM. A new Audit Committee was appointed from 1 December 2012, and will serve for a period of three years. Council has already engaged with the members of the Audit Committee with a view to renew their term.

Internal Audit is performed by an independent external audit firm, Sizwe Ntsaluba Gobodo, who were appointed in August 2013 for three years. 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 a rolling one year operational plan.

In addition to the ordinary meetings Council had Strategic Planning and Governance workshops in November 2014. The purpose of these workshops was to give Council an opportunity to provide input on the Strategic Plan and Annual Performance Plan 2014/2015 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. As was mentioned above the museum’s internal audit is conducted by a private company and its work has assisted Council and management in strengthening the control environment and risk management.
Although the museum’s bank balance appears to have substantially increased, it is important that this is understood within a particular context. The amount includes R19.2 million which the Department of Arts and Culture (DAC) deposited in February and March 2015 for infrastructure and facilities management. It is still a matter of serious concern that the museum had to redirect its resources during the 2014/2015 financial year to fund facilities maintenance. The procurement systems were also adversely impacted as a result of the increase in the demand for goods and services related to infrastructure. Furthermore, it is important that the museum’s balance sheet is not interpreted within the same framework of government departments. As a public entity the museum is expected to generate income in order for it to be able to spend money on its projects. The uncertainty regarding the funding of infrastructure and maintenance, especially municipal services, creates a serious challenge for the museum.

The breaking down of the main ferry in December 2013 to March 2014, which is the tourist peak season, and the unreliability of the historic boats dealt a significant blow to the museum’s ability to generate sufficient revenue to carry out its programmes as outlined in the APP 2014/2015. The museum management was compelled by these circumstances to have to rely heavily on hired boats and this has caused a huge dent on the museum’s revenue. More than R38 million was spent on the hire of boats during the 2014/2015 financial year, a seriously unsustainable situation. Despite this problem and the constant exposure to fluctuating ferry maintenance and diesel prices which pose a threat to commercial viability, the museum has consciously kept its ticket prices affordable taking into account its developmental imperatives and the need to remain accessible to South Africans.

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.

As was reported in the 2013/2014 Annual Report the unpredictable nature of RIM’s operations in the recent past has also created a need for management to make material provisions within its budget for all known possible financial obligations. By the end of the financial year RIM’s obligations towards Compensation of Employees exceeded the subsidy received from DAC. This increase in the personnel expenditure negatively impacted on the museum’s core business, more particularly heritage, education and tourism. The increase in the non-core functions of the museum resulted in the museum’s inability to make resources available to employ specialists in heritage, interpretation, tourism services and public heritage education. Council is engaged in a process to address these challenges through diversifying income streams and organizational redesign.

3. Planning and Performance Reporting
During the period under review the museum Council and management continued to pay particular attention to the matters raised by the Auditor-General around unauthorized expenditure and performance reporting. The Senior Manager: Risk and Performance Reporting, who joined RIM at the beginning of the financial year, ensured that planning and quarterly reporting is done in line with the National Treasury Framework. RIM has established a tracking system to ensure that the AGC’s findings are given serious attention to avoid them being raised again in the next audit. Special attention has been given to compliance with the National Treasury’s SMART criteria.

4. Risk Management
The appointment of the Senior Manager: Risk and Performance Reporting has strengthened RIM’s risk management capacity and ensured that risks are assessed regularly. Risk Management is a standing item at management and Council meetings as well as its statutory committees. The Audit Committee and the Council’s Finance, Risk and Procurement Committee monitor risks and report to Council on a quarterly basis. During the year under review, management held two Risk Review workshops which were facilitated by the Risk Manager. As part of Risk Management the RIM Executive from time to time instructed internal auditors to test the museum’s internal controls.

Since 2011 the RIM executive has consistently reported to Council their concern about a generally weak control environment. Management was concerned that some of the staff were engaged in businesses which had not been declared and such conduct might have undermined RIM’s supply chain processes. In August 2014 Council approved the appointment of Horizon Forensics to conduct an investigation on conflicts of interest. The investigation showed that many of the sampled senior staff had failed to declare their interests.
Council is in the process of initiating disciplinary proceedings against those staff members who failed to declare their business interests and the management team is in the process of strengthening the financial disclosure process.

5. Human Resources
RIM continues to face a serious challenge of aligning the museum’s strategic plan with the structure, the budget, the new Business Model and the Integrated Conservation Management Plan (ICMP).

The prevailing business environment is not geared towards the achievement of strategic goals. The current staff establishment and configuration of departments needs to be reviewed in order for the museum 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 new Business Model, it is apparent that an organization-wide restructuring is required. Previous years’ decisions regarding the suspension of organizational restructuring and the absorption of casual and temporary employees has resulted in a misaligned organization, with very little attention being given to the core business.

Council has resolved to embark on a process of organizational restructuring. It is envisaged that the process would result in an appropriately configured RIM, with particular focus to reducing employee costs, aligning the structure with the strategy, particularly the new Business Model. The organizational re-design is scheduled to be implemented and completed during the 2015/2016 financial year.

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. For the first time this year RIM has also included a section on the implementation of the ICMP.

The RIM executive management has identified the need to improve on performance and to ensure that the museum’s programmes pay particular attention to the Annual Performance Plan, Strategic Plan and the ICMP. In order to address this problem museum management has prioritized performance monitoring and evaluation. As the performance reports against predetermined objectives demonstrate, there has been a significant improvement in reporting performance and achievement against targets. Management has taken steps to address challenges in the service delivery departments that were attributed to lack of accountability and culture of non-performance.

However, more work is still required to address challenges in Ferry Operations, Estates and Built Environment, as well as the revenue lost due to improper conduct. Furthermore, Council has prioritized the enhancement of the Robben Island narrative and the enhancement of the visitor experience. The holding of the Research Agenda workshop in March 2015 was an attempt to address this concern regarding the narrative and visitor experience, more particularly paying attention to the multi-layered history of Robben Island as a heritage landscape.

7. Visitor Numbers
The annual visitor number for 2014/2015 was 325 816, against last year’s 305 910. The visitor numbers are constant rather than showing an upward trend and this could be attributed to the challenges with ferry operations which were experienced during the financial year, the most devastating being the breaking down of Sikhululekile from December 2013 to March 2014. This problem caused both financial and reputational risks for the museum.

Council has prioritised this matter and plans are underway to develop a new ferry operating model during the 2015/2016 financial year. It is envisaged that RIM would have procured a new ferry by the end of the 2015/2016 financial year. The plan is for the new ferry to start operating during the 2015/2016 peak season.
Although Sikhulelekile was earmarked for disposal during the 2014/2015 financial year advice from the new Senior Manager was that the boat could still be used to complement the new one. A project plan is being finalised to conduct a scientific survey of the Murray’s Harbour on the island with a view to eliminating obstacles which might have caused the damage to Sikhulelekile in 2013.

- 2011/2012  302 229
- 2012/2013  284 216
- 2013/2014  305 910
- 2014/2015  325 816

Council has prioritised the need to diversify the museum’s sources of revenue instead of relying on ticket sales. In line with the new Business Model a more reliable ferry system, events and conferencing programme, and a visitor management plan will help in increasing the number of visitors to the island.

8. Maintenance of Robben Island
The Council and management of Robben Island Museum has since 2010 identified as an area of particular concern the inadequate strategic alignment between maintenance/capital works projects and the strategy of Robben Island Museum. This matter has again been highlighted in the chairperson’s report as one of those that require priority attention.

The challenges regarding the failure by the Department of Public Works (DPW) to maintain the island were articulated in previous reports. Council and management had interactions with the officials of the DAC and DPW with the aim of finding a lasting solution.

During the year under review RIM took responsibility for the maintenance of the island and aimed to gradually build capacity. However, the uncertainty regarding long-term funding for the infrastructure, especially the provision of water, electricity and waste removal, continued to pose problems and affected the museum’s ability to achieve its strategic objectives, especially those outlined in the ICMP. Robben Island is the only museum in South Africa that had to assume responsibility for municipal services, and it is vitally important to highlight that this mandate was not accompanied by the requisite resources. In September 2014, RIM entered into a partnership 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. RIM management has participated in discussions regarding the new maintenance arrangement. A Tripartite Agreement outlining the relationship between RIM and the two departments has been concluded. It is envisaged that DPW and its implementing agent, Coega Development Corporation, will execute maintenance responsibilities on the island from the beginning of the second quarter of the 2015/2016 financial year. Given the past experience on the failure of DPW to support RIM, the Council and management are cautiously optimistic. Meanwhile, Council has resolved to strengthen RIM’s infrastructure management capacity. Senior Managers will be appointed during the 2015/2016 financial year. The aim is to ensure that RIM’s facilities are maintained with a view to supporting the New Business Model, particularly the diversification of revenue through the Adaptive Re-use Project.

9. New/Proposed Activities
In line with the new Business Model plans are underway to finalise the implementation of the new Ferry Operating Model, which will include the purchasing of a new ferries, and the Adaptive Reuse of Robben Island’s facilities in order to maximize on business opportunities.

Although the 2013/2014 Annual Report had suggested that two new ferries will be purchased, Council and management reviewed the decision in view of the new information regarding the usability of Sikhulelekile which had previously been condemned. RIM will engage with the DAC and the Department of Trade and Industry with regarding to the legal requirements for procurements of high value and local content. The outcome of that interaction will determine whether or not the ferry could be procured in a short space of time.
10. World Heritage Site
RIM completed its report to the World Heritage Committee on the progress which has been made in line with the recommendations of the 2011 Reactive Monitoring Mission. The museum also participates in all Site Managers meetings which are organised by the Department of Environmental Affairs and has constant interactions with the African World Heritage Fund (AWHF). RIM’s partnership with the AWHF resulted in RIM hosting a seminar on the NARA Declaration on 8 and 9 July 2014 which was attended by world heritage practitioners from various African countries. Plans are underway to secure partnerships with other world heritage sites, particularly on the African continent. The Le Morne Cultural Landscape, a world heritage site in Mauritius, is the latest institution that has approached Robben Island with view to forging a partnership. The ICMP implementation progress report which is annexed to this Annual Report will provide an indicator of the State of Conservation. The Chief Heritage Officer participated in world heritage conferences and this served to strengthen UNESCO’s confidence in Robben Island.

Council has noted the slow progress in implementation of the ICMP which was caused mainly by the challenge of having to divert resources towards performing functions related to municipal services on the island. Furthermore, Council intends to approach the Minister of Arts and Culture to request a review of the museum’s baseline funding to take into account its compliance requirements as a world heritage site.

11. Performance Information
Detailed performance information as required by the PFMA is included elsewhere in detail in the body of the Annual Report.

12. 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. Individually and collectively members of Council carried out their fiduciary responsibilities in order to strengthen the fundamental principles of good corporate governance to ensure that RIM achieves an unqualified audit opinion.

A special word of gratitude goes to the personnel 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 strive without the support of its partners in tourism sector, especially tour operators and tourism bodies. I echo the chairperson’s sentiments in acknowledging the roles played by government departments, heritage agencies, the local municipality, local and international universities and the private sector.

Lastly, I wish to thank the Department of Arts and Culture for the support given to Robben Island Museum.

Dr Sibongiseni Mthokozisi Mkhize
Chief Executive Officer
31 July 2015
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 2015.

Yours faithfully

Dr Sibongiseni Mthokozisi Mkhize
Chief Executive Officer
31 July 2015

Mr Sibusiso Blessing Buthelezi
Chairperson of the Council
31 July 2015
1.7 Robben Island Museum in the Spotlight

The President of Burundi, His Excellency Pierre Nkurunziza with Minister of Arts and Culture, Mr N. Mthethwa.

18 July 2014 Mandela Day at NMG.


2014 APMHS students with Professor Giraj Rassool.

Masa Sokol interpreting her exhibition.
General Information


A CSA Marketing Manager addressing students on Mandela Day 18 July 2014.


Ahmed Kathrada taking delegation from the World Tourism Organisation (WTO) on a tour.

Protocol Visit by President of Republic of Chile - August 2014 From the left: Sello Hatang(Nelson Mandela Foundation CEO), Ms Rathabile Dlamini(Minister of Social Development), Michelle Bachelet(President of Chile), Ahmed Kathrada, Professor Njabulo Ndebele, Dr Sibongiseni Mkhize(RIM CEO) and Pascal-Taruevinga(RIM CHQ).

ROBBEN ISLAND MUSEUM
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; and
- 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;

- Honesty
- Excellence
- Accountability
- Respect
- Transparency
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
1.10 Organisational structure

Executive Officers

<table>
<thead>
<tr>
<th>Name of Executive Officer</th>
<th>Position</th>
<th>Date appointed</th>
</tr>
</thead>
<tbody>
<tr>
<td>SM Mkhize</td>
<td>Chief Executive Officer</td>
<td>1 November 2010</td>
</tr>
<tr>
<td>MC Llale</td>
<td>Chief Financial Officer</td>
<td>13 January 2011</td>
</tr>
<tr>
<td>PP Taruvinga</td>
<td>Chief Heritage Officer</td>
<td>1 September 2013</td>
</tr>
</tbody>
</table>

High level organisational structure as at 31 March 2015:
Part B:

Performance Information
2.1 Auditor-General Report: Predetermined objectives

The AGSA currently performs the necessary audit procedures on performance information to express a conclusion on the usefulness and reliability of the reported performance information for selected programmes, and report the 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 2014/2015 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.

To realise the Integrated Conservation Management Plan (ICMP) strategic objectives, RIM had four programmes which guide the implementation of the ICMP, detailed as follows:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Sub-programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme 1: Stakeholder perspective</td>
<td>Sub programme: S1: Financial sustainability</td>
</tr>
<tr>
<td></td>
<td>Sub programme: S2: Corporate Governance</td>
</tr>
<tr>
<td></td>
<td>Sub programme: S3: Conservation</td>
</tr>
<tr>
<td></td>
<td>Sub programme: S4: Brand / Image</td>
</tr>
<tr>
<td>Programme 2: Processes perspective</td>
<td>Sub programme: C1: Customer satisfaction (visitors)</td>
</tr>
<tr>
<td></td>
<td>Sub programme: C2: Expand visitor base (new and repeat customers)</td>
</tr>
<tr>
<td>Programme 3: Customer perspective</td>
<td>Sub programme: P1: Integrated operations management</td>
</tr>
<tr>
<td></td>
<td>Sub programme: P2: Reliable ferry operation</td>
</tr>
<tr>
<td></td>
<td>Sub programme: P3: Agile responsive product development</td>
</tr>
<tr>
<td></td>
<td>Sub programme: P4: Optimised conservation programmes</td>
</tr>
<tr>
<td></td>
<td>Sub programme: P5: Marketing, communication and public relations</td>
</tr>
<tr>
<td></td>
<td>Sub programme: P6: Partnership management</td>
</tr>
<tr>
<td></td>
<td>Sub programme: P7: Stakeholder management</td>
</tr>
<tr>
<td></td>
<td>Sub programme: P8: Research</td>
</tr>
<tr>
<td></td>
<td>Sub programme: P9: APMHS</td>
</tr>
<tr>
<td>Programme 4: Resources perspective</td>
<td>Sub programme: R1: Attract, develop and retain best talent</td>
</tr>
<tr>
<td></td>
<td>Sub programme: R2: Create HEART culture</td>
</tr>
<tr>
<td></td>
<td>Sub programme: R3: Infrastructure and equipment</td>
</tr>
<tr>
<td></td>
<td>Sub programme: R4: Heritage assets</td>
</tr>
</tbody>
</table>

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 2014/2015:

<table>
<thead>
<tr>
<th>Goal number/Objective 1:</th>
<th>Strategic Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal number/Objective 2:</th>
<th>Strategic Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a supportive institutional framework for sustained cooperative governance across stakeholder divisions, departments, units and the RIM Executive Office and Council.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal number/Objective 3:</th>
<th>Strategic Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal number/Objective 4:</th>
<th>Strategic Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal number/Objective 5:</th>
<th>Strategic Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal number/Objective 6:</th>
<th>Strategic Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal number/Objective 7:</th>
<th>Strategic Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>
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 aims to 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 and injustice.

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 in public relations and marketing, to 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.

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, 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.
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.

Adaptive re-use of facilities of 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:

(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.

Ferry operating model

Public access to Robben Island is greatly dependent on a reliable ferry operating model and having the appropriately skilled and trained employee compliment to ensure maritime regulations are complied with.

RIM has faced serious challenges over the past year with regards to the suitability of vessels for conditions and maintenance down-time.

Management is currently in the process of procuring a new appropriate vessel best suited to the environment and which could assist with faster and more flexible access to Robben Island.
**Infrastructure and built environment**

Since the inception of the museum in 1997, Department of Public Works have been responsible for the maintenance of infrastructure and bulk services on Robben Island. Due to the serious state of neglect of the municipal and build environment the Department of Arts and Culture in December 2013 suspended the services of Department of Public Works. During the financial year 2014/2015 RIM was responsible for the maintenance of the Robben Island facilities and for providing bulk services on Robben Island.

To prevent further deterioration of the facilities and the infrastructure on Robben Island management has implemented the following interim measures:

- Service providers with the appropriate skills and technical knowledge were brought on board to assist with the management of the electricity plant, water desalination plant and the sewage treatment plant;
- A property manager and estates team daily attend to general maintenance issues;
- A User Asset Management Plan (UAMP) has been drafted with business plans for infrastructure to DAC;
- The Environmental Management Unit has ensured that seven public spaces/gardens are maintained; and
- RIM has also engaged in negotiations with the Department of Correctional Services with a view to establish a partnership that will result in obtaining working labour from their correctional services available to assist in maintaining the Island.

The technical ability and skills required to maintain the municipal services on Robben Island (power generation plant, water desalination plant and sewage plant) comes at a cost, as these skills are not readily available in the market and skilled service providers are required to maintain these services.

In February 2015, RIM was informed by DAC that DPW would be returning as a service provider to maintain the infrastructure on Robben Island and to provide bulk services. DAC, DPW and RIM are currently in the process of finalising the relationship and the service level agreement which will ensure that Robben Island is maintained and conserved as a World Heritage Site.

**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.

The significant strain placed on the budget during the financial year due to infrastructure maintenance and bulk services costs has had a negative impact on the performance of some of the targets. Funding related to infrastructure could not be secured until the last quarter of the year and thus RIM has to defer some of its performance targets to the next financial year.

**Organisational environment:**

**Employees**

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.

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.

As a consequence RIM management is embarking on an organisational restructuring exercise within the next year to ensure that the RIM organisational structure supports the implementation of the ICMP. The process is likely to impact the organisational performance for 2015-2016 financial year.

RIM management also ensures on-going professional development for the employees of in order to develop and retain talent within the entity.
Relationship with Ex-Political Prisoners (EPP’s)
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 this relationship will ensure that the museum delivers on its mandate and enhance the narrative and the 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.

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 within a one year period which imitated in November 2014.

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.

2.5 Performance information per programme

Overall performance:
During the financial year 2014/2015 RIM had a total of 67 performance targets per the APP.

The overall performance for RIM was as follows:

- 31 targets were achieved;
- 12 targets were partially achieved; and
- 24 targets were not achieved.

When performance is compared to 2013/2014 performance the following performance improvement can be detected:

- RIM has achieved 33% more of its targets than the prior year. In the prior year only 13% of targets were achieved.
Programme 1: Stakeholder perspective

The Stakeholder perspective fulfils the following strategic objectives of the ICMP: 1, 2, 3 and 4 by providing strategic guidance and allocating resources for the implementation of the ICMP through the Strategic Plan.

The Stakeholder perspective programme aims to:
- develop RIM as a sustainable and fully capacitated World Heritage Site, which makes use of effective internal controls and financial and operating systems;
- ensure effective office services, registry and archiving;
- guide the organisation in disseminating accurate and timely information about the organisation’s programmes and projects;
- execute the core functions of the Robben Island Museum for the protection and conservation of the World heritage site; and
- ensure the successful branding and image promotion to increase first time and repeat visitors to the island.

The performance for Programme 1: Stakeholder perspective was as follows:
- 7 targets were achieved;
- 2 targets were partially achieved; and
- 3 targets were not achieved.

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 governance workshop which contributed to the effective and efficient strategic management and compliance to relevant legislation.
- The attendance of a training session on World Heritage Conservation and the finalisation of the RIM State of Conservation report which contributed to the protection of South Africa’s cultural heritage and the conservation of Robben Island as a national estate and World Heritage Site.
<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Performance indicator</th>
<th>Target</th>
<th>Actual Achievement</th>
<th>Deviations from planned target</th>
<th>Comments on deviations</th>
<th>Actual Achievement prior year</th>
</tr>
</thead>
<tbody>
<tr>
<td>To diversify the service lines of the Robben Island Museum in order to ensure continued growth and sustainability of the museum through identifying and creating opportunities to expand the market base, increase tourism and public education related to the National Heritage site.</td>
<td>Evaluation of revenue generated from functional areas as a percentage of related cost incurred.</td>
<td>100% recovery of annual cost incurred per functional area.</td>
<td><strong>Achieved</strong> Four quarterly profitability reports were submitted to the Financial Executive commenting on the profitability of RIM's operational centres.</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>New target, not measured in prior year</td>
</tr>
<tr>
<td></td>
<td>Revised SMART target: Submission of a quarterly profitability report to executive commenting on profitability of RIM's operations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring of the approved budget against revenue and expenditure per vote on a quarterly basis.</td>
<td>Quarterly Financial Statements</td>
<td>4 Quarterly Financial Statements</td>
<td><strong>Achieved</strong> Quarterly management accounts were prepared including a comparison of budgeted and actual performance per quarter.</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>New target, not measured in prior year</td>
</tr>
<tr>
<td>Development and implementation of a Supply chain management policy specific to the needs of the Robben Island museum in order to avoid irregular, Unauthorised, Fruitless and Wasteful expenditure.</td>
<td>Approved Supply chain management policy and procedure manual.</td>
<td>Approved Supply chain management policy and procedure manual.</td>
<td><strong>Achieved</strong> The Supply Chain Management Policy was developed during the financial year in accordance with the Public Finance Management Act and approved by Council.</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>New target, not measured in prior year</td>
</tr>
<tr>
<td>Revised SMART target: An approved Supply Chain Management Policy System in terms of section 51 (1) (a) (iii) of the Public Finance Management Act reviewed and developed to keep abreast of new legislative and policy requirements in place by 31 March 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic objective</td>
<td>Performance indicator</td>
<td>Target</td>
<td>Actual Achievement</td>
<td>Deviations from planned target</td>
<td>Comments on deviations</td>
<td>Actual Achievement prior year</td>
</tr>
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<td>------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>To ensure the effective and efficient Strategic management and compliance to relevant legislation</td>
<td>Review, workshop and approval of six (6) committees' charters and approved delegated functions.</td>
<td>Six (6) reviewed Council committee charters.</td>
<td>Partially achieved</td>
<td>The Council and the four sub-committee charters could only be drafted once the Governance Structures were discussed and approved by Council. The structure was approved late during the financial year and thus there was a time constraint on having all the charters workshopped and approved by 31 March 2015.</td>
<td>The Council and sub-committee charters shall be presented for approval at the next Council meeting of the 2015/2016 year.</td>
<td>Prior year target: Annual Review of Committees’ Charters and the Governance Manual. Partially achieved</td>
</tr>
</tbody>
</table>

Attend Annual Governance workshop as presented by the Department.

Attend one (1) governance workshop.

Revised SMART target:
The Council and the Executive shall attend one (1) governance workshop annually.

Achieved
A Governance Workshop was presented by the Company Secretary on 26 November 2014 and Council members and the Executive attended the meeting.

Not applicable

Not applicable

New target, not measured in prior year
<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Performance indicator</th>
<th>Target</th>
<th>Actual Achievement</th>
<th>Deviations from planned target</th>
<th>Comments on deviations</th>
<th>Actual Achievement prior year</th>
</tr>
</thead>
<tbody>
<tr>
<td>To protect South Africa’s cultural heritage and conserve Robben Island as a national estate and World Heritage Site</td>
<td>Planned number of training sessions to be conducted on World Heritage conservation.</td>
<td>One (1) training session to be conducted.</td>
<td>Achieved</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>New target, not measured in prior year</td>
</tr>
<tr>
<td>Revised SMART target:</td>
<td></td>
<td>One (1) training session to be conducted on World Heritage Conservation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development of the Annual state of conservation report for approval by UNESCO.</td>
<td>Approved Annual state of conservation report</td>
<td>Achieved</td>
<td>The State of Conservation report was drafted during the year and was approved by the CEO</td>
<td>Not applicable</td>
<td>Not applicable</td>
<td>New target, not measured in prior year</td>
</tr>
<tr>
<td>Revised SMART target:</td>
<td></td>
<td>Approved Annual state of conservation report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain Global and national links with World Heritage compliance organs</td>
<td>1 World Heritage Committee and 3 Site Managers’ Forum sessions</td>
<td>Partially achieved</td>
<td>3 site managers’ forums sessions were initiated by DEA which RIM attended. RIM was not asked to attend the World Heritage Committee meeting by DEA</td>
<td>RIM submitted a favourable report and therefore did not have to attend the World Heritage Committee</td>
<td>Not applicable</td>
<td>New target, not measured in prior year</td>
</tr>
<tr>
<td>Revised SMART target:</td>
<td></td>
<td>1 World Heritage Committee and 2 Site Managers’ Forum sessions initiated by DEA to be attended annually by RIM</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop an Integrated Disaster Risk Plan for Robben Island</td>
<td>Approved Integrated Disaster Risk Plan</td>
<td>Not achieved</td>
<td>An approved concept for the Integrated Disaster Risk Plan could not be fully and developed during the year</td>
<td>This target is of a complex nature and project has been deferred to 2015/2016 after internal audit provided guidance on considerations to be taken into account for the plan.</td>
<td>During 2015/2016 an Integrated Disaster Risk Plan shall be developed by the Disaster Risk Management Committee</td>
<td>New target, not measured in prior year</td>
</tr>
<tr>
<td>Revised SMART target:</td>
<td></td>
<td>Approved Concept for the Integrated Disaster Risk Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obtain permit from the South African Heritage Resources Agency (SAHRA)</td>
<td>Xx permits obtained from SAHRA.</td>
<td>Not achieved</td>
<td>2 permits were obtained from SAHRA to perform repairs to the Built Environment</td>
<td>Although the original target per the APP provides confusion in terms of the number of permits required (xx vs. 16), this target cannot be measured as partially achieved. Lack of capacity in the built environment unit has resulted in this function not being attended to and the focus of the department has been on the provision of bulk services which was a necessity.</td>
<td>Information and reports have been gathered which will enable application of permits in the next financial year. The unit will work closely with SAHRA to obtain the permits in the next financial year.</td>
<td>New target, not measured in prior year</td>
</tr>
<tr>
<td>Revised SMART target:</td>
<td></td>
<td>Obtaining a permit from SAHRA to perform repairs to the Built Environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>