

**Robben Island Museum**

**Integrated Conservation Management Plan  
2013-2018**

**DRAFT**

**Implementation Plan**

## **RIM Vision Statement**

Robben Island World Heritage Site (RIWHS) as a living museum aims to memorialise and promote its unique universal symbolism of the triumph of the human spirit over adversity and injustice, using both its tangible and intangible resources.

RIWHS will engage its local, national and international stakeholders to develop world class conservation and use programmes, and employ strategies that will:

- Reflect its documented memories of the political imprisonment landscape and other historical layers;
- Encourage critical debate and lifelong learning;
- Promote democratic principles and human rights;
- Promote self-reflection and spiritual engagement of the site through a world class visitor experience.

Therefore RIWHS shall manage its richly layered resources and associated activities in a manner that promotes economic sustainability and development for itself and local communities.

## **RIM Mission Statement**

In implementing its vision, RIWHS will focus on the following core purposes:

- Implementation of an integrated management approach and tools for the site;
- Enhancement of universal access;
- Improved visitor experience through effective visitor management;
- Improved interpretation and public programming;
- Review and implementation of policies for the management of the site;
- Ensuring the significance of the site through sound conservation management strategies;
- Providing an opportunity for sustainable economic empowerment.

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## Acronyms

CFO	Chief Financial Officer
CHO	Chief Heritage Officer
COO	Chief Operations Officer
DAC	Department of Arts and Culture
DEA	National Department of Environmental Affairs
DPW	Department of Public Works
EIA	Environmental Impact Assessment
EPPs	Ex-Political Prisoners
EPPA	Ex-Political Prisoners Association
GIS	Global Information System
HIA	Heritage Impact Assessment
HR	Human Resources
ICMP	Integrated Conservation Management Plan
IP	Interpretation Plan
M&E	Monitoring and Evaluation
MSP	Maximum Security Prison
NEMP	Natural Environment Management Plan
NMG	Nelson Mandela Gateway
OMP	Operational Management Plan
OUV	Outstanding Universal Value
PMU	Project Management Unit
RIM	Robben Island Museum
RIWHS	Robben Island World Heritage Site
SAHRA	South Africa Heritage Resource Agency
SLA	Service Level Agreement
SMART	Specific, Measurable, Attainable, Realistic and Time-sensitive
SWOT	Strength, Weakness, Opportunity and Threat
UNESCO	United Nations Education, Scientific and Cultural Organisation
UWC	University of the Western Cape

# **1. Introduction**

## **1.1. Implementing the 2<sup>nd</sup> Integrated Conservation Management Plan**

Any plan is only as good as its implementation. The Implementation Plan provides a road to implementing the 2<sup>nd</sup> Integrated Conservation Management Plan (ICMP). It has a strong integrative role as it brings together the different components of the 2<sup>nd</sup> ICMP into a single plan in table format. This integration function goes further as the Implementation Plan has a re-iterative relationship with the Strategic Plan, which is a major tool for Robben Island Museum (RIM) management, as it distributes tasks across the eight RIM departments. Both the Strategic Plan and Implementation Plan are reviewed annually by RIM Management, thus further strengthening coordination and integration.

The Implementation Plan is at the end of the line of the planning process that resulted in the 2<sup>nd</sup> ICMP (Figure 1). The 20 Management Imperatives identified in the Operational Management Plan are captured in the Implementation Plan. So are the Action Categories in the three specific management plans: the Visitor Management Plan (VMP), the Interpretation Plan (IP) and Natural Environment Management Plan (NEMP). The 2<sup>nd</sup> ICMP planning process was designed and run to make sure that RIM's Vision and Mission, through the Strategic Objectives in the Operational Plan and the specific Plans, are linked to the Implementation Plan. Therefore all the actions in the Implementation Plan are considered important as they advance the goals of RIM.

## **1.2. What is the Implementation Plan?**

The Implementation Plan is a specific plan within the 2<sup>nd</sup> ICMP, as detailed on Figure 1. It provides an organised Action Plan detailing what tasks need to be done for RIM to be effectively managed. The Implementation Plan has detailed tasks, deliverables, indicators and timelines. These are grouped into Action Categories that link to the Strategic Objectives in the Operational Management Plan (OMP). The Implementation Plan is also a re-iterative plan, in that it is easily updatable and can be reviewed on an annual basis, in tandem with annual review of the Strategic Plan by RIM management.

## **1.3. Purpose of the Implementation Plan**

The Implementation Plan provides RIM with a clear, simple and updatable template to roll out implementation activities over the five year period.

## **1.4. How to use the Implementation Plan**

The Implementation Plan can be used as a stand-alone document and details all the tasks that are necessary to improve the management of the Robben Island. The plan is integrated in that it draws together all actions from across the organisation into a single and simple implementation document. The first step in its implementation is for the implementing machinery to discuss and agree on tasks. The Implementation Plan therefore must be thoroughly discussed and assessed by RIM management in order to clarify task priorities and plan accordingly for the effective implementation of the 2<sup>nd</sup> ICMP. After such meeting, the plan must then be discussed with all RIM departments, to gain further input and agreement on timelines within the context of current implementation challenges and realities.

Conversely, the Implementation Plan may also be treated first by the different departments and the discussion integrated in a plenary session with RIM management.

### 1.5. Prioritisation of actions to be implemented

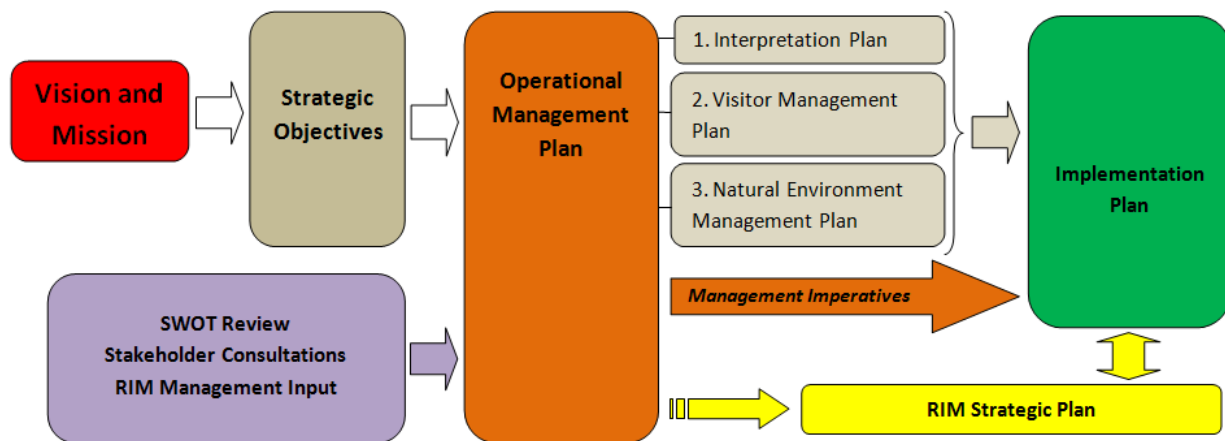
The Action Categories in the Implementation Plan represent a systematic organisation of all necessary management actions that have been identified in the revision of the ICMP. At a first sight the number of actions listed under the Action Categories appears daunting. However, many of them are already under some degree of implementation.

Tasks have an overall priority rating that can be designated in an initial operational management workshop after publication of the 2<sup>nd</sup> ICMP. Prioritisation shows the RIM management where to start, and immediately make the overall number of tasks less daunting as not all have to be implemented at the same time. The answer to the old question of how one eats an elephant remains as true as ever: one bite at a time!

The priority rating exercise should be repeated in internal RIM workshops which will enable management to further unpack, prioritise and usurp the actions into its Strategic Plan and accordingly allocate them across the relevant RIM departments and programmes. During this process RIM management can also internally assess its capability to accomplish the different tasks and even make a call on which ones they may want to outsource or may require outside assistance with. Periodic intra-departmental prioritisation workshops are also recommended and can be done after periodic monitoring and evaluation (M&E) exercises.

During the prioritisation process RIM management can also internally assess its capability to accomplish the different tasks and even make a call on which ones they may want to outsource or may require outside assistance with.

Figure 1: The RIM Management Planning Framework of the RIWHS



The table above clearly shows how the Vision and Mission, together with the input from a range of stakeholders and the SWOT Review inform the Operational Management Plan (OMP). The management

imperatives in the OMP are reflected in the Implementation Plan, as well as the action categories in the three specific plans. The Implementation Plan also has a strong re-iterative relationship to the RIM Strategic Plan.

## **1.6. Monitoring and Evaluation**

How can we measure the Implementation Plan's effectiveness? The role out of the plan must be reviewed on a quarterly basis by the RIM Executive and Senior Managers of RIM Departments, in tandem with RIM quarterly reporting mechanisms. Such review forms part of monitoring and evaluation of the implementation of the 2<sup>nd</sup> ICMP. Part of the plan can also be reviewed on an ad hoc basis as may be needed, as long as changes are reflected in the quarterly and annual review. The plan is thus adaptive and provides a malleable structure for turning good ideas into reality, effectively.

The implementation of the 2<sup>nd</sup> ICMP can be assessed, through monitoring progress and the status on tasks identified within the Implementation Plan. Once a Project Management Unit is in place, such evaluation may be conducted at any stage, and will provide a status quo assessment of the management of Robben Island. The Implementation Plan is finally guided and measured by the 2<sup>nd</sup> ICMP Strategic Objectives, as detailed in the Operational Management Plan.

The only way to measure both the roll-out of the 2<sup>nd</sup> ICMP and the effect that it has on the management of the Island, is through using a Monitoring and Evaluation system. In this instance it can be said that the implementation of the plan has to be carefully *monitored*. It is proposed that the Implementation Plan be expanded into a log frame format. This will allow for the main actions to be broken down into clear steps, deliverables, indicators and timelines, with tasks assigned to, and accepted by the responsible parties. Every quarter progress can be assessed by monitoring what steps have been taken (or not). Obstacles can then be discussed and ways of overcoming them sought. The advantage of monitoring is that bottlenecks in management can also be easily identified and timely assistance can be provided to the respective and responsible parties.

Finally, an *evaluation* matrix that focuses on end results must also be part of the M&E system and here the actual impact of the 2<sup>nd</sup> ICMP can be *evaluated*. Not everything in the 2<sup>nd</sup> ICMP may be as effective as is anticipated at the time of writing the plan. Certain approaches or actions may have to be modified and entirely new ones may need to be brought in to ensure the desired effect is reached. This is called adaptive management, and without monitoring and evaluation this is not possible. An added advantage is that a good M&E system can greatly assist in reporting to the relevant ministries and parliamentary sub-committees as well as UNESCO. An M&E system need not be over-complicated – like in all aspects of the 2<sup>nd</sup> ICMP, simple is good. Its existence will make management easier rather than complicate it. Without it management has no way of knowing how they are doing.

## **2. The Legislative Framework**

Robben Island Museum has the legal mandate and responsibility to ensure that the Implementation Plan is put into effect in order to comply with the relevant legal obligation. In other words the plan must be implemented in order to ensure compliance with the various laws and conventions that govern the management of RIWHS. RIM is responsible for the effective management of Robben Island, together with other partners including Department of Arts and Culture (DAC), Department of Environmental Affairs (DEA), Department of Public Works (DPW), South Africa Heritage Resource Agency (SAHRA) and the University of the Western Cape (UWC), for instance. Refer to the Operational Management Plan, the Natural Environment Management Plan and the Reference Bundle for further comprehensive information regarding the legislative framework.

## **3. Action Plan**

The tasks identified in the Action Plan emerged from the review of RIM documents, information obtained during consultation with RIM staff and other stakeholders. Its linkages to the Vision and Mission and specific plans are already explained above and in Figure 1.

It is proposed that the top priority actions from the Implementation Plan, be planned in more detail using a log-frame format that outlines clear steps, deliverables, indicators and timelines, with tasks assigned to and accepted by the responsible parties. Every quarter progress can be assessed which provides an opportunity to discuss obstacles and find a way of overcoming them. With plans, as well as a monitoring and evaluation system in place, there is 'nothing to it but to do it'.

Ultimately the purpose of the Action Plan is to guide effort and ensure that all work conducted, being either the investigation of or planning for a project, or the implementation of the specific project, as detailed in Tables 1 to 4, can be measured in order to comply with the SMART (specific, measurable, attainable, realistic and time-sensitive) criteria required by the National Treasury of South Africa.



Table 1: Actions to Implement the Operational Management Plan

	<b>OMP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Appointments</b>					
	<b>Strategic Objective 1</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	R2.5m	CEO
1.2	Appoint appropriate project management expertise to fulfill 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	R2.5m	CEO
1.3	Appoint business development specialist for events and conferences development and establish a Business Unit	High	2013	Unit	R0.5m	CEO
	<b>Action Category: Reviews and communications</b>					
	<b>Strategic Objective 2</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	R0.05m	CEO
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	2013	Single SLA	R1.0m	CEO
1.6	Conduct Organisational Review internally within RIM	High	2013	Report	R0.5m	CEO
1.7	Review DPW Capital Projects	High	2013	Report	R0.25m	CEO
1.8	Establish the Robben Island Consultative Forum	High	2013	Forum	0	CEO
	<b>Action Category: Development of additional plans</b>					
	<b>Strategic Objectives 1 and 2</b>					
1.9	Commission the compilation of a Development Plan to unify efforts and prioritise special projects	Immediate	2013	Report	R0.5m	CEO
1.10	Commission the compilation of a Built Environment Conservation Manual	High	2013	Report	R0.5m	CEO
1.11	Commission the compilation of a Collections Management Plan	High	2013	Report	R0.5m	CEO
1.12	Commission the compilation of a User Asset Management Plan	High	2013	Report	R0.5m	CEO
1.13	Infrastructure Maintenance Plan	High	2013	Report	R0.5m	CEO
	<b>Action Category: Maintenance and Infrastructure</b>					
	<b>Strategic Objective 1</b>					
1.14	Appoint the necessary built environment specialist for immediate maintenance needs, until the Facilities Maintenance Contract has commenced	Immediate	2013	Maintenance	R0.5m	CEO
1.15	Formalise and commence the Facilities Maintenance Contract	Urgent	2013-2018	Maintenance	0	DAC
1.16	Power distribution upgrade and operation	Medium	2013-2014	Upgrade	R5.0m	CEO
1.17	Repair and maintenance to Water and Sewage Services	Medium	2013-2014	Maintenance	R5.0m	CEO

	<b>OMP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Collections management</b>					
	<b>Strategic Objectives 3 and 6</b>					
1.18	Re-establishment of the Mayibuye Archives at more accessible location that is feasible.	Immediate	2013-2018	Access	R50m	CEO
1.19	Archive inventory development i.t.o. National Treasury requirements: Phase 1	High	2013	Database	R0.5m	Collections Unit
1.20	Establish Greenstone Collections Management Electronic Database	High	2014-2016	Database	R2.0m	Collections Unit
1.21	Install Fire Protection and Climate Control at Mayibuye Archive	High	2013	Protection system	R2.0m	Collections Unit
1.22	Umatic Tape Collection transfer to higher definition format to preserve film footage	High	2013	HD format	R0.5m	Collections Unit
	<b>Action Category: Organisational units and performance</b>					
	<b>Strategic Objectives 1 and 2</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	2013	CLM Unit	R5.0m	CHO
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	2013	PMU	R1.0m	CHO
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	2013	PMS	R0.5m	COO
	<b>Action Category: Operational aspects</b>					
	<b>Strategic Objective 1</b>					
1.26	Assess the Murray Bay Diesel Storage Tank and identify the way forward	High	2013	Report	R0.2m	CEO
1.27	Further establish Disaster Preparedness within RIM, keeping safety a primary concern	High	2013-2018	Programme	R0.5m	Estates
	<b>Action Category: Special projects</b>					
	<b>Strategic Objectives 1 and 6</b>					
1.28	Implement the Bluestone Quarry project (pending review)	High	2013-2015	Seawall	R5.0m	COO
1.29	Implement the Old Power Station (pending review)	High	2013-2018	Archive	R50m	COO
1.30	Implement the Limestone Quarry project (pending review)	High	2013-2015	Facilities	R0.5m	COO
1.31	Review the Outronk Project	Medium	2013	Report	R0.1m	CHO
1.32	Review the Zinktronk Project	Medium	2013	Report	R0.1m	CHO
1.33	Review World War 2 Relics Project	Very Low	2013	Report	R0.1m	CHO

Table 2: Actions to Implement the Interpretation Plan

	<b>IP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Organisational capacity development</b>					
	<b>Strategic Objective 2</b>					
2.1	Establish an Interpretation Committee	High	2013	Committee	0	CHO
	<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	2013	Programme	R0.1m	Education Senior Manager
2.3	Review and update public education materials	High	2013	Materials	R0.1m	Education Senior Manager
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	2013-2014	Partnership	0	Education Senior Manager
2.5	Establish partnerships with tertiary institutions and review and enhance the African Heritage Management Studies programme	High	2013	Partnership	0	Education Senior Manager
2.6	Ensure that RIM staff receives heritage management training, including participate in exchange visits	High	2013-2018	Trained staff	R0.75m	HR Senior Manager
2.7	Monitor and evaluation the impact and effectiveness of the education interventions	High	2013-2018	Report	R0.25m	CHO

	<b>IP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Interpretive projects for enhancement of visitor experience</b>					
	<b>Strategic Objective 3, 4, 5, 6 and 7</b>					
2.8	Establish the Wall of Remembrance Project, as unifying project in RIM	High	2013-2014	Exhibition	R5.0m	CHO
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	2013-2014	Facilities	R10m	CHO
2.10	Exhibitions Projects (G-Section Exhibition and DVD, Universal Access Policy, New MSP Exhibitions, NMG Courtyard Exhibition)	High	2013-2018	Exhibitions	R1.0m	Heritage Senior Manager
2.11	Stikland Pilgrimage Project (Research, Memorial Design, Construction, Unveiling, Filming, DVD Production)	High	2013	Memorial	R2.0m	Heritage
2.12	Conduct Research and Document Memories of EPPs in accordance with EPP Reference Group Projects	High	2013-2018	Material	R0.5m	Heritage
2.13	Establish a heritage training institute on Robben Island, renowned as an excellent learning centre for heritage management	High	2013-2018	Training facility	R20m	CHO

Table 3: Actions to Implement the Visitor Management Plan

	<b>VMP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Visitor information, service and ICT systems upgrade</b>					
	<b>Strategic Objective 5</b>					
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	2013	Brochure	R0.05m	Senior Manager Marketing
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	R0.25m	CHO
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	R0.8m	CFO
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	R0.1m	CHO
	<b>Action Category: Improve visitor flow and congestion</b>					
	<b>Strategic Objectives 1 and 5</b>					
3.5	Position information kiosks and information staff at, or close to NMG, during busy times	High	2013-2018	Kiosks	R1.0m	Senior Manager Tourism
3.6	Provide for signage to NMG, as well as demarcated areas for embarking and disembarking to separate arrivals from departures	High	2013	Facilities	R0.05	Senior Manager Tourism
	<b>Action Category: Conduct tourism impact assessment</b>					
	<b>Strategic Objectives 4 and 5</b>					
3.7	Conduct tourism impact assessment, considering use zones on Robben Island	High	2013	Report	R0.5m	CHO
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	R0.1m	CHO

	<b>VMP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Tour guide service</b>					
	<b>Strategic Objectives 4, 5 and 6</b>					
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	R0.05m	Senior Manager Tourism
3.10	Plan diversification of the Robben Island experience with the tour guides and the EPPA	High	2013	Report	R0.1m	CHO
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	R0.3m	Senior Manager HR
3.12	Develop a continuity plan and back up arrangements for prison guides and their legacy	High	2013-2015	Report	R0.1m	CHO
3.13	The division of visitor groups into smaller sizes of around 20 be implemented	High	2013	Small groups	R0.1m	Senior Manager Tourism
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	0	CHO
	<b>Action Category: Visitor infrastructure upgrades</b>					
	<b>Strategic Objective 1, 5, 6 and 7</b>					
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	R3.0m	COO
3.16	Clearly define a plan for visitor infrastructure upgrades	High	2013	Report	R0.5m	COO
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	R0.5m	COO
3.18	Plan interpretation facilities at the Bluestone Quarry	High	2013-2014	Report	R0.3m	CHO
3.19	Plan and construct the platform/boardwalk at the Limestone Quarry to provide visitor safety	High	2013-2014	Report	R0.5m	CHO
3.20	Plan and construct resting areas and toilet facilities for various tour options		2013-2014	Facility	R1.0m	CHO
3.21	Renovate Guest House	High	2013-2014	Facility	R1.0m	CHO
3.22	Renovate Mess, Kitchen and Landscaping linked to Female Asylum	Medium	2013-2014	Facility	R1.0m	CHO
3.23	Renovate Prison Sports Field and Tennis Courts	Medium	2013	Facility	R1.0m	CHO
3.24	Implement options to make Robben Island accessible to people with special needs	High	2013-2015	Facility	R1.0m	CHO
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	R1.0m	CHO
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	R1.0m	CHO
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	R1.0m	CHO

	<b>VMP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Marketing and public relations</b>					
	<b>Strategic Objectives 5 and 7</b>					
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	R0.2m	Senior Manager Marketing
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	R0.2m	Senior Manager Marketing
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	R0.2m	Senior Manager Marketing
3.31	Align Marketing and Communications strategy with the Improved Visitor Experience	High	2013-2018	Marketing	R0.2m	Senior Manager Marketing
3.32	Enhance tourism product development together with other stakeholders and potential partners	High	2013-2018	Products	R0.2m	CHO
	<b>Action Category: Visitor management and additional staffing</b>					
	<b>Strategic Objective 5</b>					
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	0	Senior Manager Tourism
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	R0.1m	Senior Manager Tourism/HR/Marketing
	<b>Action Category: Sustainability of visitor numbers during the low season</b>					
	<b>Strategic Objective 5</b>					
3.35	Implement a local and international programme to ensure visitation in winter periods	Medium	2013-2018	Programme	R0.1m	Senior Manager Marketing
3.36	Find other ways to attract visitors during low season	Medium	2013-2018	Report	0	Senior Manager Marketing

	<b>VMP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Diversify tour options and Robben Island narrative</b>					
	<b>Strategic Objectives 3, 4, 5, 6 and 7</b>					
3.37	Conduct interpretation research and training with tour guides to diversify the presentation of the heritage of Robben Island		2013-2018	Workshop	R0.50m	CHO
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	R0.50m	CHO
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	R0.1m	CHO
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	R0.05m	Senior Manager Tourism
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	R0.5m	Senior Manager Tourism
3.42	Focus on offering events and conferences, as well as other specialised tours	High	2013-2018	Report	R0.1m	Business Unit
	<b>Action Category: Customer service and surveys</b>					
	<b>Strategic Objective 5</b>					
3.43	Enhance the overall visitor experience through effective and well-coordinated customer service	High	2013-2018	Service	R0.5m	Senior Manager HR
3.44	Conduct surveys on visitor experience, profiling information and feed into planning and marketing	High	2013-2018	Surveys	R0.5m	Senior Manager Tourism



Table 4: Actions to Implement the Natural Environment Management Plan

	<b>NEMP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Improve communication</b>					
	<b>Strategic Objectives 2 and 4</b>					
4.1	Establish a Robben Island Environmental Advisory Committee	High	2013	Committee	0	Env. Unit
4.2	Establish communication procedures for the RIM Environmental Management Unit	High	2013	Procedure	0	Env. Unit
4.3	Establish working relationships with management partners	High	2013	Working relationships	0	Env. Unit
4.4	Institute mobile signage for no-go areas to protect seabirds and shorebirds	High	2013	Signs	R0.05m	Env. Unit
4.5	Institute speed humps and redirect traffic during bird breeding season, to protect African penguins, a threatened species	High	2013	Speed humps	R0.3m	Senior Manager Estates
	<b>Action Category: Spatial planning, ecotourism and environmental awareness</b>					
	<b>Strategic Objective 1, 3 and 4</b>					
4.6	Establish a Mapping Project and a Zonation Plan in the CLM Unit	High	2013-2015	Map	R0.5m	CLM Unit
4.7	Investigate ecotourism opportunities as a diversification option for visitor routes	Medium	2014	Report	R0.5m	Env. Unit
4.8	Investigate an environmental education and awareness campaign	Medium	2013-2014	Report	0	Env. Unit Senior Manager Education
	<b>Action Category: Fire fighting and alien vegetation management</b>					
	<b>Strategic Objective 4</b>					
4.9	Design firebreaks and maintenance management plan with stakeholders	High	2013	Fire breaks	R0.1m	Env. Unit DAC
4.10	Develop an Alien Plant Control, Rehabilitation and Vegetation Disposal Programme	Medium	2013	Report	R0.1m	Env. Unit DAC
4.11	Fire-fighting training for environmental management and other RIM staff	High	2013	Trained staff	R0.2m	Senior Manager HR
	<b>Action Category: Management of fauna</b>					
	<b>Strategic Objective 4</b>					
4.12	Protect African penguins and other seabird habitat under relevant legislation.	High	2013	Protection	R0.1m	Env. Unit
4.13	Make a decision on management of large herbivores and on this basis establish a Herbivore Eradication Plan/Herbivore Management Plan	High	2013	Report	R0.1m	Env. Unit
4.14	Establish a Game Fowl Management Plan	Medium	2014	Report	R0.1m	Env. Unit
4.15	Establish a Feral Animal Eradication Programme	Medium	2014	Programme	R0.1m	Env. Unit
4.16	Establish a Small Indigenous Animals Monitoring Programme	Medium	2014	Programme	R0.1m	Env. Unit

	<b>NEMP Action Category, Strategic Objective and Tasks</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Deliverable</b>	<b>Cost</b>	<b>Responsible</b>
	<b>Action Category: Monitoring and assessment</b>					
	<b>Strategic Objectives 1, 4 and 5</b>					
4.17	Formalise partnerships to address illegal marine living resource exploitation	High	2013	Compliance monitoring	0	Env. Unit
4.18	Address coastal impacts at Murray's Bay harbor due to sand accretion	Medium	2013-2015	Report	R0.2m	Env. Unit Senior Manager Estates
4.19	Commence monitoring of RIM energy use and produce a Sustainability Strategy	Medium	2013-2015	Report	R0.2m	Env. Unit

**Note on Action Plan task identification and costing:**

The Action Plan has been compiled with information sourced from RIM management, RIM staff, RIM documentation and interviews with key stakeholders. At the time of publication of the 2<sup>nd</sup> ICMP many plans and projects are up for review. Such reviews can now be merged into one planning process by bringing them into the Implementation Plan. This may require one large workshop with sub-sessions followed by a plenary, or a series of smaller workshops. Until that has occurred, the priority ratings and the costing remains indicative. After all tasks have been consolidated into the Implementation Plan, further detailed through identification of top priority tasks and projects, further detailed project costing can commence. The priority rating for each task needs to be workshopped with RIM and it is suggested that tasks have an overall priority rating derived from multiplying its estimated **Urgency** rating (on a scale of 1 to 5) x **Importance** rating (again on a scale of 1 x 5). The priority rating will guide the RIM management on where to start with further planning of the current 108 point action plan above. The Action Plan has an indicative cost of R198.8 million over the 5-year period, with possible further costs depending on progress made in implementation. This implementation cost can change, and is dependent on the Development Plan for Robben Island and the availability of funds to implement the identified tasks and projects. At this stage of the planning process, the implementation costs of the separate plans are as follows:

- Operational Management Plan (OMP): approximately R138.8 million
- Interpretation Plan (IP): approximately R39.7 million
- Visitor Management Plan (VMP): approximately R20.25 million
- Natural Environment Management Plan (NEMP): approximately R2.65 million

