

CHAPTER 11

PROGRAMME OF ACTION: IMPLEMENTATION



INTRODUCTION

The Robben Island ICMP incorporates information and policies from a wide range of sources developed by the Institution since its inception in 1997. It is intended to provide a cohesive approach to the overall planning, conservation and management of the heritage site in its entirety. The ICMP objectives are therefore designed to ensure the realisation of comprehensive management of this World Heritage Site.

The ICMP provides the overarching policies and frameworks that cover all the heritage aspects of Robben Island. It does not include the more detailed guidelines and instructions for implementation, which are to be found in the supporting documentation, such as the Interpretation Plan, Visitor Management Plan, and others.

The implementation of the ICMP requires proper co-ordination of all involved, including the different partners and stakeholders, such as DPW, DAC, SAHRA, and ex-political prisoners, among others. It also requires adequate resources. The management of the implementation of the ICMP will be led by the RIM management, which will ensure adequate and proper mechanisms for overseeing and co-ordinating the ICMP for the effective realisation of its objectives. This chapter discusses the Programme of Action and proposed implementation of the ICMP.

RESOURCES

The effective implementation of the ICMP will undoubtedly have implications for the financial sustainability of the site, and these implications will need to be factored into the budgetary considerations of RIM over the short, medium and long-term. Strategies to address the budget requirements will need to be developed by both the RIM Council and senior management, working in close collaboration with DAC. So far DAC has been supportive financially to the RIWHS and it is hoped that this will continue and even increase to a higher level. There is a need to address the planned maintenance schedule that will resolve the many challenges facing the property's fabric that in the long run could threaten the survival of the values and significance of the site.

ACTIONS TO BE PUT IN PLACE

Following the development of the ICMP and to realise the objectives set out in this document, there is a need for particular actions to be put in place for sustainable management and good governance of RIWHS.

In summary, these actions include, but are not limited to, the following:

- **To address the Political Imprisonment Landscape:** This includes the MSP, Sobukwe Complex, storage space, routes, Bluestone Quarry, Limestone Quarry, harbour parking area, Administration Building, *Ou Tronk* and *Zink Tronk*. Actions here include, among others, restoration and repair; conservation; research; interpretation; visitor management; Environmental Impact Assessment (EIA), developing publications; managing Robben Island collections; public programming, documentation and monitoring; staffing structure and staff development. These actions will meet Specific Objectives 1, 2, 3, 7 and 8 as set out in the ICMP.
- **To address all RIM collections:** Actions here include, among others, provision of adequate storage; conservation; research; acquisitions and inventories; education and public programming; developing publications; and visitor management. These actions will meet Specific Objectives 2, 3, 4, and 5.
- **Administration and management:** Actions here include, among others, legal sign-off; implementation of the MOU and legal agreements; implementation of the ICMP; implementation and monitoring of appropriate policies; appropriate and relevant staff appointment and development; ensuring efficient performance management strategy and implementation; legal frameworks implementation and monitoring of compliance; monitoring and evaluation; financial management; managing the tender processes; legal support; security; and risk management. These actions will meet Specific Objectives 6, 7, 8, 9 and 10.
- **Management of partnerships and fundraising:** Actions here include, among others, fundraising; and resource acquisition / mobilisation. These actions will meet Specific Objectives 9, 10 and 11.
- **Maintenance:** This is applied across the board, but those priorities set out in the ICMP include, among others, putting in place a preventive conservation programme; repair work; restoration; and monitoring. These actions will meet Specific Objectives 1, 2, 3, 4, 7 and 8.
- **Staff development:** Actions here include, among others, filling of key positions; identifying structures to implement priorities; and staff development. These actions will meet Specific Objectives 3, 7 and 8.

- **Universal access:** This is being realised by the opening up of new areas; public programming; interpretation; exhibitions; networking; and by putting in place infrastructure and equipment for the 'differently-abled' people.¹ These actions will meet Specific Objectives 4, 5, 8 and 11.
- **Empowering the communities to have sustainable social and economic development:** Some actions that contribute to this, include the Public Works activities such as construction; product development and retailing; outreach programmes; and conservation through the elimination of invasive and alien plant species, which creates job opportunities. These actions will meet Specific Objectives 1, 3 and 11.
- **Promotion of product development and retailing for economic empowerment and sustainability:** Actions here include, but are not limited to, developing and retailing audio and audio-visual resources; publications; branding; copyright protections and use; and promotion of use of World Heritage logos and the use of the stories of ex-political prisoners; and the use of the Mayibuye Archives. These actions will meet Specific Objectives 5, 8, 9 and 11.
- **Promotion of lifelong learning:** Actions here will include, research on educational practices in the MSP; the ongoing provision of postgraduate studies and short courses; the collection of oral testimonies; further archival research. These actions will meet Specific Objectives 2, 3 and 5.

A number of the recommendations and requirements of the ICMP are already included in the upcoming 5-year cycle of Robben Island programmes. These activities have been identified, prioritised and a schedule of implementation developed for the period 2007 to 2012, as is illustrated in the chart on the next page.

OPERATIONAL PLAN FOR THE INTEGRATED CONSERVATION MANAGEMENT PLAN

Action Plan for the Implementation of the ICMP 2007-2012

[See tables on the following pages]

ENDNOTES

1 - This term refers to among others physically challenged, the elderly, parents pushing prams, economically challenged, language barriers.

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PROJECT	KEY ACTIVITIES	RESPONSIBLE	COST	TIMEFRAME	MONITORING & EVALUATION
Maximum Security Prison including Visitors' Centre, gardens, sports fields and kramat	<ol style="list-style-type: none"> 1. Restoration and conservation 2. Research 3. Interpretation 4. Visitor management 5. Product development 6. Robben Island Collection 7. Public programming 8. Resource mobilisation and partnerships 	<p>DPW/Conservation Architect/Estates dept Research Unit Interpretation Com Interpretation Com Interpretation Com Collections Unit Education CEO and CFO</p>	<p>R21m R0.35m R1.5m R0.5m R3.0m R0.75 R13m</p>	<p>2007-2008 2007-2008 2007-2009 2007-2008 2007-2012 2007-2009 2007-2012 2007-2012</p>	<p>Conservation Architect SM: Heritage SM: Education SM: Tours SM: Marketing SM: Heritage SM: Education Exco</p>
Sobukwe Complex	<ol style="list-style-type: none"> 1. Restoration and conservation 2. Research 3. Interpretation 4. Visitor management 5. Product development 6. Robben Island Collection 7. Public programming 8. Resource mobilisation and partnerships 	<p>DPW/Conservation Architect/Estates dept Research Unit Interpretation Com Interpretation Com Interpretation Com Collections Unit Education CEO, CFO</p>	<p>R3m R0.02m R0.65m R0.05m R0.25m R0.08 R1.2m</p>	<p>2007-2008 2007 2007-2012 2007-2008 2007-2009 2007-2010 2007-2012 2007-2012</p>	<p>Conservation Architect SM: Heritage SM: Education SM: Tours SM: Marketing SM: Heritage SM: Education Exco</p>
Storage Space (Old Power Station)	<ol style="list-style-type: none"> 1. Research 2. Conservation and rehabilitation 3. Education and awareness raising 4. Resource mobilisation and partnership 	<p>Research Unit and Conservator DPW/Contractor/Estate/Conservator/Cons Arch ED and Heritage CEO and CFO</p>	<p>R0.1m R3.5m R0.5m R0.25m</p>	<p>2007-2008 2007-2008 2007-2012 2007-2012</p>	<p>SM: Heritage Conservation Architect COO Exco</p>
Bluestone Quarry	<ol style="list-style-type: none"> 1. EIA 2. Conservation 3. Research 4. Interpretation 5. Visitor management 6. Product development 7. Robben Island Collection 8. Public programming 	<p>Independent Consultant /DPW/Contractor Conservation Architect Research Unit Interpretation Com Interpretation Com Interpretation Com Collections Unit PP Unit Manager</p>	<p>R0.2m R5m R0.05m R0.08m R1.5m R0.6 R0.06m R0.06m</p>	<p>2007 2008-2010 2007-2008 2008-2009 2009-2010 2009-2012 2009-2011 2009-2012</p>	<p>SM: Heritage Conservation Architect SM: Heritage SM: Education SM: Tours SM: Marketing SM: Heritage SM: Education</p>

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PROJECT	KEY ACTIVITIES	RESPONSIBLE	COST	TIMEFRAME	MONITORING & EVALUATION
Routes	<ol style="list-style-type: none"> 1. Research 2. EIA 3. Interpretation 4. Visitor management 5. Product development 6. Public programming 	<p>Research DPW/Consultant/Estate/Conservation Architect Interpretation Com Interpretation Com Interpretation Com PP Unit Manager</p>	<p>R0.08m R0.12 R0.15 R4.0m R0.5m R0.35m</p>	<p>2008-2010 2008 2008-2012 2008-2012 2008-2012 2008-2012</p>	<p>SM: Heritage SM: Heritage SM: Education SM: Tours SM: Marketing SM: Education</p>
Limestone Quarry	<ol style="list-style-type: none"> 1. EIA 2. Conservation 3. Research 4. Interpretation 5. Visitor management 6. Product development 7. Robben Island Collection 8. Public programming 	<p>DPW/Consultant/Conservation Architect Conservation Architect Research Unit Interpretation Com Interpretation Com Interpretation Com Collections Unit PP Unit Manager</p>	<p>R0.1m R0.2m R0.06m R0.08m R0.15m R0.45m R0.08m R0.03m</p>	<p>2008 2009-2010 2009-2010 2009-2010 2009-2012 2009-2012 2009-2012 2009-2012</p>	<p>SM: Heritage Cons Arch SM: Heritage SM: Education SM: Tours SM: Marketing SM: Heritage SM: Education</p>
Harbour area (including parking)	<ol style="list-style-type: none"> 1. Rehabilitation of the parking area 2. Documentation & monitoring of the project 3. Provision of security 4. Adequate information and orientation spaces 5. Refurbishment of the shop 6. Refurbishment of information space 	<p>DPW/Contractor/Cons Architect/Estate Cons Arch Estates Marketing and Interpretation Committee Marketing, Estates and Cons Arch Marketing, Estates and Cons Arch</p>	<p>R1.3m R0.015m R1.5m R 1m R2m R0.7m</p>	<p>2007-2008 2007-2008 2007-2012 2007-2012 2008-2009 2008-2009</p>	<p>Cons Arch Cons Arch COO COO COO COO</p>
Administration Building	<ol style="list-style-type: none"> 1. Rehabilitation of the Admin Building 2. Documentation & monitoring of the project 	<p>DPW/Contractor/Cons Architect/Estate Cons Arch</p>	<p>R1.7m R0.015m</p>	<p>2007-2008 2007-2008</p>	<p>Cons Arch Cons Arch</p>
Ou Tronk	<ol style="list-style-type: none"> 1. Research 2. Repair and rehabilitation 3. Documentation & monitoring of the project 4. Develop a Use Plan 5. Security 	<p>Research Unit DPW/Contractor/Cons Architect/Estate Cons Arch Interpretation Com HR, Estates and Heritage</p>	<p>R0.05 R0.35m R0.015m R0.05m R0.3</p>	<p>2007 2008 2008 2008 2007-2012</p>	<p>SM: Heritage Cons Arch Cons Arch SM: Education COO</p>

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PROJECT	KEY ACTIVITIES	RESPONSIBLE	COST	TIMEFRAME	MONITORING & EVALUATION
Zink Tronk	Development of an Interpretation Strategy	Interpretation Com	R0.05m	2009-2010	SM: Education
Administration and Management actions	1. Legal sign-off	CS		2007-2012	CEO
	2. Implementation of the MOUs & legal agreements	CEO/SM		2007-2012	Exco
	3. Legal frameworks implementation and monitor compliance	CS		2007-2012	Exco
	4. Legal support, implementation and monitoring of appropriate policies	CS	R5.0m	2007-2012	CEO
	5. Monitoring and evaluation	CS		2007-2012	CEO
	6. Fundraising and resource mobilisation	CEO/CFO	R0.75m	2007-2012	Exco
	7. Implementation of the ICOMP	CEO	R0.35m	2007-2012	Exco
	8. Risk Management	Risk Manager	R0.5m	2007-2012	CEO
	9. Management of partnerships	CEO	R0.5m	2007-2012	Exco
	10. Ensuring efficient performance management strategy and implementation	COO/CS		2007-2012	CEO
	11. Appropriate and relevant staff appointment and development	CEO/COO/HR	R8.0m	2007-2008	Exco
	12. Financial Management	CFO			
	13. Tender processes	CFO/Supply Chain	R1.5m	2007-2012	CEO
	14. Provision of Security	COO	R5.0m	2007-2012	CEO
Interpretation and Visitor Management Strategy (new visitor experience, phase two)	1. Development of Interpretation Plan for new visitor experiences	Interpretation Com/SM: ED	R1.4m	2009-2012	SM: Education
	2. Development of Visitor Management Plan for new experience	Interpretation Com/SM: Tours	R0.4m	2009-2012	CEO
	3. Branding and Marketing	SM: Marketing	R4.5m	2007-2012	COO
	4. Product development and retailing	Interpretation Com and Retail Unit Manager	R6.0m	2007-2012	CFO
	5. Education, exhibitions and public programming	SM Education and Exhibitions Unit Manager	R4.0m	2007-2012	COO

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Maintenance (details in Addendum 2)	<ol style="list-style-type: none"> Put in place a preventive conservation programme Repair work Restoration Monitoring Resource mobilisation 	<p>Estate/DPW/Con Arch/Conservator</p> <p>Estate/DPW/Cons Arch/Conservator</p> <p>Estate/DPW/Cons Arch/Conservator/Contractor</p> <p>Estate/Cons Arch</p> <p>CEO and CFO</p>	<p>R2.8m</p> <p>R6.56m</p> <p>R4.47m</p> <p>R0.15m</p> <p>R0.04m</p>	<p>2007-2012</p> <p>2007-2012</p> <p>2007-2012</p> <p>2007-2012</p> <p>2007-2012</p>	<p>Cons Arch</p> <p>Cons Arch</p> <p>Cons Arch</p> <p>Cons Arch</p> <p>Exco</p>
Mayibuye Archives	<ol style="list-style-type: none"> Transforming the archives into a fully fledged department Finalise structure Review the relationship; Review the agreement; Implement the Agreement Provision of purpose built new building Conservation, including climate controls for current spaces Special Projects Auditing and creating inventories and database IDAF – sort and catalogue, Digitisation and conservation of Robben Island Recreation Committee material Education and public programming Risk Management Acquisitions strategy Collections Management Investigate partnership opportunities Resource Mobilisation Exhibitions and Product development 	<p>COO and HR</p> <p>COO, SM: Heritage and Human Resources</p> <p>CEO</p> <p>CEO</p> <p>COO and SM: Heritage</p> <p>Unit Manager</p> <p>SM: Education and Tours</p> <p>SM: Heritage, Unit Manager</p> <p>Acquisitions Committee</p> <p>SM Heritage and Unit Manager</p> <p>COO and SM Heritage</p> <p>CEO, CFO</p> <p>Exhibitions, Collections and Retail Units</p>	<p>R0.05m</p> <p>R0.15m</p> <p>R0.01m</p> <p>R60m</p> <p>R1.1m</p> <p>R0.95m</p> <p>R1.5m</p> <p>R0.65m</p> <p>R0.5m</p> <p>R0.15m</p> <p>R0.03m</p> <p>R0.03m</p> <p>R0.05m</p> <p>R1.1m</p>	<p>2007-2009</p> <p>2007-2008</p> <p>2007</p> <p>2012</p> <p>2007-2008</p> <p>2007-2010</p> <p>2008-2012</p> <p>2007-2009</p> <p>2008-2010</p> <p>2007-2012</p> <p>2008-2010</p> <p>2007-2012</p> <p>2008-2010</p> <p>2007-2012</p> <p>2007-2012</p> <p>2007-2012</p> <p>2007-2012</p> <p>2007-2012</p> <p>2008-2010</p>	<p>CEO</p> <p>CEO</p> <p>Exco</p> <p>Exco</p> <p>CEO</p> <p>SM:Heritage</p> <p>COO</p> <p>Risk Man.</p> <p>CEO</p> <p>COO</p> <p>CEO</p> <p>Exco</p> <p>Interpretation Committee</p>