



**ANALYSIS OF THE 2015 TO 2020 STRATEGIC PLAN AND 2015/16 ANNUAL PERFORMANCE PLAN OF THE LUTHULI MUSEUM, APRIL 2015**

### 1. Background

This report provides a high level analysis of the 2015 to 2020 Strategic Plan and 2015/16 Annual Performance Plan of the Luthuli Museum.

The Luthuli Museum is located in Groutville, KwaZulu-Natal. It is part of the initial legacy projects that were approved by Cabinet in 1998. The museum captures the life of Chief Albert Luthuli, a President General of the African National Congress (1952-1967) and the first African to be awarded the Nobel Peace Prize in 1961. This historic museum was officially opened in August 2004 by the former president, Thabo Mbeki. It incorporates Chief Albert Luthuli's home, built in 1927 and later declared a national monument. The street in which the museum is located, Nokukhanya Luthuli Street, is named after Luthuli's wife.

### 2. Compliance and Audit History

The Luthuli Museum has received clean audits for the past years. The following table illustrates the audit history over the past three years:

2011/2012	2012/2013	2013/14
Clean audit	Clean audit	Clean audit

### 3. The Strategic Plan

The Strategic plan of the Luthuli Museum raises the following key issues:

- 3.1 In both the strategic plan and the annual performance plan the Museum Director and Finance Manager signed in wrong spaces. This compromises the commitment of the Museum to the content of the strategic plan and annual performance plan.
- 3.2 The vision of the Museum as captured in the strategic plan is unclear. The Museum management predicts that 'the spirit of Luthuli' is a well know concept. Although this concept might be illuminating, it is difficult to understand its meaning in the context of the Museum's vision.
- 3.3 The strategic planning document encapsulates the performance environment during the 2013/14 financial year. It focuses mainly on the challenges the museum had without providing a clear strategy on how these would be avoided in the future. While the 2013/14 performance environment might have been important to the museum, it is not clear why it was regarded as such. It is concerning that the strategic plan was workshopped and approved by Council in November 2013 (.p.6). The fact that the document was approved before significant changes took place in the political landscape makes this document outdated and irrelevant. It is not clear why the Museum Council submitted a document that was drafted over a year ago without aligning it with the current political environment.



- 3.4 The NDP is a transversal policy framework that underlines the delivery of services by all spheres of government in South Africa. Chapter 15 of the NDP has been allocated to the DAC and it is through its entities that this could be successfully implemented. However, despite the cohesive nature of the political stature of Chief Albert Luthuli the museum's strategic documents omit the NDP.
- 3.5 The Medium Term Strategic Framework (MTSF) is the guiding document for each government administration. Outcome 14 of the 2014-2019 MTSF is driven by the DAC. The current MTSF has been omitted and this strategic plan does not respond to the strategic goals of the 5<sup>th</sup> administration.
- 3.6 The position of the Museum Curator and that of the Researcher have been vacant for over 20 and 36 months respectively. During the 2013/14 financial year the Luthuli Museum was unable to achieve some of its targets that are linked to both the Curator and Researcher. Moreover, both the Research and the Curator have crucial roles to play at an institution that is as young as the Luthuli Museum. If the Luthuli Museum does not have a Curator or Researcher it will never grow to become a world class museum. The strategic plan and the APP does not give any indication on whether these positions will ever be filled.
- 3.7 The Luthuli Museum is only 10 years old yet its personnel expenditure is already 62% of the DAC subsidy and is projected to grow exponentially over the next five years. This should be understood against the background that three of its highly paying positions (Curator, Research and Marketing Manager) are vacant. Once these positions are filled there is a possibility that the personnel expenditure will be closer or more than 70% of the DAC subsidy.
- 3.8 The Luthuli Museum management is not planning to raise revenue other than to rely on the DAC subsidy. It is not clear why the museum that is built on the name of such an international figure cannot raise funding or plan to raise funds from other external sources other than the DAC.
- 3.9 The Museum has not employed a Curator yet it has APP targets that are linked to research and curatorial aspects. How would these targets be met since these positions are not filled?
- 3.10 Performance indicators are not SMART and in their current format it would be very difficult for Parliament or other chapter 9 institutions to provide oversight on the performance of this museum, e. g. 'accurately digitized and documented Museum collection', how would the museum provide evidence that 20 artefacts were digitised during each quarter? (p.43).

#### **4. Addition Matters of Concern**

- 4.1 The Luthuli Museum's Chairperson of the Audit Committee is political office bearer who serves as a ward councillor at Ethekwini Municipality. While the individual has a proven track record in accounting the fact that he now holds a political office compromises his independence and the degree to which he can conduct himself impartially.



4.2 It is very unusual that the Luthuli Museum has no performance indicator and a target for museum visitors. This performance indicator should be added as it would ascertain the extent to which the museum is being visited.

## **5. Recommendation**

5.1 Given that the Luthuli Museum's 2015 to 2020 strategic plan is not in line with the South Africa's overarching policy environment, the Portfolio Committee should reject the current document and the Museum be ordered to revise its strategic plan and table it to the National Assembly by not later 29 May 2015.

5.2 The Luthuli Museum's 2015/16 Annual Performance Plan's performance indicators are not SMART and thus Parliament would not be able to conduct oversight over such. The Luthuli Museum to be ordered to revise its 2015/16 targets and table it to the National Assembly by not later than 29 May 2015.