



ANALYSIS OF THE 2015 TO 2020 STRATEGIC PLAN AND 2015/16 ANNUAL PERFORMANCE PLAN OF THE NELSON MANDELA 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 Nelson Mandela Museum.

The Nelson Mandela Museum was established as part of the first legacy projects that were approved by Cabinet in 1998. The Museum's main goal is to collect all memorabilia that relates to Mandela's legacy. The main Museum was conceptualised to be based at the Mthatha, at the Bhunga Building, with satellites at Qunu and Mvezo. The Museum was officially opened by former President Dr Nelson Mandela in 2000.

Since its establishment the Nelson Mandela Museum has been characterised by leadership stability and acceptable level of financial compliance until the recent years. The Museum has since regressed on its audit findings while the Museum Council placed the Chief Executive Officer on special leave in May 2014.

2. Compliance and Audit History

The Nelson Mandela Museum has regressed on its audit outcomes of the past year. The following table illustrates the audit history over the past three years:

2011/2012	2012/2013	2013/14
Unqualified audit	Unqualified audit	Qualified audit

3. The Strategic Plan

The Strategic plan of the Nelson Mandela Museum raises the following key issues:

3.1 Omission of the National Development Plan and the Medium Term Strategic Framework

While the Museum has developed cutting-edge strategic goals that are linked to its core functions, it has not been able to make these relevant to the current policy environment. The strategic plan and the annual performance plan omit the National Development Plan and does not mention the 2014-2019 Medium Term Strategic Framework.

3.2 Personnel and Goods and Service Budget

The budget and expenditure estimates does not make a distinction between funds to be spent on goods and service and on personnel. This makes it difficult for Parliament to conduct its oversight and ascertain how appropriated funds will be spent by the museum.

3.3 Lack of Employment Equity Targets

The Museum's strategic plan and the annual performance plan does not provide with the existing staff profile as well as employment equity targets. This, again, will hinder Parliament's ability to conduct oversight.



3.4 Coherence with the Vision

While the Council Chairperson commits that the Museum will host 'intensive roadshows' (p.4) in each provinces to discuss values, this is not clear in the APP performance indicators and targets.

3.5 Targets for Museum Visitors

It is very unusual that the Nelson Mandela 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.

3.6 Museum and Education Programmes

The Nelson Mandela Museum was built so that it will educate South Africans, especially the younger generations, about the legacy of Nelson Mandela. However, the Museum does not have a performance indicator that commits itself to bring a particular number of learners to the museum. Without this performance indicator it will be impossible to monitor if the museum is still relevant to its founding principles.

3.7 Museum Core Functions

Research, Collection, Exhibitions and Education are critical core functions of the museum. The Nelson Mandela Museum, a relatively young museum, should be striving to be an intellectual hub of Nelson Mandela's legacy and use this knowledge to build temporal and permanent exhibitions. However, in the current strategic plan and annual performance plan, research and exhibitions have not been prioritised. Instead the museum seems to be taking a direction towards advocacy. While this is commendable, it should not compromise the core foundations of the Nelson Mandela Museum.

4. Addition Matters of Concern

4.1 Disciplinary Proceedings of the Chief Executive Officer

The Nelson Mandela Museum placed its Chief Executive Officer on special leave in May 2014. After over 10 months this matter has not been concluded yet the Museum continue to pay the full salary to the absent CEO. This expenditure is not justifiable as the Museum Council should have finalised this mater within 60 days.

5. Recommendations

- 5.1 The disciplinary proceedings of the CEO to be concluded by not later than 29 May 2015.
- 5.2 Given that the Nelson Mandela Museum's 2015 to 2020 strategic plan is not in line with the South Africa's overarching policy environment, the Portfolio Committee should reject it and the Museum be ordered to revise and re-table it to the National Assembly by not later 29 May 2015.
- 5.3 The Nelson Mandela 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 Nelson Mandela Museum to be ordered to revise its 2015/16 targets and table it to the National Assembly by not later than 29 May 2015.