



**SOUTH AFRICAN  
MUSEUM OF LITERATURE**

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an agency of the  
Department of Sport, Arts and Culture

# 2023/24

## ANNUAL PERFORMANCE PLAN

**AMAZWI SOUTH AFRICAN MUSEUM OF LITERATURE**

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## Accounting Authority's Statement

Amazwi is a schedule 3A public entity, established in terms of the Cultural Institutions Act, Act No. 119 of 1998, under the control of a Council appointed by the Minister of Sport, Arts and Culture. The function of the Council is to formulate policy and to hold, preserve and safeguard the collections and all other movable and immovable property in the care of the museum. The current Council took office in December 2020.

As appointees of the Executive Authority, the Council will ensure that the museum's programmes respond to Government's Seven Priorities. The work of the museum contributes primarily to Priority 2, *education, skills and health*. The research product and the education programmes that the museum presents – at all levels – share knowledge about South African literature with the world. The value of museums in alleviating mental health issues through meaningful social and educational engagements should never be overlooked.

Priority 4, *spatial integration, human settlements and local government* and priority 7, *a better Africa and World* speak to both Amazwi's physical location in a small city in the Eastern Cape where its business operations benefit the community, and its global reach in terms of research output, online exhibitions and multi-media hybrid events. The museum had taken great strides in developing its virtual reach in the last year and will continue to build on this, while not forgetting its nearby rural communities.

The Council is committed to sound corporate governance and compliance and will ensure that these functions are adequately resourced. This is in line with priority 6 – *building a capable, ethical and developmental state and fighting corruption*.

Finally, Priority 5 speaks of *social cohesion and safe communities*. The implementation of Amazwi's expanded mandate to include the literatures of the indigenous languages affirms the artistic value of these literatures – in all their forms – and will go a long way towards breaking the museum's connection to its colonial and exclusive past. We take note of the United Nations International Decade of Indigenous Languages: 2022-2032.

Amazwi acknowledges the financial pressures of government and the stringent measures that it has put in place to reduce funding in certain domains. Any cuts to Amazwi's usual, inflation-linked subsidy will put pressure on the museum, particularly on its capacity to implement its expanded mandate. The museum will explore a variety of income generating activities to supplement the Department of Sport, Arts and Culture's allocation, such as through user charges and marketing the facilities and services of the museum.

Amazwi is a lively museum governed by a committed Council and led by dedicated managers. Our combined expertise and co-operation will allow the museum to achieve ambitious objectives and nurture nation building and social cohesion in South Africa.



Dr Sibongile Masuku

Chairperson of the Council of Amazwi South African Museum of Literature



Approved by:  
Executive Authority

## Director's Statement

South Africa's corpus of literature is a national asset; it spans centuries and its excellence is expressed in a diversity of voices and forms. It is Amazwi's privilege to be its custodian.

Government priorities as expressed in the National Development Plan, the President's Seven Priorities, as well as international documents such as the United Nations Sustainable Developmental Goals and the African Union Agenda 2063 inform the activities and programmes of the museum.

Amazwi notes the 2021 *Rome Declaration of the G20 Ministers of Culture*, of which South Africa is a member, particularly:

- culture's transformative role in sustainable development,
- cultural heritage and the creative sector in post-pandemic recovery strategies,
- the importance of global action on climate change and its impact on cultural heritage and cultural diversity,
- the knowledge, stories and voices of their populations, including of persons belonging to Indigenous and local communities,
- the importance of digitisation for preservation, access, reuse and education, and
- transnational cooperation and the development of policies facilitating the mission of museums, libraries and archives to preserve cultural heritage for present and future generations in the digital age.

The start of the new strategic cycle was disrupted by the outbreak of the world-wide Covid-19 pandemic, forcing the management of Amazwi to review its planned outcomes and targets on a reduced budget allocation from the Department of Sport, Arts and Culture (DSAC). Amazwi will attempt to accelerate outcomes in the coming year to catch up on targets that were delayed because of the shut down in 2020 and 2021 and to re-assess the resourcing of the different Divisions. The pandemic has, however, inspired innovation in the digital and virtual spheres and we believe that creativity has a part to play in communities' recovery from the social, psychological and economic impact of the pandemic. We will prioritise initiatives to raise Amazwi's public profile with its new website, social media presence and online exhibitions.

Our plan is to develop all staff so that they can provide quality services and create structures and processes that enhance collaboration with internal and external stakeholders. Our ability to adapt to, and present museum programmes on, virtual and social media platforms has been a rapid and successful learning curve achieved with minimal expense. At the end of this strategic planning cycle, Amazwi will be a hyper-connected cutting-edge organisation.

The Department is exploring ways to consolidate the cultural institutions. This could lead to greater efficiency and co-operation between similar entities; however, the uncertainty around the process is a challenge in planning for the future.



**Ms Beverley Thomas**

**Director**

## Official Sign-Off


It is hereby certified that this Annual Performance Plan:

- was developed by the management of Amazwi South African Museum of Literature under the guidance of the Council of the museum,
- takes into account all the relevant policies, legislation and other mandates for which Amazwi is responsible, and
- accurately reflects the impact, outcomes and outputs which Amazwi will endeavour to achieve over the period 1 April 2023 to 31 March 2024.



Ms Crystal Warren

Manager: Curatorial Division



Mr Zongezile Matshoba

Manager: Education and Public Programmes Division



Mr Musawakhe Mazibuko

Chief Financial Officer



Ms Beverley Thomas

Director



Dr Sibongile Masuku

Chairperson of the Council of Amazwi South African Museum of Literature

Date



MR G. KODWA, MP

MINISTER OF SPORT, ARTS AND CULTURE  
DATE: 29 MARCH 2023

## **Part A Our mandate**

### **1. Relevant legislative and policy mandates**

Amazwi South African Museum of Literature (Amazwi) has a role in raising consciousness about freedom of expression, artistic creativity, academic freedom, non-discrimination and citizens' rights to basic education including adult education.

Amazwi is governed by the Cultural Institutions Act, Act No. 119 of 1998, as amended, and operates under the jurisdiction of a Council appointed by the Minister of Sport, Arts and Culture. Amazwi is listed as a schedule 3A national public entity in terms of the Public Finance Management Act, Act No. 1 of 1999, as amended.

The operations of Amazwi are further governed by the following:

- Constitution of the Republic of South Africa, Act No. 108 of 1996
- National Heritage Resources Act, Act No. 25 of 1999
- Government Immovable Asset Management Act, Act 19 of 2007
- Intergovernmental Relations Framework Act, Act 13 of 2005
- National Archives and Records Service of South Africa Act, Act No. 43 of 1996
- Revised White Paper on Arts, Culture and Heritage, 2018.

### **2. Institutional policies and strategies**

Amazwi South African Museum of Literature (formerly the National English Literary Museum) has a mandate to collect literary artefacts from all the linguistic communities of South Africa.

Amazwi began implementing the expanded mandate with an IsiXhosa literature pilot project in 2022.

### **3. Relevant court rulings**

None.



## Part B Our strategic focus

### 1. Updated situational analysis

#### 1.1. External environment analysis

Museums contribute to the educational and social needs of communities and to economic development, especially in small towns where they are often the prime tourist attraction.

Amazwi is situated in Makhanda (formerly Grahamstown), a small city in the Eastern Cape with a population of about 85 000 people. The city is a prominent centre of education, religion and culture. It is the home of Rhodes University, as well as other prominent and internationally acclaimed public and private schools. Every year in winter, scores of tourists come to Makhanda for the National Arts Festival. In addition, the nearby Addo Elephant National Park and provincial and private nature conservancies make the city a potentially attractive tourist destination all year round. Provincial and local government, including the courts and defence, are the main economic sectors in the city, followed by trade, finance and business services, manufacturing and agriculture\*.

Amazwi's satellite museum, Schreiner House, is situated in Nxuba (formerly Cradock). The town has a rich liberation heritage and a monument to the Cradock Four is situated just outside the town in Lingelihle township. Nxuba is a commercial centre for surrounding farms. The N10 national road is a vital economic link between Gqeberha (Port Elizabeth) and the north for industry, agriculture and tourism. The nearby Mountain Zebra National Park and the Karoo natural environment are tourist attractions.

Amazwi works in collaboration and co-operation with government departments other than Sport, Arts and Culture, including municipalities in Makhanda and Nxuba, the Eastern Cape Department of Sport, Recreation, Arts and Culture, and other entities in the culture sector. The museum will continue to build on these relationships as well as identify others that will enhance the mandate of Amazwi.

#### ***Opportunities***

As institutions and individuals struggle with financial challenges, there is a danger that literature, culture and heritage are not seen as priorities. On the other hand, by offering inexpensive recreational and educational opportunities the museum can contribute to people's cultural engagement and sense of well-being, as well as promoting a culture of reading. Despite the challenges, the South African literary scene is vibrant and growing with new authors emerging each year, book clubs and reading groups developing and literary events and festivals taking place on a regular basis. Amazwi needs to ensure that the broad literary community and other stakeholders are aware of its collections, activities, programmes and services.

In addition to reading for personal pleasure, literature is taught at school and can be used to add value to the teaching of other subjects. Reading, writing and comprehension skills enhance learning at all levels. Amazwi will work with education departments and educational institutions to support the study and teaching of literature and promote reading and writing.

Amazwi's flagship building continues to generate a lot of interest, and the range of activities and programmes taking place continue to bring in new audiences.

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\* Makana Local Municipality. <https://municipalities.co.za/overview/1017/makana-local-municipality>, accessed 28 October 2022.

Amazwi is housed in the first museum building to achieve a 5-Star rating from the Green Building Council of South Africa. The museum aims to lead the implementation of sustainable museum practice in South Africa, both internally and externally. The museum will ensure implementation of environmental initiatives and practices and share knowledge gained with other institutions.

### ***Challenges***

As a national museum Amazwi aims to deliver services all over the country in both rural and urban environments. However, the physical location in the Eastern Cape leads to the museum doing its work against a backdrop of failing municipal infrastructure in Makhanda and Nxuba, most obviously in the constant threat to water and electricity supplies. Amazwi attracts visiting scholars to Makhanda; however, the failing appeal of Makhanda as a destination or stop-over site and the depressed nature of the town limits the ability to attract tourists to the museum.

Economically the whole country is depressed. Government cost-cutting measures coupled with rising costs of living is a constant challenge. The ever-rising cost of fuel is a challenge to the museum's service delivery over a large geographic area.

Museums as a whole need to engage with the public's perception that they are only for the elite or are not relevant. Amazwi has additional challenges in highlighting the importance of literary heritage against a backdrop of low reading levels and educational inequalities. In addition, the perception that the museum is a "settler" or colonial institution or only collecting white English writers needs to be addressed through constantly highlighting the diverse nature of the collections and activities. A lack of understanding of the differences between a museum of literature, a library and an institution promoting languages also needs to be addressed.

## **1.2. Internal environment analysis**

### ***Strengths***

The museum is housed in a building with custom designed storage facilities for the collections, large exhibition areas, modern office space and multifunctional public spaces to enable a diverse range of activities. The museum building itself is a resource in making the community more aware of the museum. As a modern green building it sparks interest. Use of the museum's venues by community groups brings diverse people, who might not have visited the museum, into the building.

There is a need to stay abreast of new technological developments and explore new and innovative ways of expanding the museum's reach. Appropriate online and digital displays and activities enable the museum to reach beyond its physical location.

### ***Weaknesses***

The collections are the core of the museum. Amazwi has a large collection of manuscripts, literary artefacts, published creative works, etc. from the 17<sup>th</sup> century to today. Current funding is insufficient to consistently purchase substantial new collections of manuscripts and other documentary artefacts to give impetus to the mandate change. However, Amazwi will seek donations and pursue partnerships with other organisations to develop exhibition content and public programmes in the indigenous languages.

With an aging workforce, the succession plan in place is imperative for preserving business continuity while increasing diversity and equity.

## 2. Theory of Change

The theory of change, which drives Amazwi from its current strategic position towards its future envisaged state where it can realise its impact statement, consists of seven interlinking elements.

The core driver of the theory of change is the transition towards a nationally accessible museum that collects, curates and promotes indigenous literary heritage for all. Increasing the museum's national footprint and exposure requires diversifying the permanent collection. The process entails expanding the current permanent collection to be more inclusive and representative of indigenous literary and sign-language heritage.

The second element of the theory of change builds on the diversification of the collection, which is the activation of effective and efficient delivery platforms to provide beneficiaries, and users access to the collection and knowledge products of Amazwi. Increasing access requires deploying online and mobile exhibition platforms underpinned by a broader digitalisation of operations.

The third element of the theory of change pertains to expanding the permanent collection and activating delivery platforms to increase access to marginalised communities and beneficiaries not currently served by the national museum system. Expansion supports the fourth and fifth elements of the theory of change, increasing the museum's national footprint and ability to quantify and communicate demonstratable impacts. The ability to demonstrate and quantify impacts increases the relevance and attractiveness of Amazwi as a national policy instrument. Increased relevance enhances the museum's ability to develop partnerships, attract resources and leverage networks to achieve its policy, strategic and operational imperatives, which constitutes the sixth link in the theory of change.

Increased attractiveness and access to resources and networks exponentially increase Amazwi's ability to diversify its delivery portfolio and permanent collection. The result is an increase in the financial and technical sustainability of the museum, which enhances the ability to leverage partnerships and networks and drive the expansion of the initial national scope of the museum towards continental and global expansion and recognition, which constitutes the final link in the theory of change.

Part C Measuring our performance

Institutional programme performance information

Institutional impact statement	A nationally accessible museum that collects, curates and promotes indigenous literary heritage for all
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1. Programme 1: Administrative Division

Planned performance over the medium-term period

As an agency of the Department of Sport, Arts, and Culture, Amazwi aligns its programmes with the strategic plans of the South African government as expressed in the National Development Plan (NDP), the President’s Seven Priorities, as well as international commitments such as the United Nations Sustainable Development Goals and the African Union Agenda 2063.

In line with Priority 6 on building a capable, ethical and developmental state and fighting corruption, Amazwi is committed to sound corporate governance and financial compliance as well as increased collaboration with government departments and government structures at national, provincial and local levels. Amazwi achieved an unqualified audit outcome for two years in a row and plans to maintain this position. One aspect of this is ensuring that staff are well trained and capacitated to do their jobs.

The museum name change in was accompanied by a media campaign to increase awareness of the new name and mandate. This will be continued to gain a wider audience as well as reassure stakeholders that (the former) National English Literary Museum has not ceased to exist.

## 1.1 Sub-programme: Compliance

### Outcomes, outputs, output indicators and targets

<b>Purpose</b>	To ensure compliance with laws and regulations and provide administrative support services		
<b>Sub-programme impact statement</b>	Effective governance and financial sustainability to support the core mandate of the museum		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
Effective governance	Council and Committee meetings	Number of Council and Committee meetings	Effective engagement between governance structures and management and compliance with the reporting timetable
Clean audit outcome	Effective internal audit function	All internal audit findings of non-compliance addressed	Findings by internal audit addressed to improve the control environment
	Report of the Auditor-General	All audit findings of non-compliance addressed	Outcome of the annual audit undertaken by the Auditor-General

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1.	Number of Council and Committee meetings	10 (new indicator)	18 (new indicator)	30 (new indicator)	24 (new indicator)	24	24	24
2.	Internal audit findings of non-compliance addressed	No baseline (new indicator)	100% of internal audit findings of non-compliance corrected	Partial service/ report not finalised	100% of internal audit findings of non-compliance corrected	All internal audit findings of non-compliance addressed and reported to Audit & Risk Committee quarterly	All internal audit findings of non-compliance addressed and reported to Audit & Risk Committee quarterly	All internal audit findings of non-compliance addressed and reported to Audit & Risk Committee quarterly

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
3.	<b>Audit findings of non-compliance resolved/ addressed</b>	Qualified audit outcome	Qualified audit outcome	Unqualified audit outcome	Clean audit	All audit findings of non-compliance resolved/ addressed	All audit findings of non-compliance resolved/ addressed	All audit findings of non-compliance resolved/ addressed

Nº	Indicators	2023/24 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1.	<b>Number of Council and Committee meetings</b>	2	2	1	1	6 Council meetings
		2	2	1	1	6 Audit & Risk Committee meetings
		3	3	3	3	12 other committee meetings
2.	<b>Internal audit findings of non-compliance addressed</b>	Quarterly progress report	Quarterly progress report	Quarterly progress report	Quarterly progress report	All internal audit findings of non-compliance addressed and reported to Audit & Risk Committee quarterly

Nº	Indicators	2023/24 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
3.	Audit findings of non-compliance resolved/ addressed	Draft Annual Financial Statements and Performance Report	Audit in progress, resolve/address findings of findings of non-compliance	Prepare Audit Improvement Plan, commence execution	Finalise execution of Audit Improvement Plan	All audit findings of non-compliance resolved/ addressed

## 1.2 Sub-programme: Human resources development

### Outcomes, outputs, performance indicators and targets

<b>Purpose</b>	To manage and develop Amazwi's human capital		
<b>Sub-programme impact statement</b>	A results-orientated organisational culture		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
Expert and capacitated workforce	Training and development opportunities	Number of training opportunities	Occupation specific training and professional development and enrichment programmes for staff, offered by external service providers, in-house mentoring or self-directed learning

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
4.	Number of training opportunities	17	33	57	12	16	16	16

Nº	Indicators	2023/24 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
4.	Number of training opportunities	4	4	4	4	16

### 1.3 Sub-programme: Marketing and communication

#### Outcomes, outputs, output indicators and targets

<b>Purpose</b>	To promote the museum to visitors and potential visitors		
<b>Programme impact statement</b>	A national museum with a visible profile		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
Increased visibility of Amazwi	Online content and website functionality	Number of new posts	New website postings
		Monthly reports on usage	Reports on website and social media hits
	Media value produced (yielded?)	Number of media value reports	Monitoring of media presence and calculation of value produced
	Festivals and expos	Number of festivals and expos attended	Literary or cultural festivals, tourism expos etc. attended by Amazwi
	Visitors to, and users of, the museum	Number of museum visitors and museum users	Ordinary visitors, educational visitors and visitors associated with functions and events

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
5.	Number of new website posts	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	10 new or revised content elements posted	12 new content elements posted	12 new content elements posted	12 new content elements posted



Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
6.	Monthly reports on usage	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	12 monthly reports	12 monthly reports	12 monthly reports
7.	Number of media value reports	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	12 monthly reports	12 monthly reports	12 monthly reports
8.	Number of festivals and expos attended	4	-	3	2	4	5	5
9.	Number of museum visitors and museum users	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	10 000	11 000	12 000

Nº	Indicators	2023/24 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
5.	Number of new posts	3 new content elements posted	3 new content elements posted	3 new content elements posted	3 new content elements posted	12 new content elements posted
6.	Monthly reports on usage	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports	12 monthly reports
7.	Number of media value reports	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports	12 monthly reports
8.	Number of festivals and expos attended	1	1	1	1	4

Nº	Indicators	2023/24 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
9.	Number of museum visitors and museum users	3 000	3 000	2 000	2 000	10 000

## 2. Programme 2: Curatorial Division

### Planned performance over the medium-term period

Education, skills and health are the focus of government Priority 2, NDP Chapter 9 and the African Union Goal 2, which speaks of well-educated citizens and a skills revolution underpinned by science, technology and innovation.

Research undertaken at Amazwi adds to the body of knowledge while providing content to the Education and Public Programmes Division. The work of the museum will advance the recognition of Amazwi as a research centre of excellence. The museum provides information services to academics, educators and the public. Technological innovation will be embraced to develop into a digitised, cutting-edge organisation and ensure that the catalogue of collections is accessible and available online.

By the end of the strategic planning period Amazwi will have concluded its pilot project on its expanded mandate – the incorporation of isiXhosa literature – and will be planning the incorporation of literature in other indigenous languages into its programmes.

## Outcomes, outputs, output indicators and targets

<b>Purpose</b>	To collect, conserve, research and curate South African literary artefacts and related materials		
<b>Programme impact statement</b>	A developing collection of South African literary artefacts and related materials that is curated and made accessible		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
<b>A body of knowledge on South African literary heritage</b>	Research on the collections	Number of research articles and conference papers	Research articles submitted for publication and conference papers presented
	Meetings of experts	Number of meetings of experts	Meetings of experts hosted by Amazwi
<b>Conserved collections</b>	Maintenance and monitoring of environmental conditions	Number of condition monitoring reports	Collections' environment maintained and monitored at optimal conditions
	Sample audits of collections	Sample audit reports	Sample audits of the collections for verification and condition assessment
<b>Catalogue of collections accessible online</b>	Catalogue of collections in web-enabled format	Catalogue linked to website	Museum collections catalogued, migrated to new collections management system in web-enabled format and linked to website

N°	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
10.	Number of research articles and conference papers	11	7	10	17	12	12	12

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
11.	Number of meetings of experts	No baseline (new indicator)	1	2	2	3	3	3
12.	Number of condition monitoring reports	No baseline (new indicator)	No baseline (new indicator)	12 monthly condition monitoring reports	12 monthly condition monitoring reports	12 monthly condition monitoring reports	12 monthly condition monitoring reports	12 monthly condition monitoring reports
13.	Sample audit reports	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	4 sample audit reports	4 sample audit reports	4 sample audit reports
14.	Catalogue linked to website	No baseline (new indicator)	Various collections management systems investigated	New collections management system	Catalogue migrated to new collections management system	Sample verification of catalogue data	Catalogue of collections and reference resources accessible online	-

Nº	Indicators	2023/24 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
10.	Number of research articles and conference papers	3	3	3	3	12
11.	Number of meetings of experts	-	1	-	2	3
12.	Number of condition monitoring reports	3 monthly condition monitoring reports	3 monthly condition monitoring reports	3 monthly condition monitoring reports	3 monthly condition monitoring reports	12 monthly condition monitoring reports

Nº	Indicators	2023/24 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
13.	<b>Sample audit reports</b>	1 sample audit report of published works	1 sample audit report of literary artefacts	1 sample audit report of works of art	1 sample audit report of audio-visual materials	4 sample audit reports
14.	<b>Catalogue linked to website</b>	Complete sample of reference resources	Complete sample of published works	Complete sample of literary artefacts	Complete sample of works of art and audio-visual materials	Sample verification of catalogue data

### 3. Programme 3: Education and Public Programmes Division

#### Planned performance over the medium-term period

Education, skills and health are the focus of government Priority 2, NDP Chapter 9 and the African Union Goal 2, which speaks of well-educated citizens and a skills revolution underpinned by science, technology and innovation. The contributions of Amazwi include encouragement and support of the study and teaching of South African literature at school and university levels, mutually beneficial relationships with educators and education officials and enhanced collaboration with other museums, educational institutions, and non-governmental organisations.

Exhibitions, talks, articles and other museum programmes make South African literary and cultural heritage accessible to a popular audience.

Spatial integration, human settlements and local government are the focus of government Priority 4. Amazwi is mindful of the geographical region in which it provides services and will ensure that rural areas and small towns are included in museum programmes.

Government Priority 5 speaks of social cohesion and safe communities while NDP Chapter 15 refers to nation building and social cohesion. This is an area where arts and culture can make a valuable contribution. Highlighting the quality and diversity of South African literature can contribute to national pride. Social cohesion focuses on active citizenship, national symbols and national days, recreation and leisure, awareness of South African history, and so on. Encouraging the consumption of literary and

cultural heritage for pleasure can contribute to well-being. The museum is a safe space where people can relax and enjoy all genres of cultural expression.

One aspect of social cohesion is redress of inequalities. United Nations Sustainable Development Goal 5 speaks of achieving gender equality while the African Union goals speak of gender equality as well as engaged and empowered youth and children. Amazwi will be mindful of the gender make-up of its internal and external stakeholders. While museums offer services to all, and accessibility and inclusion are important, there will be activities targeted specifically at women, youth and people with disabilities.

#### Outcomes, outputs, output indicators and targets

<b>Purpose</b>	To produce exhibitions and present educational programmes and events		
<b>Programme impact statement</b>	Access to South African literary heritage and appreciation of its quality and diversity		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
<b>Access through the medium of exhibitions</b>	Exhibitions	Number of new exhibitions produced	On-site exhibitions, external exhibitions, periodic/thematic exhibitions and e-exhibitions
<b>Access through educational and public programmes</b>	Educational programmes	Number of educational programmes presented	On-site educational tours and workshops and outreach programmes to schools, institutions of higher learning and community groups
	Events	Number of events hosted	Heritage events, public performances and book launches presented by Amazwi
<b>Mutually beneficial partnerships</b>	Collaborative events and programmes	Number of collaborative events and programmes	Collaborations with other museums, educational institutions, governmental and non-governmental organisations

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
15.	Number of new exhibitions produced	6	2	3	6	6	6	6
16.	Number of educational programmes presented	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	No baseline (new indicator)	80	100	120
17.	Number of events hosted	38	3	36	32	32	32	32
18.	Number of collaborative events and programmes	No baseline (new indicator)	3	10	6	6	6	6

Nº	Indicators	2023/24 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
15.	Number of new exhibitions produced	1	2	1	2	6
16.	Number of educational programmes presented	20	20	20	20	80
17.	Number of events hosted	8	8	8	8	32

Nº	Indicators	2023/24 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
18.	Number of collaborative events and programmes	1	2	1	1	6

#### 4. Revenue

In addition to the subsidy from DSAC, Amazwi generates income from user charges, royalties, sales and donations. Amazwi receives a grant from Inxuba Yethemba Municipality equivalent to half the salary of the Curator of Schreiner House. Inxuba Yethemba Municipality contributes further by the remission of rates and municipal services on the property.

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
DSAC allocation – baseline subsidy	11 186	11 082	12 250	12 704	12 966	13 749	14 387
DSAC allocation – increase in baseline	1 000	691	1 113	1 154	1 569	1 639	1 706
DSAC allocation – cost of compliance	789	833	879	912	1 240	1 296	1 349
DSAC allocation – utilities	161	170	179	186	253	264	275
DSAC special allocation – PESP <sup>†</sup>	-	-	1 000	-	-	-	-
DSAC special allocation – heritage intern	-	-	-	-	136	160	167
Inxuba Yethemba Municipality – grant	168	190	213	248	250	260	270
Sale of goods and services	141	135	188	155	210	221	232
Gains from the disposal of capital assets	2	-	-	1	2	2	2

<sup>†</sup> Presidential Employment Stimulus Programme: public art, performing arts and literature.



Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Interest	120	74	51	62	150	158	165
Other revenue	83	73	38	115	135	138	141
Revenue from non-exchange transactions	1 262	2 030	610	731	1 595	1 650	1 705
Conditional grants utilised (infrastructure)	23	275	1 677	1 475	1 142	1 193	1 214
Utilisation of surplus/own funds	230	-	1 345	1 500	-	-	-
<b>Total</b>	<b>15 165</b>	<b>15 553</b>	<b>19 543</b>	<b>19 243</b>	<b>19 649</b>	<b>20 729</b>	<b>21 613</b>

## 5. Programme resource considerations

### 5.1 Programme 1

Amazwi is committed to cost-effective operations and supports the National Treasury's efforts to limit government spending.

The Administrative Division provides support services to the other two Divisions. It is headed by the Chief Financial Officer who is responsible for compliance, financial management, facilities' management, human resource management and the like. Expenditure items include Council and Committee remuneration and subsistence and travel, general operational costs and marketing and publicity.

Amazwi only engages contractors and consultants for specific, outcome-related projects: Council secretariate, internal audit, accounting services and ICT management and maintenance. The extent of the work that is required in these disciplines is not sufficient to constitute substantive direct employment. The increasing cost of compliance remains a challenge to Amazwi.

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Personnel expenditure	3 705	3 138	3 423	3 720	4 849	5 042	5 244
Goods and services	4 568	4 869	6 101	6 874	5 612	5 981	6 201
Depreciation	338	372	374	381	267	307	315
<b>Total</b>	<b>8 611</b>	<b>8 379</b>	<b>9 898</b>	<b>10 975</b>	<b>10 728</b>	<b>11 330</b>	<b>11 760</b>
Percentage of budget	53%	54%	55%	57%	55%	55%	54%

## 5.2 Programme 2

The purpose of the Curatorial Division is to develop, document and care for the museum's collections, to undertake scholarly research and to provide physical and intellectual access to the collections. A long-term digitisation plan has been developed and is being implemented. The nature of the work is labour intensive and involves the preservation and interpretation of the collections and generating and disseminating knowledge. Capital expenditure is primarily for the acquisition of new heritage assets.

Curatorial staff need to develop specific expertise in areas of the collections and the management of personal development is a priority. Amazwi will continue to be prudent regarding attendance at conferences and events by employees, both locally and internationally. However, capacity building and professional development remain a priority and presenting papers at conferences speaks to Amazwi's goal of contributing to the body of knowledge on South African literary and cultural heritage.

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Personnel expenditure	3 817	3 784	3 484	4 111	4 713	4 902	5 098
Goods and services	424	364	118	405	87	260	104
Depreciation	338	528	528	568	468	504	520
<b>Total</b>	<b>4 579</b>	<b>4 676</b>	<b>4 130</b>	<b>5 084</b>	<b>5 268</b>	<b>5 666</b>	<b>5 722</b>
Percentage of budget	28%	30%	23%	26%	27%	27%	26%

### 5.3 Programme 3

The purpose of the Education and Public Programmes Division is the presentation of exhibitions, educational programmes and public events derived from the collections, and literary culture and heritage in general. A change in strategic focus to more exhibitions and public programmes is reflected in the increased budget allocation to this Division. The aim is to foster broad audience development and participation in the programmes of the museum by previously disadvantaged groups and individuals.

Amazwi delivers services to rural and farm schools in the Eastern Cape and has provided strong support for the teaching of English set works. A lively programme of public events including a children's storytelling festival, book launches, and talks are aimed at children, the youth, and the general public. Instructions regarding cost containment relating to subsistence and travelling are noted and Amazwi will continue to implement appropriate cost-effective measures. However, as a national museum and the only literary museum in the country, Amazwi must deliver services all over the country. Consequently, subsistence and travelling expenses are high.

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Personnel expenditure	1 972	2 308	2 386	2 789	3 303	3 436	3 573
Goods and services	874	178	1446	377	335	285	543
Depreciation	169	18	18	18	15	12	15
<b>Total</b>	<b>3 015</b>	<b>2 504</b>	<b>3 850</b>	<b>3 184</b>	<b>3 653</b>	<b>3 733</b>	<b>4 131</b>
Percentage of budget	19%	16%	22%	17%	19%	18%	19%

#### 5.4 Consolidated budget

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20
Personnel expenditure	9 495	9 230	9 293	10 620	12 865	13 380	13 915
Agency and support/outsourced services	174	162	179	450	500	525	551
Audit fees (external)	163	881	797	903	861	894	928
Computer services	125	179	287	428	282	296	311
Council and Committee remuneration	95	182	498	902	658	691	726
Consultants	589	531	486	780	420	556	453
Repairs and maintenance: general	496	236	134	45	20	21	22
Repairs and maintenance: museum	878	274	1 468	1 475	1 142	1 193	1 214
Repairs and maintenance: heritage assets	-	-	-	20	5	5	25
Travel and subsistence	211	62	395	367	228	264	272

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20
Special project: PESP	-	-	1 000	-	-	-	-
Other administration expenses	2 910	2 733	2 227	2 114	1 736	1 888	2 141
Post-retirement benefits	151	165	194	172	182	193	205
Depreciation	918	924	920	967	750	823	850
<b>Total</b>	<b>16 205</b>	<b>15 559</b>	<b>17 878</b>	<b>19 243</b>	<b>19 649</b>	<b>20 729</b>	<b>21 613</b>

## 5.5 Capital expenditure

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections '000		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Property, plant and equipment	154	93	284	229	229	229	229
Heritage assets: immovable property	21	17	209	3 807	1 560	60	60
Heritage assets: collections purchased	24	12	10	1 074	1 074	74	74
Heritage assets: collections donated	829	-	-	500	-	-	500
<b>Total</b>	<b>1 028</b>	<b>122</b>	<b>503</b>	<b>5 610</b>	<b>2 863</b>	<b>363</b>	<b>863</b>

## 6. Updated key risks and mitigation

## 6.1 Disaster risk management

Potential threat	Likelihood	Impact	Prevention/risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
Bush fire/house fire in neighbourhood	High	High	Not within our control  Buildings are situated in semi-rural areas	Staff training  Maintain all firefighting systems, i.e., outdoors, indoors, specialised gas system  Keep buildings clear of dry garden material and office waste	Summon response team  Drench gardens  Ascertain need to relocate collections  Remove priority collections to secure storage or off the premises  Remove other displayed collections to secure storage	Deal with possible smoke damage to exterior
Fire in building(s)	Medium	High	Fire alarm systems linked to security company  Vigilant maintenance of electrical systems and appliances  Vigilant maintenance of fire alarm and suppression systems  Staff training  Call/response protocol	Evacuation/response drills  Maintain disaster boxes	Summon response team  Ensure safety of response team e.g., disconnect water supply  Ascertain need to relocate collections  Remove priority collections to secure storage or off the premises  Remove other displayed collections to secure storage	Repair and/or restore building(s)  Assess damage to collections  Repair/restore if necessary  Update loss register if applicable  Re-install exhibitions

Potential threat	Likelihood	Impact	Prevention/risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
Leak in building	High	High	Vigilant maintenance of infrastructure Staff training	Frequent routine inspection of unattended areas Maintain disaster boxes	Summon response team Ensure safety of response team e.g., disconnect electricity supply Identify and shut off source of leak if possible Ascertain need to relocate collections Remove priority collections to secure storage or off the premises Remove other displayed collections to secure storage	Repair leak Check for other weaknesses in source of leak Repair and/or restore building(s) Assess damage to collections Repair/restore if necessary Update loss register if applicable Re-install exhibitions
Flood	Low	High	Not within our control Two of three buildings on high ground	Staff training Be alert to flood warnings Keep floors clear of artefacts Maintain disaster boxes	Summon response team Ensure safety of response team e.g., disconnect electricity supply Ascertain need to relocate collections Remove priority collections to secure storage or off the premises	Mop up, repair and/or restore building(s) Assess damage to collections Repair/restore if necessary Update loss register if applicable Re-install exhibitions

Potential threat	Likelihood	Impact	Prevention/risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
					Remove other displayed collections to secure storage	
<b>Pest infestation</b>	Low	High	Staff training Vigilant maintenance of infrastructure Vigilant housekeeping Mechanical cleaning (chemical only if mechanical cleaning is impractical)	Frequent routine inspection of unattended areas	Ascertain nature and extent of infestation  Isolate affected collection artefacts  Determine if mechanical or chemical response is required	Eliminate pests from collection artefacts  Re-evaluate effectiveness of routine inspections
<b>Contractors in building</b>	Medium	High	Brief all contractors working near collection artefacts of risks	Supervise contractors working near collection artefacts of risks	Respond appropriately to accidental damage	Respond appropriately
<b>Loss of collection artefacts due to theft or vandalism</b>	Low	High	Intruder alarm systems linked to security company Vigilant maintenance of alarm systems Staff training Call/response protocol	Frequent routine inspection of unattended areas	Alert security company, police and management  Secure room/vicinity/site	Identify how and why loss occurred  Re-evaluate effectiveness of routine inspections and security systems
<b>Security and other systems' failure</b>	Low	Medium	Vigilant maintenance of infrastructure  Off-site data backup	Staff training  Routine testing of systems	Ascertain nature and extent of failure  Ascertain response time for restoration of systems	Re-evaluate effectiveness and reliability of systems



Potential threat	Likelihood	Impact	Prevention/risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
				Automatic and manual transfer of data to backups	For fire or security system failure, building to be guarded by staff member or outsourced 24/7  Restore data from backups	Identify cause of failure and remedy if appropriate

## 6.2 Performance risks

Outcome	Key risks	Likelihood	Impact	Risk mitigation
Effective governance	Non-compliance with the Public Finance Management Act, Cultural Institutions Act and other applicable legislation	Medium	High	Regular Council and Committee meetings with accurate recording of minutes and decisions  Participation in CFO, CEO and Chairpersons' Forums  Regular communiqués from DSAC  Accurate and timeous planning and reporting
	Poor maintenance of museum buildings, facilities and equipment	Medium	High	Maintenance schedules  Health and Safety Committee  Effective and responsive service providers to maintain and repair plant and equipment  Dedicated budget allocation to infrastructure development and maintenance
	Fraud, corruption and breakdown of ethics	Medium	High	Fraud and corruption awareness amongst staff  Declarations of interest by Council members and staff  Registers of possible incidents and reports to the Audit and Risk Committee and the Council of Amazwi
	Failing municipal infrastructure	High	Medium	Own back-up generators and reserve water supply  Cooperation with local business/tourism sector to repair and maintain roads
Clean audit outcome	Not keeping up with changes in legislation, especially supply chain	Medium	High	Participation in CFO Forums  Updated financial policies and procedures

Outcome	Key risks	Likelihood	Impact	Risk mitigation
	management, and standards of GRAP			Rigorous internal controls, especially supply chain management Internal audit Audit and Risk Committee oversight Internal skills transfer
<b>Expert and capacitated workforce</b>	Inability to attract and retain talent	Medium	High	Competitive remuneration as well as non-financial employee benefits Mentoring, training programmes and conference attendance
	Ageing workforce	High	High	Career management and succession planning Professional internships
<b>Increased visibility of Amazwi</b>	Lack of visibility nationally	Medium	High	Participation in literary festivals and events beyond the Eastern Cape Online access to museum exhibitions and programmes Active social media
	Poor and/or inaccurate stakeholder perceptions about Amazwi	High	High	Sustained media campaign on new name and expanded mandate Collaboration and partnerships
<b>Body of knowledge on South African literary heritage</b>	Limited staff capacity and capability	High	Medium	Mentoring programme for new staff Implementation of performance management system Conference attendance
	Collections don't support research priorities of expanded mandate	High	Medium	Established policy and procedures for acquisitions Pro-active approaches to potential donors and sellers

Outcome	Key risks	Likelihood	Impact	Risk mitigation
				Approval from National Treasury to utilise surplus for acquisition of collections  Collaboration and partnerships
Conserved collections	Poor implementation of preventive conservation processes	Medium	High	Rigorous system of internal checks  Ongoing staff guidance and instruction
	Failure of environmental control systems (risk increased by load shedding)	High	High	Effective and responsive service providers to maintain and repair backup power supply, heating/cooling and humidity and fire suppression systems
Catalogue of collections accessible online	Poor web interface	Low	Low	Informed choice of collections management system  Effective and responsive service providers
	Data loss or corruption	Low	High	Multiple external back-up systems
New exhibitions	Limited capacity to produce exhibitions	High	High	Outsourcing of complex design work
	Inadequate research product	High	High	Collaboration and partnerships
	Insufficient display content to support expanded mandate	High	High	Collaboration and partnerships Loan of artefacts
Educational and public programmes	Limited staff capacity and capability	High	Medium	Mentoring programme for new staff  Implementation of performance management system Conference attendance
	Collections don't support programmes	High	High	Collaboration and partnerships  Loans and/or digital copies

Outcome	Key risks	Likelihood	Impact	Risk mitigation
	Schools not able to get to the museum Schools prioritise sport over culture	Low	High	Ongoing engagement with departments of education and arts and culture  Budget (but limited) to transport learners to the museum  Outreach programmes
Events	Lack of interest from potential audiences	Low	Medium	Innovative programmes that respond to the needs of multiple audiences  Events are advertised widely
Mutually beneficial partnerships	Limited benefit to Amazwi	Medium	Medium	Ongoing engagement with community and cultural organisations, other museums and educational institutions  Diversity of events and programmes

## 7. Infrastructure projects

### 7.1 Schreiner House, Nxuba

Programme	Administration			
Project description	Development of Schreiner House Museum precinct	Start date	Completion date	Current year R'000
Outputs	Architectural concept	2017	2021	-
	Architectural, project management and other professional services	2019	2024	850
	Restoration, repair and renovation of existing buildings	2022	2023	2 900
	New buildings and structures , security installations	2023	2025	-
Total estimated cost				24 000

## 7.2 25A Worcester Street

Programme	Administration			
Project description	Infrastructure and high-level building systems' maintenance	Start date	Completion date	Current year R'000
Outputs	Project management	2018	Ongoing	142
	Maintenance and repairs: machinery and equipment	2018	Ongoing	200
	Maintenance and repairs: fixed structures	2022	2023	800
Total estimated cost	per annum			1 142

## 8. Public-Private Partnerships

None.

## Part D Technical indicator descriptions

### 1. Programme 1: Administrative Division

#### 1.1. Sub-programme: Compliance

1.	Indicator title	Council and Committee meetings
	Definition	Council, Committee and Audit & Risk Committee meetings aligned to planning and reporting framework of government
	Source of data	Minutes of meetings
	Method of calculation/assessment	Simple count
	Assumptions	Fully resourced management structure
	Disaggregation of beneficiaries (where applicable)	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	Spatial transformation (where applicable)	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	Reporting cycle	Quarterly
	Desired performance	Current performance is satisfactory
	Indicator responsibility	Director and Chief Financial Officer

2.	Indicator title	Internal audit
	Definition	Findings by internal audit addressed to improve the control environment
	Source of data	Minutes of Audit & Risk Committee meetings
	Method of calculation/assessment	Simple count
	Assumptions	Fully resourced staff structure
	Disaggregation of beneficiaries (where applicable)	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	Spatial transformation (where applicable)	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	Reporting cycle	Quarterly
	Desired performance	Better performance is desirable
	Indicator responsibility	Chief Financial Officer

3.	Indicator title	Report of the Auditor-General
	Definition	Outcome of the annual audit undertaken by the Auditor-General
	Source of data	Management Report and Report of the Auditor-General
	Method of calculation/assessment	Simple count
	Assumptions	Reasonableness of audit process, fully resourced staff

	structure
Disaggregation of beneficiaries (where applicable)	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
Spatial transformation (where applicable)	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
Reporting cycle	Annually
Desired performance	Better performance is desirable, i.e., the goal is a clean audit outcome
Indicator responsibility	Chief Financial Officer

## 1.2 Sub-programme: Human resources development

4.	Indicator title	Staff training and development
	Definition	Occupation specific training and professional development and enrichment programmes for staff (one of which must be to raise awareness about societal issues, e.g., gender-based violence), offered by external service providers, in-house mentoring or self-directed learning
	Source of data	Staff reports, records of participation
	Method of calculation/assessment	Simple count
	Assumptions	Ongoing availability of specialist museum training programmes
	Disaggregation of beneficiaries (where applicable)	Target for women: at least 60% of trainees/attendees Target for youth: staff members in this category to benefit from at least two programmes per year Target for people with disabilities: n/a
	Spatial transformation (where applicable)	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	Reporting cycle	Quarterly
	Desired performance	Current performance is satisfactory
	Indicator responsibility	Division Managers, Human Resources Officer

## 1.3 Sub-programme: Marketing and communication

5.	Indicator title	New content on website
	Definition	Addition of new content to website
	Source of data	Staff reports, website itself
	Method of calculation/assessment	Simple count
	Assumptions	Fully resourced staff structure
	Disaggregation of beneficiaries (where applicable)	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a



	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Monthly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Director

6.	<b>Indicator title</b>	Users of Amazwi website and social media platforms
	<b>Definition</b>	Quantitative monitoring of users of website and social media platform
	<b>Source of data</b>	User statistics
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Cost of service does not exceed value to Amazwi
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Monthly
	<b>Desired performance</b>	No baseline (new indicator)
	<b>Indicator responsibility</b>	Director

7.	<b>Indicator title</b>	Media value produced
	<b>Definition</b>	Media value of print, online, video and audio appearances verified and calculated by independent media monitoring service
	<b>Source of data</b>	Independent media monitoring service
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Cost of service does not exceed value to Amazwi
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Monthly
	<b>Desired performance</b>	No baseline (new indicator)
	<b>Indicator responsibility</b>	Director

8.	<b>Indicator title</b>	Festivals and expos
	<b>Definition</b>	Promotion of Amazwi and its services at literary or cultural festivals, tourism expos etc., half of which must be in other provinces

<b>Source of data</b>	Staff reports, stakeholder/participant feedback
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Fully resourced staff structure in Education and Public Programmes Division
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Current performance is satisfactory
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

<b>9. Indicator title</b>	Visitor statistics
<b>Definition</b>	Statistics of visitors to the museum, attendees to events, and other users of museum facilities and services
<b>Source of data</b>	Visitor tickets, event attendance records, venue bookings, education programme bookings, reading room user forms
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Fully resourced staff structure
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
<b>Reporting cycle</b>	Monthly
<b>Desired performance</b>	No baseline (new indicator)
<b>Indicator responsibility</b>	Division managers

## 2. Programme 2: Curatorial Division

<b>10. Indicator title</b>	Research articles and papers
<b>Definition</b>	Submission and acceptance of research articles on literature/culture/heritage/museology in peer-reviewed journals or chapters in academic books, presentation of research papers at professional conferences, colloquia etc.
<b>Source of data</b>	Record of submission and acceptance, conference programmes and copies of articles and papers
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	An expert corps of academically trained staff
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a

		Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory; relates to output per staff member
	<b>Indicator responsibility</b>	Manager: Curatorial Division

11.	<b>Indicator title</b>	Meetings of experts
	<b>Definition</b>	Hosting of meetings/conferences/workshops/colloquia etc. of experts in the fields of literature/culture/heritage/museology in person or online
	<b>Source of data</b>	Meeting invitations, programmes and attendance registers
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Fully resourced staff structure in Curatorial Division, administrative support
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Manager: Curatorial Division

12.	<b>Indicator title</b>	Collections' environmental conditions
	<b>Definition</b>	Storage and display of museum artefacts in optimal environmental conditions as determined by museum experts from time to time
	<b>Source of data</b>	Monthly reports on environmental conditions, and remedial interventions if necessary, submitted to Director
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Fully resourced and trained staff structure in Curatorial Division, functional HVAC systems
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Monthly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Manager: Curatorial Division

13.	<b>Indicator title</b>	Collections' audits
	<b>Definition</b>	Sample audits of the collections for verification and condition assessment
	<b>Source of data</b>	Quarterly audit reports submitted to Director
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Fully resourced and trained staff structure in Curatorial Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	No baseline (new indicator)
	<b>Indicator responsibility</b>	Manager: Curatorial Division

14.	<b>Indicator title</b>	Catalogue of collections and reference resources accessible on Amazwi's website
	<b>Definition</b>	Catalogue of collections and reference resources migrated to new collections management system in web-enabled format and linked to website
	<b>Source of data</b>	Staff reports, ultimately website itself
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	New collections management system 100% functional by Apr 2023, fully resourced and trained staff structure in Curatorial Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Manager: Curatorial Division

### 3. Programme 3: Education and Public Programmes Division

15.	<b>Indicator title</b>	Exhibitions
	<b>Definition</b>	New exhibitions produced at Amazwi sites, new exhibitions produced for travelling, incoming travelling exhibitions from other institutions and new digital exhibitions

<b>Source of data</b>	Portfolio (photographs of exhibitions and screenshots of digital exhibitions)
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Fully resourced staff structure in Education and Public Programmes Division, cooperation with Curatorial Division
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Current performance is satisfactory
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

<b>16. Indicator title</b>	Educational programmes
<b>Definition</b>	Educational programmes and workshops presented at the museum, outreach programmes to schools, institutions of higher learning and community groups, and online or hybrid learning programmes
<b>Source of data</b>	Booking forms, or feedback from participants or educators
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Fully resourced staff structure in Education and Public Programmes Division
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: at least 60% of beneficiaries must be women or girls Target for youth: at least 80% of beneficiaries must be youth Target for people with disabilities: at least 5 programmes must be for the disabled
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: at least 10% of programmes must be presented in small towns or rural areas Spatial impact area: mainly Eastern Cape
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Higher performance is desirable but limited by resources
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

<b>17. Indicator title</b>	Events
<b>Definition</b>	Heritage events, public performances, book launches presented by Amazwi talks and workshops etc., hosted by Amazwi for general audiences in person or online, one of which must be on a theme promoting women or to raise awareness about societal issues, e.g., gender-based violence

<b>Source of data</b>	Notices of events, staff reports submitted to Director
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Fully resourced staff structure in Education and Public Programmes Division, administrative support
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Current performance is satisfactory
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

<b>18. Indicator title</b>	Collaborative events and programmes
<b>Definition</b>	Mutually beneficial programmes, festivals and events of a literary or cultural nature that are collaboratively produced or hosted with other museums, educational institutions, governmental and non-governmental organisations
<b>Source of data</b>	Correspondence with other organisations or minutes of meetings
<b>Method of calculation/assessment</b>	Simple count
<b>Assumptions</b>	Fully resourced staff structure in Education and Public Programmes Division
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: organisations representing women will be given preference Target for youth: organisations representing the youth will be given preference Target for people with disabilities: organisations representing people with disabilities will be given preference
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Current performance is satisfactory but participation beyond the Eastern Cape is desirable
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

## **Vision, mission and values**

### **Vision**

To be recognised as a dynamic museum acquiring, preserving and making accessible a literary collection of distinction that represents all the linguistic communities of South Africa.

### **Mission**

To collect and research all South African literature; engage with our varied communities in promoting the richness and diversity of literature and literary heritage through permanent, mobile and virtual exhibitions, multilingual programmes, publications, educational activities and special events; promote enjoyment and awareness in future generations of museum goers by serving as a hub of social activity; and stimulate the interest of regional, national and international audiences.

### **Values**

Our values serve to direct our behavioural principles and responsibilities and reflect our publics' perception of our institution.

#### ***Cultural diversity***

Commitment to equality at all levels of the institution – valuing different ideas, strengths, interests and cultural backgrounds and encouraging healthy debate and differences of opinion.

#### ***Inclusivity***

Promoting a culture of belonging and tolerance, where everyone is valued.

#### ***Transparency***

Building open and honest relationships through communication.

#### ***Service excellence***

Promoting customer-centric values and a good knowledge of our diverse communities.

#### ***Professionalism***

Holding ourselves accountable and fostering a supportive and transparent culture to help people achieve their very best.

#### ***Innovation***

Embracing change and encouraging forward-thinking and empowerment.

#### ***Accessibility***

Creating an environment conducive to approachability and accessibility.

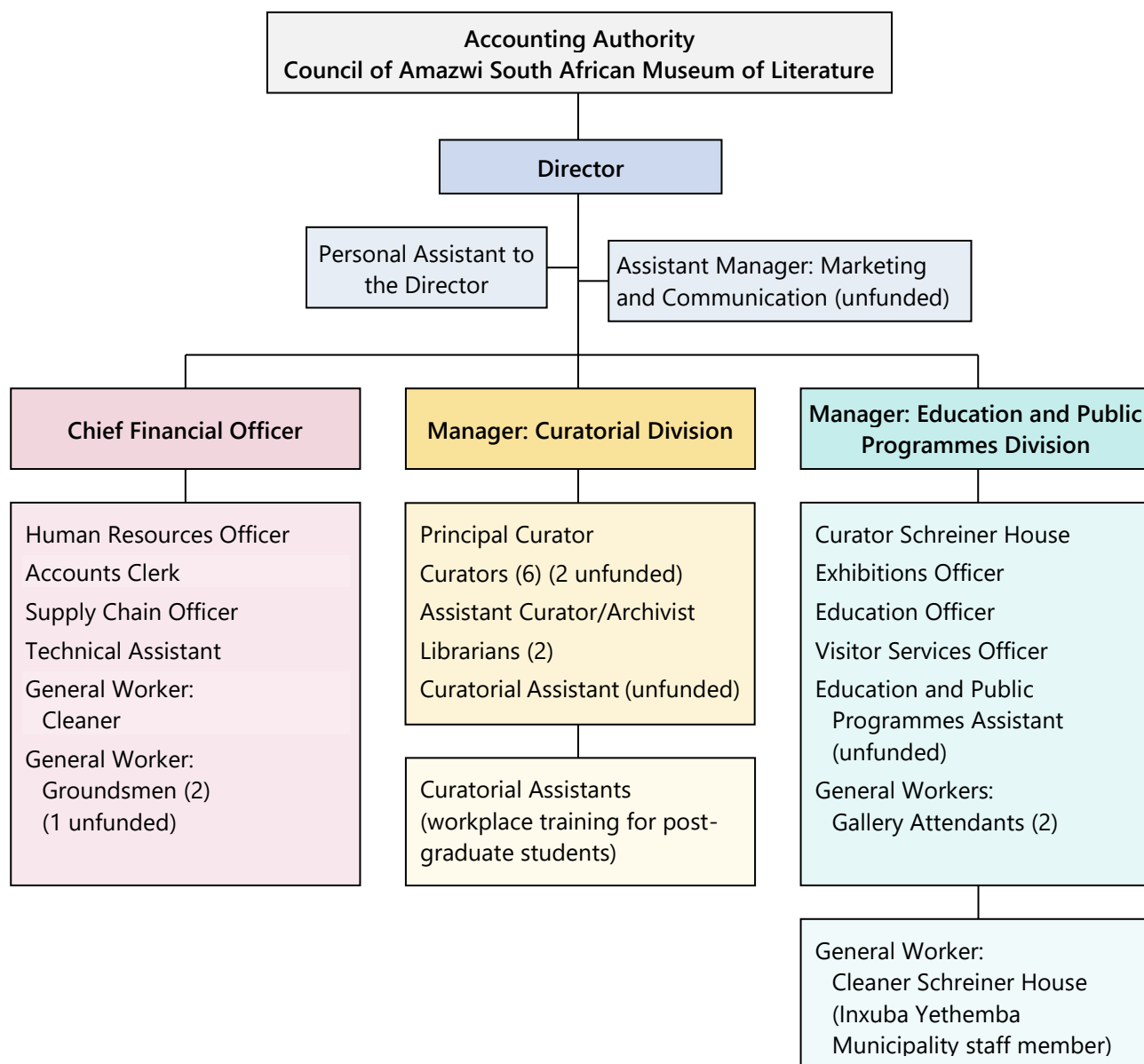
#### ***Sustainability***

Building upon our 'green' culture by integrating sustainability principles in all that we do.





## Organisational structure





## Framework of acceptable levels of materiality and significance

For the purpose of the interpretation of, and compliance with, the Public Finance Management Act, Act No. 1 of 1999 (PFMA).

### Introduction

In terms of Regulation 28.3.1 of the Treasury Regulations issued in terms of the PFMA, for the purpose of material [Section 55(2) of the PFMA] and significance [Section 54(2) of the PFMA], the Accounting Authority must develop and agree on a framework of acceptable levels of materiality and significance with the relevant Executive Authority in consultation with the external auditors.

Materiality framework		
Section 55(2)(b) PFMA – “The annual report and financial statements must include particulars of–		
PFMA sub-section	Qualitative	Quantitative
a) any material losses through criminal conduct	Consolidated losses attributable to criminal conduct	100% of the monetary value of identified criminal cases during the financial year
b) any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year	Consolidated irregular expenditure and fruitless and wasteful expenditure	100% of the monetary value of irregular expenditure and fruitless and wasteful expenditure
c) any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure	Disciplinary steps taken and/or criminal charges laid as a result of material losses through criminal conduct.	100% number of: <ul style="list-style-type: none"> <li>disciplinary cases opened</li> <li>disciplinary cases concluded</li> <li>criminal cases opened</li> <li>criminal cases concluded during the financial year</li> </ul>
d) any losses recovered or written off	Losses written off or recovered as a result of criminal conduct	100% of the monetary value of losses written off or recovered during the financial year.

Significance framework		
Section 54(2) PFMA – “Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars to its executive authority for approval of the transactions:		
PFMA sub-section	Qualitative	Quantitative
a) establishment or participation in the establishment of a company;	All transactions or actions entered in relation to section 54(2) (a) to (c) of the PFMA	100%, as it is not the normal business of Amazwi
b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;		

Significance framework		
Section 54(2) PFMA – “Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars to its executive authority for approval of the transactions:		
c) acquisition or disposal of a significant shareholding in a company;		
d) acquisition or disposal of a significant asset;	Any acquisition or disposal in relation to section 54 (d) of the PFMA	<ul style="list-style-type: none"> <li>• Acquisition of a single tangible or intangible asset to the value of 15% of the cost of the total fixed assets for the financial year prior to the year in which the acquisition takes place</li> <li>• Disposal of tangible assets individually or cumulatively to the value of 10% or more of the cost price of total tangible assets for the financial year prior to the year in which the disposal takes place</li> <li>• Scrapping of intangible assets, individually or cumulatively to the value of 10% or more of the cost price of total intangible assets for the financial year prior to the year in which the scrapping took place</li> </ul>
e) commencement or cessation of a significant business activity; and	Any commencement or cessation of business activity outside of Amazwi core business in relation to section 54(2) (e) of the PFMA	100%, as it is not the normal business of Amazwi
<b>PFMA sub-section</b>	<b>Qualitative</b>	<b>Quantitative</b>
f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement	Any change in nature or extent of interest in relation to section 54(2) (f)	100%, as it is not the normal business of Amazwi

## Council Charter

WHEREAS Amazwi South African Museum of Literature (Amazwi) is established in terms of the Cultural Institutions Act, Act 119 of 1998;

WHEREAS the Minister of Sport, Arts and Culture (Minister) has duly appointed the members of Council to serve as members of the Council for Amazwi, which is listed as a Schedule 3, Part A national public entity in terms of the Public Finance Management Act, Act 1 of 1999 as amended;

AND NOW HEREOF, the Council of Amazwi recognises its establishment and hereby wishes to adopt a Charter which will guide its activities as mandated within the legislative framework of the Department of Sport, Arts and Culture.

Public entities are required to:

- comply with specified government policies; and
- provide information (financial and non-financial) as requested by Parliament, the National Treasury (NT), the Minister of Finance or the Minister of Sport, Arts and Culture.

### Legislative and policy mandates

Constitution of the Republic of South Africa, Act No. 108 of 1996

Public Finance Management Act, Act No. 1 of 1999, as amended

Intergovernmental Relations Framework Act, Act No. 15 of 2005

Public Audit Act, Act No. 25 of 2004

Cultural Institutions Act, Act No. 119 of 1998, as amended

National Heritage Resources Act, Act No. 25 of 1999

National Archives and Records Service of South Africa Act, Act No. 43 of 1996

Treasury Regulations for departments, trading entities, constitutional institutions and public entities, 2005

White Paper on Arts, Culture and Heritage, 1996

Revised White Paper on Arts, Culture and Heritage, 2018

Policy Framework on National Museums, Department of Arts and Culture, 2018

Batho Pele - 'People First'. White Paper on Transforming Public Service Delivery. Government Gazette No. 18340, 1997

King Code and Report on Governance for South Africa (King IV), 2016

ICOM Code of Ethics for Museums, 2017

(Draft) Governance Framework. A Guide on Governance of Public Entities of the Department of Arts and Culture, January 2012.

### 1. Purpose

- 1.1 Amazwi is declared and established by the Minister in terms of Sections 3 and 4 of the Cultural Institutions Act with specific purpose being delegated to preserve and promote the literary heritage of South Africa.
- 1.2 Amazwi is constituted of Council members (Council) who are duly appointed by the Minister in terms of Section 5(5) of the Cultural Institutions Act.

- 1.3 Amazwi shall be under the control, management and direction of the Council as duly appointed and delegated by the Minister from time to time.
- 1.4 This Charter shall apply to all members of the Council of Amazwi as prescribed in the Cultural Institutions Act.

## **2. Mission**

The Council will exercise its functions with due diligence, proficient stewardship according to individual skills and profession, leadership, integrity, discerning judgement, observing and adhering to ethics and in good faith when directing the affairs of the museum.

## **3. Membership**

- 3.1 The Council shall be constituted of at least seven members and not more than twelve members duly appointed as prescribed by the Minister.
- 3.2 The Chairperson of a Council is appointed by the Minister from the appointed members of the Council and holds office for the period or the unexpired portion of the period for which he or she has been appointed as member of the Council.
- 3.3 The Council shall nominate and elect from the members a Deputy Chairperson to preside on the functions of the Chairperson should the incumbent not be available to perform his or her legal duties and functions in terms of this Charter.
- 3.4 The Minister has duly appointed fit and proper the persons to serve as the Council members of Amazwi in their respective appointments. The names of the Council members appear as follows:

Dr S. Masuku	Chairperson
Mr K. Gontse	Deputy Chairperson
Ms H. Erdmann	Member
Mr M. Ditlhake	Member
Ms N. Jansen	Member
Dr W. Langeveldt	Member
Mr T. Lungile	Member
Mr H. Matlou	Member
Ms L. Mvanana	Member
Ms N. Rasana	Member

## **4. Invitees to Council meetings**

- 4.1 The Director shall be invited to attend all Council meetings by virtue of his/her responsibilities and functions as the head of the administration.
- 4.2 The Chief Financial Officer shall be invited to attend Council meetings and present reports in line with his/her delegations of authority within the legislative policy framework governing Amazwi.

## 5. Role and functions of the Council

- 5.1 The Council as the accounting authority of the museum shall be the highest decision-making body, provide corporate governance, leadership, maintain legislative compliance and order, uphold good ethics and professional standards in handling of its business objectives and the values bestowed on it.
- 5.2 When exercising its fiduciary duties and functions, the Council shall be expected to apply the laws upon which it is established in consistence with the Constitution of the Republic of South Africa, other relevant legislative mandates which are not limited to the Cultural Institutions Act, Act 119 of 1998, the Public Finance Management Act, Act 1 of 1999, Treasury Regulations and the principles of King IV.
- 5.3 The Council has a duty to report its activities to the executive authority through the Minister of Sport, Arts and Culture according to its mandate and delegation.
- 5.4 The Council shall approve a developed annual schedule of ordinary and special Council and committee meetings which are aligned to the statutory obligations and functions of Amazwi.
- 5.5 The Council shall ensure that there is development, formulation and review of policies of the Council and its committees, and approve all administration policies of the museum within the prescribed legislative policy framework.
- 5.6 At all times material thereto, the Council shall ensure that, when exercising its leadership in directing the affairs of the museum, it shall act in the best interest of Amazwi by applying the principles which shall be fair, reasonable, transparent, legally sound, and be accountable for its conduct.
- 5.7 The Council shall ensure that a strategy is adopted to enhance the vision, mission and values of the museum. Furthermore, when necessary, in line with the strategic review process as adopted by the Council, it shall develop and review the strategy of the museum to achieve its mandate by virtue of its mandate.
- 5.8 The Council shall establish committees of the Council and allocate Council members with requisite skills and expertise to serve as members of those committees.
- 5.9 The Council shall appoint Chairpersons of the established committees to lead and submit reports or recommendations to Council for noting and approval of requisite documentations within the legislative policy framework of Amazwi.
- 5.10 The Council shall establish a committee of Chairpersons of committees which shall be the Executive Committee of the Council which shall exercise ad hoc duties and functions as prescribed in this Charter.
- 5.11 The Council shall ensure that the values of Amazwi are upheld to safeguard, promote and achieve its vision and mission by approving developed policy guidelines and principles to protect the assets, reputation and successful operation of the museum.
- 5.12 The Council shall ensure that all collections and literary items received shall be preserved and safeguarded in the designated sites of the museum and are under the care and guard of a designated official employed by the museum.

- 5.13 The Council shall monitor and evaluate the implementation of approved strategies, policies, system of performance management and Annual Performance Plans and Annual Report.
- 5.14 The Council shall ensure that the museum complies with relevant laws, regulations and best practice in executing its mandate and that it acts in the best interests of the executive authority.
- 5.15 The Council shall ensure that a policy for a conflict of interest is developed in order to make sure that all Council members perform their duties with duty to care, diligence, integrity, apply their respective professional skills and probity, ethics and conduct themselves in good faith.
- 5.16 On regular intervals annually, the Council shall review its processes and procedures in order to ensure that they are aligned with current legislative and or developed governance policy framework.
- 5.17 The Council shall ensure and approve effective internal processes, internal controls and procedures to ensure effectiveness of its decision-making capability and accuracy of its reporting.
- 5.18 The Council shall motivate for protection of intellectual capital intrinsic to the museum and ensure that there is adequate training for management and employees as well as a succession plan for senior executives.
- 5.19 The Council shall determine an organogram comprised of such posts as it considers necessary to perform the functions of the museum.
- 5.20 The Council shall determine key performance indicators and key performance areas of the Director in accordance with acceptable norms and standards.
- 5.21 The Council shall ensure that any defect or challenges in the information technology systems, including information technology governance, are reported by management in order to avoid collapse of operations within the museum.
- 5.22 The Council shall identify risk areas, develop a risk management plan and review it periodically.
- 5.23 The Council shall ensure that the financial affairs of the museum are sound and that the museum is solvent.
- 5.24 The Council shall delegate sufficient and appropriate authority to the Director in line with the provisions of the Public Finance Management Act and other legislative mandates all administrative functions unless indicated otherwise in the delegation matrix.
- 5.25 The Council has a responsibility to raise funds for the institution through donations and other forms of raising funds to retain financial health and probity. Council members are not expected to benefit from this process whatsoever.
- 5.26 A Council member shall be prohibited from receiving any undue enrichment or benefit or gift from any person or proceeds acquired when exercising his or her duty as a member of the Council.
- 5.27 All Council members shall have a duty to report to the Council any gifts or benefits which they have received or acquired while exercising their duties and functions of Amazwi including the awards and accolades bestowed to them in the name of Amazwi.
- 5.28 The Council shall keep proper records of all the gifts and benefits which the Council members have received or awarded in a separate register of list for gifts and benefits. The register shall be updated annually at the end of the first quarter of the financial year of Amazwi.



- 5.29 Council members shall not use their position in the Council to influence the decisions of other members of the Council outside the prescribed and approved Council meetings.

## **6. Establishment of Council committees**

The Council recognises the delegation and decentralisation of powers. All the established committees shall have a duty to report and submit written recommendations to the Council for approval and noting of all the reports falling within the statutory and policy framework of Amazwi. The Council has approved to establish the following committees:

### **6.1 Audit and Risk Committee**

The Audit and Risk Committee is a committee of the Council whose principal objective is to assist the Council in fulfilling its oversight responsibilities for financial reporting processes, established legal systems of internal controls, the audit processes and the processes for evaluating and monitoring legislative and corporate governance compliance at Amazwi.

### **6.2 Marketing, Communication, Stakeholder Relations and Heritage Committee**

This committee shall have a duty to advise the Council on all strategic and policy matters relating to marketing and communication, and heritage and conservation resources of Amazwi. It should ensure that policy in these areas supports the mission and vision of the museum, including its desire to play a significant role in the heritage landscape in South Africa and internationally, in advancement of the values and ideals of Amazwi.

### **6.3 Finance, Information Technology and Infrastructure Committee**

The Finance, Information Technology and Infrastructure Committee is the committee of the Council and with its principal objective to assist and advise the Council in fulfilling its oversight responsibilities on the following duties:

- (a) undertaking ongoing reviews of financial reporting and performance and advising on actions arising therefrom;
- (b) advise on financial planning and management of Amazwi;
- (c) advise on financially related policy issues;
- (d) considering internal financial controls, financial risk and financial compliance matters;
- (e) oversee the investment management activities;
- (f) oversee infrastructure and facility development and maintenance.

### **6.4 Human Resources and Governance Committee**

The purpose of the Human Resources and Governance Committee is to assist and advise the Council in fulfilling its obligation relating to human resource management and remuneration policies, and to establish a plan of continuity and development of the institution.

## **7. Meetings and procedures**

- 7.1 In order to fulfil its functions and obligations, the Council shall convene and hold approved scheduled ordinary and special Council meetings regularly.
- 7.2 The Council Secretary, in consultation with the Chairperson of Council and the Office of the Director, shall issue a notice of a meeting in terms of the approved schedule 7 (seven) days prior to the

meeting, requesting all Council members to attend a Council meeting at a particular date, time and venue as stipulated in the notice.

- 7.3 The Chairperson of the Council shall declare the meeting opened on the day, time and venue where the meeting is held.
- 7.4 All Council members present in the meeting shall be required to sign the attendance register and the declaration of interest form.
- 7.5 In the case or event where the meeting is held by telecom or video conferencing, all Council members and attendees of the meeting will be required to declare their interest orally and soon after sign a declaration form which shall be sent by the Council Secretary.
- 7.6 All members of the Council are expected to attend the Council meetings as scheduled and approved by the Council.
- 7.7 A Council member who will not be able to attend any Council meeting must submit an apology either in writing or orally to the Chairperson of Council, Council Secretary and to the Office of the Director advising about non-attendance at least 2 (two) days before the commencement of the meeting.
- 7.8 A Council member who failed or neglected to attend three consecutive Council meetings without submitting an apology shall be required to submit written reasons to the Chairperson of the Council or his delegated authority within seven days upon discovery of failure to attend meetings as required.
- 7.9 Upon expiry of the days specified in clause 7.8 above, the Chairperson of the Council shall submit a written report about the conduct of the concerned Council member to the Minister and request a directive about such conduct.
- 7.10 The Chairperson shall inform the concerned Council member about the decision of the Minister in respect of the conduct.

## **8. Quorum of the meetings**

- 8.1 Any scheduled meeting shall commence when there is 50 + 1 percent of the majority of the Council members in attendance and the Council shall make resolutions and approve all necessary documents which were submitted for any decision in line with the legislative and policy framework that governs Amazwi.
- 8.2 Where the Council lacks majority in terms of clause 8.1 to commence with meeting, but has only 50 percent of the members in attendance, the Council meeting shall commence with the business of the day as scheduled to discuss items in the agenda and make recommendations to the next Council meeting for ratification, but cannot make any decision.

## **9. Minutes of Council meetings**

- 9.1 The Council Secretary shall be responsible for recording all the Council minutes at the venue, date and time where the Council meetings are held.
- 9.2 The Council Secretary shall circulate to all Council members the draft minutes and resolutions of the Council for perusal and corrections thereof within 7 (seven) working days after the meeting.

- 9.3 All Council minutes shall be included in the Council packs by the designated official of Amazwi in preparation for the next Council meeting.
- 9.4 The Council may accept, in part or whole, the minutes of the previous meeting and correct any material amendments to the minutes.
- 9.5 The Council shall, upon perusal thereof, adopt and approve the minutes of the previous meeting as a true reflection of the discussions and resolutions of that meeting.
- 9.6 The Council shall differ the minutes of the previous meeting at the request appropriately made by any Council member or Council Secretary in exceptional circumstances.
- 9.7 The minutes of all Council meetings shall be signed by the Chairperson of the Council once they are approved by the Council at a Council meeting and where they were part of the agenda items for the proposed meeting.
- 9.8 The signed minutes of all Council meetings will be archived at Amazwi by the designated official of the museum in accordance with the National Archives and Records Service of South Africa Act.

#### **10. Council packs and logistics**

- 10.1 The designated official of Amazwi in the Office of the Director shall be responsible to arrange delivery of all Council packs no later than 7 (seven) working days prior to the meeting to the respective Council members either by sending them an email or by hand delivery at the addresses provided by the Council members or whichever manner that may be more appropriate in the circumstances.
- 10.2 The Chairperson of Council, in consultation with the Director and the Council Secretary, shall approve the agenda of the Council at least 14 (fourteen) days prior to the approved scheduled Council meeting. Unless indicated otherwise by way of notice, the changes shall not be less than 7 (seven) days prior to issuing of a notice to attend an approved scheduled meeting in terms of the meeting schedule.
- 10.3 The Council Secretary shall issue the agenda of a Council meeting subsequent to approval of the agenda by the Chairperson of Council.

#### **11. Duties of the Chairperson**

- 11.1 The Chairperson of the Council shall have the duty to preside at all approved scheduled Council meetings and determine the processes of conducting meetings in line with the provisions of this Charter.
- 11.2 The Chairperson shall be the leader of the Council of Amazwi and must exercise his or her powers in a fair, reasonable, transparent and equitable manner.
- 11.3 The Chairperson of the Council shall conduct meetings by ensuring that there is order during the proceedings of the meeting and avoid any disruptive conduct or behaviour which may be displayed by any Council member or attendee of the scheduled meeting.
- 11.4 The Chairperson shall ensure that there is maintenance of order and composure during the meeting sessions of the Council.

- 11.5 The Chairperson shall afford all participants in the meeting a reasonable opportunity to speak and participate in the meeting in line with the items which are tabled before the agenda of the Council meeting.
- 11.6 The Chairperson of the Council shall ensure that the matters and items in the Council agenda are disposed of within the time constraints of the meeting and that decisions are made within the agenda items as adopted by the Council at the commencement of the meeting.
- 11.7 The Chairperson of the Council shall disallow, after careful consideration, a matter raised by a Council member which is outside and not included the approved agenda items has been adopted by the Council at the commencement of the Council meeting.
- 11.8 The Chairperson of the Council shall ensure that the decisions made by the Council are fair and sound, that the decisions of the Council comply with the standards and principles of corporate governance and are within the legislative and policy framework of Amazwi.
- 11.9 The Chairperson of the Council shall ensure that there is effective management of all Council decisions which were approved by the Council.
- 11.10 The Chairperson of the Council shall ensure that the effective internal controls of the Council committees are adhered to at all material times.

## **12. Duties of the Deputy Chairperson**

- 12.1 The Deputy Chairperson will deputise for the Chairperson whenever the Chairperson is unavailable to preside over meetings.
- 12.2 The Chairperson may delegate, by mutual agreement, any tasks to the Deputy Chairperson when the need arises.

## **13. Disclosure of information by Council members (declarations of interest)**

- 13.1 All members of the Council shall be required to declare any conflicting interests at the point of appointment and at regular intervals.
- 13.2 Declarations of interest submitted by the Council members shall be made available for inspection and verification by the Council Secretary for record keeping in the Council register of declarations of interest.
- 13.3 Council members shall declare amongst other things all or any business or other interest which are likely to create potential conflict of interest, including:
  - (a) all business interest direct or indirect in any other company or institution, partnerships, trusts or other business ventures in which he or she is involved, either as a member, director or trustee;
  - (b) all membership of trade, business or professional memberships in economic organisations;
  - (c) shareholding in other businesses, companies or institutions with profit making.
- 13.4 All Council members shall be required to sign a declaration of interest document prior to the commencement of all Council and committee meetings and the declarations shall be circulated to all the Council members at each and every Council meeting.

13.5 A Council member with an interest in an item on the agenda of the approved scheduled Council meeting shall request voluntarily to be excused from the meeting proceedings in line with the provisions of this Charter.

13.6 A Council member who has failed to recuse himself where he knew that a conflict of interest exists in a matter to be discussed in the agenda items of the meeting, shall be in breach of the code of ethics and conduct. Formal procedures in this regard shall be conducted in line with a prescribed procedure as laid down in the code of conduct and the code of ethics.

#### **14. Council members' training and development**

14.1 All Council members, when initially appointed, will be inducted by the Department of Sport, Arts and Culture.

14.2 The Director shall ensure that the logistics for induction are organised timeously.

#### **15. Council assessment**

The Council will adopt a scientific system of self-evaluation with the aim of improving the effectiveness and efficiency in delivering its mandate.

#### **16. Annual Financial Statements**

The Council has a statutory duty to approve the Annual Financial Statements of Amazwi for the year ending on 31 March of each financial year in line with the provisions of the Public Finance Management Act.

#### **17. Approval and review**

This Charter shall be approved by the Council and reviewed every three years, or when it is necessary to do so, or on advice of the Council Secretary, which shall be occasioned by development in the legislative or policy framework that governs Amazwi.

Date of approval: 28 January 2022







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