



2021/22

ANNUAL PERFORMANCE PLAN

AMAZWI
SOUTH AFRICAN
MUSEUM OF LITERATURE

an agency of the
Department of Sport, Arts and Culture

AMAZWI SOUTH AFRICAN MUSEUM OF LITERATURE

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RP 14/2021

ISBN 978-0-621-49092-3

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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.

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 as it now undertakes to collect, conserve, research and present the literary heritage of the indigenous linguistic communities of South Africa. The museum will explore a variety of income generating activities to supplement the Department's allocation such as through user charges and marketing the facilities and services of the museum.

This Annual Performance Plan was reviewed by the Audit and Risk Committee and internal audit, and the risk management section of this plan was developed under their guidance.

Amazwi is a lively museum governed by a committed Council and led by dedicated managers. Our combined expertise and co-operation will allow the 'new' 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

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 the custodian of this heritage.

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. We acknowledge the dramatic changes to the economic and social circumstances in which we find ourselves because of the pandemic and, in the short-term, government spending must be on containing the pandemic and its effects.

We 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 to re-assess the allocation of funding to 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 recovering 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:

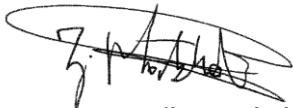
- was developed by the management of Amazwi South African Museum of Literature under the guidance of the Council of the museum,
- takes into account all the relevant policies, legislation and other mandates for which Amazwi is responsible, and
- accurately reflects the impact, outcomes and outputs which Amazwi will endeavour to achieve over the period 1 April 2021 to 31 March 2022.

The Curatorial Division has eleven permanent posts.



Ms Crystal Warren

Manager: Curatorial Division



Mr Zongezile Matshoba

Manager: Education and Public Programmes Division

(Vacant)

Chief Financial Officer



Ms Beverley Thomas

Director



Dr Sibongile Masuku

Chairperson of the Council of Amazwi South African Museum of Literature

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.

The museum is a safe space where people can relax and enjoy all genres of cultural expression.

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 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:

- National Heritage Resources Act, Act No. 25 of 1999
- Public Audit Act, Act No. 25 of 2004
- Government Immovable Asset Management Act, Act 19 of 2007
- White Paper on Arts, Culture and Heritage, 1996.

2. Institutional policies and strategies

The National English Literary Museum was officially renamed Amazwi South African Museum of Literature by the Minister of Arts and Culture on 19 March 2019 (Government Gazette, 12 April 2019, Notice Number 566). The museum now has a mandate to collect literary artefacts from all the linguistic communities of South Africa.

3. Relevant court rulings

None.

Part B: Our Strategic Focus

4. Updated situational analysis

4.1. External environment analysis

Amazwi is situated in Makhanda (formerly Grahamstown), a small university city in the Eastern Cape with a population of about 80 000 people. Both the museum and the city have recently changed names. In each case the change is positive; however, it creates challenges in public perception and brand recognition. The museum name change was accompanied by a media campaign to increase awareness of the new name. 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.

Amazwi works in collaboration and co-operation with government departments other than Sport, Arts and Culture, including municipalities in Makhanda and Cradock, 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. 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.

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 Cradock, most obviously in the constant threat to water and electricity supplies. 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's satellite museum in Cradock, Schreiner House, attracts both domestic and foreign tourists and the Curator is active in tourism structures in the town and district. 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 petrol is a challenge to the museum's service delivery over a large geographic area. Qualified audits undermine the ability to attract external funding and ensuring clean audit outcomes is a priority.

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 our collections, activities, programmes and services.

In addition to reading for personal pleasure, literature is taught at school and can be used as a means 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.

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.

Amazwi's flagship new building continues to generate a lot of interest, and the range of activities and programmes taking place continue to bring in new audiences. It is important to provide a positive experience so that visitors will learn more about South African literature and return to the museum.

Technologically Amazwi is developing a new and more interactive website. Making information about, and access to, the collections available online is a priority. There is a need to stay abreast of new technological developments and explore new and innovative ways of expanding our reach beyond physical locations in Makhanda and Cradock. Appropriate online and digital displays and activities enable the museum to reach beyond the physical location. As a museum of literature the increasing use of computers by writers leads to fewer physical manuscripts and new ways of archiving literary heritage need to be explored.

Environmental concerns are now widespread. As the first green museum in South Africa, and the first green building in Makhanda, Amazwi is a leader in sustainable museum infrastructure. The museum will ensure implementation of environmental initiatives and practices and share knowledge gained with other institutions.

4.2. Internal environment analysis

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 programmes. In the previous period the focus was on the building process and moving the museum. We now have the opportunity to recraft the institution to take advantage of the technical infrastructure and facilities. The 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.

The collections are the core of the museum. Amazwi has a large collection of manuscripts, literary artefacts, published creative works, etc. from the 17th century to today. Current funding is insufficient to 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 of South Africa.

In addition to care and preservation, museum staff work to interpret and promote the collections through exhibitions, educational programmes, public talks, popular articles and scholarly research. Staff development and training is required to improve museological skills, enhance professionalism and encourage high level academic study in the field. Inadequate capacity for financial compliance results in qualified audits and needs to be addressed. With an aging workforce, succession planning is imperative for preserving business continuity while increasing diversity and equity.

Part C: Measuring Our Performance

5. Institutional programme performance information

5.1 Programme: Administrative Division

Purpose: Administrative and support services

Outcomes, outputs, performance indicators and targets

<i>Compliance</i>		
Outcome	Outputs	Output indicators
Compliance with the Cultural Institutions Act	Compliance documents	Number of compliance documents submitted to the Department of Sport, Arts and Culture
Compliance with the Public Finance Management Act	Internal audit reports	Internal audit findings of non-compliance corrected
	Report of the Auditor-General	Number of audit findings of non-compliance

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of compliance documents submitted to DSAC	9 (includes drafts)	10 (includes drafts)	6	6	6	6	6
Percentage of Internal audit findings of non-compliance corrected	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	100% of internal audit findings of non-compliance corrected	100% of internal audit findings of non-compliance corrected	100% of internal audit findings of non-compliance corrected	100% of internal audit findings of non-compliance corrected

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of audit findings of non-compliance	New indicator, no baseline	New indicator, no baseline	90% of findings resolved (3 findings of non-compliance)	No findings of non-compliance, i.e. unqualified audit	No findings of non-compliance, i.e. unqualified audit outcome	Clean audit	Clean audit

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of compliance documents submitted to DSAC	1	2	1	2	6
Percentage of Internal audit findings of non-compliance corrected	Internal audit undertaken and all findings resolved	-	Internal audit undertaken and all findings resolved	-	100% of internal audit findings of non-compliance corrected
Number of audit findings of non-compliance	Prepare for 2020/21 audit	Investigate and resolve findings	Develop and implement audit outcomes improvement plan	Monitor audit outcomes improvement plan	No findings of non-compliance, i.e. unqualified audit

Infrastructure		
Outcome	Outputs	Output indicators
Museum premises support administrative, curatorial and service delivery needs	Infrastructure management and development plans and reports	25A Worcester St. User Asset Management Plan for infrastructure maintenance developed/updated Implementation of maintenance plans

Infrastructure		
Outcome	Outputs	Output indicators
		<i>Schreiner House</i> Development plan/ architectural sketch plans Construction of new buildings/ structures at Schreiner House
		<i>Eastern Star</i> Repair and renovation
Health and safety monitoring	Number of health and safety committee meetings and reports	Monthly health and safety inspections and meetings

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
25A Worcester St. User Asset Management Plan for infrastructure maintenance developed/ updated	New indicator, no baseline	New indicator, no baseline	Appointment of consultant project managers UAMP updated/ completed	- UAMP updated	- UAMP updated	- UAMP updated	- UAMP updated
Implementation of maintenance plans	-	-	Maintenance plans for 50% services implemented	Maintenance plans for all services implemented	Maintenance plans for all services active	Maintenance plans for all services active	Maintenance plans for all services active
	-	-	Quarterly progress/ procurement reports	Quarterly progress/ procurement reports	Quarterly progress/ procurement reports	Quarterly progress/ procurement reports	Quarterly progress/ procurement reports

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Schreiner House Development plan/ architectural sketch plans Construction of new buildings/structures at Schreiner House	New indicator, no baseline	Architectural concepts	Architectural sketch plans completed - Quarterly progress/ procurement reports	Preparation of final plans - Quarterly progress/ procurement reports	Final plans approved Contractor appointed and construction commenced Quarterly progress/ procurement reports	- Construction 80% completed Quarterly progress/ procurement reports	- Construction completed Quarterly progress/ procurement reports
Eastern Star Repair and renovation	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	Investigation into building flaws Repair/renovation plan Repair/renovation commenced	- - Repair/renovation commenced	- - Repair/renovation completed
Monthly health and safety inspections and meeting	12 H&S inspections and meetings	12 H&S inspections and meetings	12 H&S inspections and meetings	6 H&S inspections and meetings Covid-19 task team constituted, guidelines for return to work developed and implemented	12 H&S inspections and meetings Covid-19 monitoring of staff and visitors	12 H&S inspections and meetings -	12 H&S inspections and meetings -

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
25A Worcester St.					
User Asset Management Plan for infrastructure maintenance developed/ updated	UAMP updated	-	-	-	UAMP updated
Implementation of maintenance plans	Maintenance plans for all services active Quarterly progress/ procurement reports	Maintenance plans for all services active Quarterly progress/ procurement reports	Maintenance plans for all services active Quarterly progress/ procurement reports	Maintenance plans for all services active Quarterly progress/ procurement reports	Maintenance plans for all services active Quarterly progress/ procurement reports
Schreiner House					
Development plan/ architectural sketch plans	-	Final plans approved	-	-	Final plans approved
Construction of new buildings/structures at Schreiner House	- Quarterly progress/ procurement reports	Bid prepared, advertised and awarded Quarterly progress/ procurement reports	Construction commenced Quarterly progress/ procurement reports	Construction in progress Quarterly progress/ procurement reports	Contractor appointed and construction commenced Quarterly progress/ procurement reports
Eastern Star					
Repair and renovation	Investigation into building flaws	-	-	Repair/renovation plan	Repair/renovation commenced

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Monthly health and safety inspections and meeting	4 H&S inspections and meetings Covid-19 monitoring of staff and visitors	4 H&S inspections and meetings Covid-19 monitoring of staff and visitors	4 H&S inspections and meetings Covid-19 monitoring of staff and visitors	4 H&S inspections and meetings Covid-19 monitoring of staff and visitors	12 H&S inspections and meetings Covid-19 monitoring of staff and visitors

Human resources		
Outcome	Outputs	Output indicators
Expert and capacitated workforce	Human resources training and development	Number of training opportunities
Workplace free of gender-based violence	Workplace structure Awareness-raising workshops	Structure set up as part of human resources development Number of awareness-raising workshops

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of training opportunities	18	12	17	6	12	12	12
Gender-awareness structure set up as part of human resources development	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	Set up structure 1 awareness-raising workshop	Monitor structure 2 awareness-raising workshops	Monitor structure 2 awareness-raising workshops	Monitor structure 2 awareness-raising workshops

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of training opportunities	2	4	2	4	12
Gender-awareness structure set up as part of human resources development	Monitor structure -	- 1 awareness-raising workshop	Monitor structure -	- 1 awareness-raising workshop	Monitor structure 2 awareness-raising workshops

<i>Digitisation and systems' management</i>		
Outcome	Outputs	Output indicators
A digitised, cutting-edge organisation	Digitised administrative archive	New digital file system developed and implemented
	Online booking systems	Functioning online booking system

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Digital file system	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	New file system developed	New digital file system file system approved System applied to digital storage	60% implemented	100% implemented; paperless archive
Functioning online booking system	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	Development of system commenced	Pilot system and implement	100% implemented	Monitor implementation

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Digital file system	Set up digital filing/archive system	Train staff	Implement digital filing/archiving	Commence migration of paper record	System applied to digital storage Staff trained
Functioning online booking system	Commence pilot project Train staff	Pilot project in progress	Pilot project in progress	Full implementation	Pilot system and implement

<i>Marketing and communication</i>		
Outcome	Outputs	Output indicators
An enhanced public profile and image of Amazwi	Media presence	Number of media releases and/or media appearances
	New website	New website design and content
	Presence at literary/cultural festivals, tourism expos etc.	Number of literary/cultural festivals, tourism expos etc. attended

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of media releases and/or media appearances	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	6	18	18	18
New website design and content	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	Basic website completed	Dynamic, interactive features implemented	Updating and maintenance	Updating and maintenance

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of literary/cultural festivals, tourism expos etc. attended	5	8	4	1	6	6	6

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of media releases and/or media appearances	3	6	3	6	18
New website design and content	Monitor/revise website content	-	Monitor/revise website content	-	Dynamic, interactive features implemented
Number of literary/cultural festivals, tourism expos etc. attended	1	2	1	2	6

<i>Partnerships</i>		
Outcome	Outputs	Output indicators
Enhanced collaboration with other museums, educational institutions, and non-governmental organisations	Mutually beneficial partnerships	Stakeholder management strategy
		Number of MOAs concluded
	Co-branded museum programmes, festivals and events	Number of co-branded events
Increased collaboration with all spheres of government	Mutually beneficial engagements	Number of engagements
	Participation in government programmes, festivals and events	Number of government events

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Stakeholder management strategy	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	Approved stakeholder management strategy	Review strategy	Review strategy
Number of MOAs concluded	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	2	3	4
Number of co-branded events	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	1	4	4	4
Number of engagements with any sphere of government	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	2	4	4
Number of government events	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	1	3	4	4

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Stakeholder management strategy	Undertake stakeholder analysis	Strategy developed and consulted	Strategy approved	-	Approved stakeholder management strategy
Number of MOAs concluded	-	1	-	1	2
Number of co-branded events	1	1	1	1	4
Number of engagements with any sphere of government	-	1	-	1	2
Number of government events	1	1	-	1	3

5.2 Programme: Curatorial Division

Purpose: Research, collections development, documentation and preservation

Outcomes, outputs, performance indicators and targets

<i>Knowledge creation</i>		
Outcome	Outputs	Output indicators
A growing body of knowledge on South African literary and cultural heritage	Research articles	Number of research articles published
	Research papers	Number of research papers presented
	Meetings of experts/colloquia	Number of meetings of experts/ colloquia hosted

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of research articles published	4	6	2	4	6	6	6
Number of research papers presented	10	12	9	2	8	4	4
Number of meetings of experts/colloquia hosted	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	1	2	2	3

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of research articles published	1	2	2	1	6
Number of research papers presented	1	3	2	2	8

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of meetings of experts hosted	-	1	-	1	2

<i>Collections management</i>		
Outcome	Outputs	Output indicators
Dynamic collections of historic and contemporary literary artefacts	Cataloguing records	Number of artefacts, ultimately representing all the linguistic groups of South Africa, catalogued
Professionally curated and preserved collections	Systems for monitoring and controlling environmental conditions	Daily conditions recorded Remedial action documented
Catalogue of collections accessible and available online	Report of findings into available systems approved System procured Staff training Catalogue of collections linked to website	New/updated collections management system

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of artefacts catalogued	7 776	14 453	4 038	2 000, of which minimum 250 from backlog	5 000, of which minimum 250 from backlog	5 000, of which minimum 250 from backlog	5 000, of which minimum 250 from backlog

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Daily conditions recorded	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	Daily conditions recorded	Quarterly reports of daily/weekly conditions	Quarterly reports of daily/weekly conditions	Quarterly reports of daily/weekly conditions
Remedial action implemented and documented				Plan for remedial action developed; remedial action tested	Standards and operating procedure revised and tested	Standards and operating procedure implemented	Standards and operating procedure implemented
New/updated collections management system	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	Investigation into available collections management systems	New system procured and linked to website	System 100% operational	-

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of artefacts catalogued and valued	1 000	1 500	1 500	1 000	5 000, of which minimum 250 from backlog
Daily conditions recorded	1 report	1 report	1 report	Remedial action plan tested and reported	Quarterly reports of daily/weekly conditions
Remedial action implemented and documented					Standards and operating procedure revised and tested

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
New/updated collections management system	Report of findings into available systems approved	Procure system and migrate data	Train staff	Link to website	New system procured and catalogue linked to website

5.3 Programme: Education and Public Programmes Division

Purpose: Exhibitions, educational services and events

Outcomes, outputs, performance indicators and targets

<i>Exhibitions</i>		
Outcome	Outputs	Output indicators
An enhanced profile of South African literary and cultural heritage through exhibitions	Travelling exhibitions	Number of new travelling (or digital) exhibitions developed per year
	Temporary exhibitions	Number of new temporary exhibitions developed per year
	Display rotation	Number of showcases rotated per year
	Permanent exhibitions	Revision of permanent exhibition to include the literary heritage of the indigenous linguistic communities of South Africa

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of new travelling (or digital) exhibitions developed per year	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	1	3	3	3
Number of new temporary exhibitions developed per year	2	2	1	-	1	1	1
Number of showcases rotated per year	New indicator, no baseline	14	15	15	15	15	15
Revision of permanent exhibition	-	-	-	-	Feasibility study/ project plan	Literary heritage of indigenous linguistic groups incorporated in permanent exhibitions	-

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of new travelling (or digital) exhibitions developed per year	1	-	1	1	3
Number of new temporary exhibitions developed per year	-	1	-	-	1
Number of showcases rotated per year	-	-	-	15	15

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Revision of permanent exhibition	-	Revisit exhibition content	Commence research for feasibility study	Continue research	Feasibility study/ project plan

<i>Popularisation</i>		
Outcome	Outputs	Output indicators
The popularisation of South African literary and cultural heritage	Popular publications	Number of popular publications
	Popular events	Number of popular events

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of popular publications	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	3	8	12	12
Number of popular events	32	32	32	4	32	32	32

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of popular publications	2	2	2	2	8
Number of popular events	8	8	8	8	32

Education		
Outcome	Outputs	Output indicators
Mutually beneficial relationships with educators and education officials	Educator engagements	Number of engagements/meetings with educators per year
Students and learners at all levels with knowledge of South African literature	Education programmes	Number of students and learners involved in education programmes per year

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of engagements/meetings with educators per year	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	1	8	8	8
Number of students and learners involved in education programmes per year	3 157	6 936	6 996	1 000	7 000	8 000	8 000

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of engagements/meetings with educators per year	2	2	2	2	8

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of students and learners involved in education programmes per year	2 000	2 000	2 000	1 000	7 000

Public programmes: societal issues		
Outcome	Outputs	Output indicators
Changed norms and behaviours through gender-based violence prevention efforts and advocacy platforms	Public programmes	Number of gender-themed public programmes

Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of gender-themed public programmes	-	-	-	1	2	2	2

Indicators	2021/22 Quarterly targets				Total for the year
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Number of gender-themed public programmes	-	1	1	-	2

6. 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, the President's Seven Priorities, as well as international commitments such as the United Nations Sustainable Development Goals, African Union Agenda 2063, and the resolutions of the International Council of Museums (ICOM).

Improving education, training and innovation is 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. Research undertaken at Amazwi adds to the body of knowledge while exhibitions, talks, articles and programmes make South African literary and cultural heritage accessible to a popular audience. The work of the museum will advance the recognition of Amazwi as a research centre of excellence. The museum provides information services to staff, 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.

Spatial integration, human settlements and local government are the focus of the government priority 4. Amazwi will be mindful of the geographical regions in which we provide services, ensuring that rural areas and small towns are included in programmes. We will work to increase collaboration with government departments and government structures at provincial and local levels so that we can reach regional linguistic communities all over the country.

Government priority 5 speaks of social cohesion and safe communities while the NDP 15 refers to nation building and social cohesion. This is an area where arts and culture can make a valuable contribution. Amazwi contributes through its dynamic collections of historic and contemporary literary manuscripts as well as programmes and activities which enhance knowledge and appreciation of the quality and diversity of South African literature. Within five years the museum will be presenting exhibitions and public programmes on the literary heritage of all the indigenous linguistic communities of South Africa. Literature is a vehicle for capacity building and critical thinking, and can raise awareness of social issues and enhance empathy.

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.

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.

In line with the government emphasis 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.

Government priority 7 focusses on a better Africa and world, while the NDP 7 looks at South Africa in the region and the world. Amazwi will seek out opportunities to establish links with institutions in neighbouring states where linguistic communities overlap. The public profile and image of the museum will be enhanced through its work to make South African literary and cultural heritage accessible to a popular audience.

As the first green museum in South Africa Amazwi is committed to environmental sustainability; a priority of the National Development Plan, United Nations Sustainable Development goals, African Union goals and International Council of Museum resolutions. We will reduce our carbon footprint through internal operational practices such as a paperless administrative archive, a no waste working culture, and sustainable consumption and production patterns. Policies and procedures will emphasis climate resilience and natural disasters' preparedness and prevention.

The theme for International Museum Day 2021, The Future of Museums: Recover and Reimagine, was suggested by ICOM as a way for museums to address their own recovery from months of lockdown, and the social and cultural recovery of the communities they serve in the year following the outbreak of the Covid-19 pandemic. This will inform many of our programmes during the year. Collaboration with other museums, educational institutions, and non-governmental organisations broadens our reach and adds to the awareness of the importance of museums. While Amazwi will benefit from collaborations we will also work with small institutions or organisations where we can offer support and specialised services.

7. Revenue

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
DSAC budget allocation - current	10 012	11 341	12 975	12 606	14 242	14 770	15 362
DSAC budget allocation - utilities	143	152	161	170	179	186	253
DAC special allocation - valuation of heritage assets	512	4 605	-	-	-	-	-
Inxuba Yethemba Municipality - grant	137	157	152	177	236	248	260
Sale of goods and services	132	149	210	83	116	210	230
Gains from the disposal of capital assets	-	-	2	-	2	1	2
Interest	204	160	105	110	120	125	150
Utilisation of reserves/surplus	-	352	230	125	-	250	-
Other revenue	134	33	93	213	97	97	108
Revenue from non-exchange transactions	1 041	3 903	1 424	600	600	600	600
	12 315	20 852	15 352	14 084	15 592	16 487	16 965

In 2019/20 Amazwi's baseline subsidy was increased by 14% on a historical average of about 5.5%. Going forward, the indicative increase averages at 4.6% per annum. The Covid-19 pandemic in 2020 forced government to re-prioritise its spending and consequently Amazwi's budget was cut by R865 000. The museum was able to absorb this cut because of the travel ban and not filling vacant posts, but the prolonged closure of the museum limited its income-generating potential. The estimates above are based on the preliminary allocations and the assumption that there will be no further cuts in 2021 and beyond. In addition to the subsidy from the department, 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.

	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
DSAC budget allocation - capital works							
Schreiner House development	1 000	-	2 000	1 000	1 055	-	-
25A Worcester Street	-	3 000	-	-	-	tbc	tbc
	1 000	3 000	2 000	1 000	1 055		

8. Programme resource considerations

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

Amazwi only engages consultants for specific, outcome-related projects, e.g. architectural design, capital works development project management, actuarial valuations and conservation services. The following services are outsourced because it is more cost effective: accounting services, internal audit, ICT management and maintenance, and marketing and communication services. The extent of the work that is required in these disciplines is not sufficient to constitute substantive direct employment.

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. We have noted the benchmark costs published by the National Treasury and are confident that any expenditure incurred is way less. Instructions regarding cost containment relating to subsistence and travelling are also noted and we will continue to implement appropriate and cost-effective measures. Amazwi is disadvantaged by not being situated in Pretoria or Cape Town; consequently subsistence

and travelling expenses are high for both the Council and management. Amazwi also endeavours to deliver museum services over a large geographic area which necessitates staff travelling.

8.1. Budget allocation for programme 1: Administrative Division

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Personnel expenditure	2 963	3 368	3 701	3 771	4 090	4 294	4 453
Goods and services	3 259	2 575	2 083	1 955	2 390	2 483	2 531
Depreciation	352	358	372	372	372	372	372
Total	6 574	6 301	6 156	6 098	6 852	7 149	7 356
Percentage of budget	50%	35%	44%	43%	44%	43%	43%

Capital works expenditure	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Schreiner House development	57	-	45	1 250	2 250	950	700
25A Worcester Street	-	-	878	1 000	750	500	-
	57	-	922	2 250	3 000	1 450	700

The Administrative Division provides support services to the other two divisions and a secretariat service to the Council. The division is headed by the Chief Financial Officer who is responsible for compliance, financial management, facilities' management, human resource management and the like.

Major expenditure items in this division are outsourced services, Council costs and subsistence and travel.

8.2 Budget allocation for programme 2: Curatorial Division

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Personnel expenditure	3 692	3 821	3 822	4 220	4 639	5 063	5 264
Goods and services	639	4 892	344	442	261	234	234
Depreciation	474	489	528	528	528	528	528
Total	4 805	9 202	4 695	5 190	5 428	5 824	6 026
Percentage of budget	36%	52%	33%	37%	35%	35%	36%

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.

The Curatorial Division has eleven permanent posts. The nature of the work is labour intensive and involves the preservation and interpretation of the collections and generating and disseminating knowledge. The spike in expenditure from 2017/18 to 2018/19 was for the valuation of heritage assets to comply with GRAP 103. Capital expenditure is primarily for the acquisition of new heritage assets.

Research is undertaken in a structured manner; firstly, to provide content for exhibitions and public programmes presented at the museum; secondly, to disseminate information in scholarly conferences and publications. This requires prioritisation and planning the reach and impact of research studies. Curatorial staff need to develop specific expertise in areas of the collections and the management of personal development is a priority.

Incoming collection items are accessioned and catalogued. In the case of unsolicited, but suitable material, cataloguing affords the opportunity for spontaneous research. The museum will upgrade its database (information management system) to a sophisticated one which allows for infinite flexibility and regulated web access by the public. A long-term digitisation strategy has been developed and is being implemented.

The Curatorial Division is also responsible for the care and conservation of the collections. This is currently limited to basic preventive conservation. More specialist conservation is outsourced.

The reference library forms part of the Curatorial Division. The function of the librarians is to provide an information service to Amazwi staff, visiting researchers and other stakeholders.

8.3 Budget allocation for programme 3: Education and Public Programmes Division

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Personnel expenditure	1 785	2 065	1 971	2 276	2 954	3 102	3 226
Goods and services	80	213	1 293	502	340	393	339
Depreciation	18	18	18	18	18	18	18
Total	1 883	2 296	3 282	2 796	3 312	3 513	3 583
Percentage of budget	14%	13%	23%	20%	21%	21%	21%

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. The Division has eight permanent posts. A change in strategic focus to more exhibitions and public programmes is reflected in the increased budget allocation, from 2019, to this division. The aim is to foster broad audience development and participation in the programmes of the museum by previously disadvantaged linguistic 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 and the general public.

9. Human resources

9.1 Human resources by occupational class

Description	Actual/audited			Estimated	Projected		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Executive Management: Director	1	1	1	1	1	1	1
Senior Management: Chief Financial Officer	1	1	1	1	1	1	1
Middle Management: Division Managers	2	2	2	2	2	2	2
Professional specialists	1	1	1	1	1	1	1
Professionals	12	12	11	11	11	12	12
Professional administrative support	2	2	2	2	2	2	2
Skilled	4	4	4	4	5	5	5
Semi-skilled	4	4	4	3	4	4	4
Total permanent staff	27	27	26	25	27	28	28
Temporary/casual: Student assistants	7	7	2	-	4	4	4
Temporary/casual: Relief curators	2	2	2	2	2	2	2

9.2 Compensation of employees

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Salaries and wages	7 048	7 690	7 877	8 611	9 761	10 408	18 817
Social contributions	1 392	1 551	1 618	1 657	1 923	2 052	2 127
Total	8 439	9 241	9 495	10 268	11 684	12 460	12 944

10. Key risks

Outcome	Key risks	Risk mitigation
Compliance with the Cultural Institutions Act	No coordination between the Medium Term Strategic Framework and Council term of office Poorly functioning council and management	Effective council induction (by the DSAC) on government priorities Foster productive relationship between council members and management Acknowledge limitations of virtual meetings
Compliance with the Public Finance Management Act	Poor audit outcomes	Capacitated supply chain management unit Rigorous internal controls Engaged audit committee Staff training
Museum premises support administrative, curatorial and service delivery needs	Security and other systems' failure Some maintenance not controlled by the museum Failing infrastructure of local municipalities	Effective and responsive local security services System of monitoring maintenance contracts managed by DPW Not within our control
Expert and capacitated workforce	Aging workforce Staff turnover in both administrative and core functions Uncompetitive remuneration Procuring training services in museum functions	Nurture and capacitate young talent Proactive career planning and succession planning Job evaluation and salary parity Non-financial incentives and rewards Ongoing engagement with professional bodies Self-directed learning included in personal development plans
A digitised, cutting-edge organisation	Fear of change from internal stakeholders	Foster a workplace culture of innovation and collective ambition
	Internal infrastructure failure Obsolescence	Internal control of ICT development and maintenance
Public profile and image of Amazwi	Perception that Amazwi is still a custodian of colonial heritage Unauthorised external communication by staff Limited geographic footprint	Keep up media campaign on new name and mandate Internal communication policy Expand collaborations and online services

Outcome	Key risks	Risk mitigation
Enhanced collaboration with other museums, educational institutions, and non-governmental organisations	Unbalanced partnerships	Clear scope of engagement in formalised memoranda etc.
Increased collaboration with all spheres of government	Lack of co-operation and buy-in from stakeholders	Nurture relationships between stakeholders and museum
A growing body of knowledge on South African literary and cultural heritage	Retention of expert staff (Makhanda not ideal place to live)	Raise profile of museum as a centre of excellence in research and as a desirable employer Foster a culture of research
Dynamic collections of historic and contemporary literary manuscripts	Insufficient funds for purchasing literary manuscripts on extended mandate Lack of awareness of Amazwi by potential donors and/or sellers Becoming irrelevant in the digital age	Pro-active campaign targeting potential donors Vibrant digital and social media presence
Professionally curated and preserved collections	Poor implementation of preventive conservation processes risk loss or damage to the collections Failure of security and disaster prevention systems	Rigorous system of internal checks Ongoing staff guidance and instruction Effective and responsive local services Disaster response and recovery plan Ongoing staff training
Catalogue of collections accessible and available online	Lack of internal stakeholder buy-in Prohibitive cost	Ongoing staff training Priority budget item
An enhanced profile of South African literary and cultural heritage	Travelling costs become prohibitive Insufficient funds for implementing programmes on extended mandate	Virtual and digital exhibitions Special fund
The popularisation of South African literary and cultural heritage	People don't know how great South African literature is	Writing for popular publications
Mutually beneficial relationships with educators and education officials	Lack of buy-in by educators and officials Perception that Amazwi focuses only on colonial literature	Promote museum's services more rigorously Keep up media campaign on new name and mandate
Students and learners at all levels with knowledge of South African literature	Teaching of South African literature is a low priority Sport is preferred to arts and culture as an extra-mural	Promote teaching of other subjects though literature Offer programmes focusing on film and theatre Fun festivals

11. Risks to the museum collections

Potential threat	Likelihood (1-10)	Prevention, risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
Bush fire/house fire in neighbourhood	8	Not within our control Buildings are situated in semi-rural areas	Staff training Keep building clear of office waste Remove dry garden material timeously Maintain all firefighting systems, i.e. outdoors, indoors, specialised gas system	Summon response team Drench garden and grounds Ascertain need to relocate collection artefacts Remove priority collection artefacts to secure storage or off the premises Remove other displayed collection artefacts to secure storage	Deal with possible smoke damage to exterior Re-install exhibitions
Flood	2	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 collection artefacts Remove priority collection artefacts to secure storage or off the premises Remove other displayed collection artefacts to secure storage	Mop up, repair and/or restore building(s) Assess damage to collections Repair/restore if necessary Update loss register if applicable Re-install exhibitions
Fire in building(s)	8	Fire alarm system linked to security company	Staff training	Summon response team	Repair and/or restore building(s)

Potential threat	Likelihood (1-10)	Prevention, risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
		<p>Vigilant maintenance of electrical systems and appliances</p> <p>Vigilant maintenance of fire alarm and suppression systems</p> <p>Call/response protocol</p>	<p>Evacuation/response drills</p> <p>Maintain disaster boxes</p>	<p>Ensure safety of response team e.g. disconnect water supply</p> <p>Ascertain need to relocate collection artefacts</p> <p>Remove priority collection artefacts to secure storage or off the premises</p> <p>Remove other displayed collection artefacts to secure storage</p>	<p>Assess damage to collections</p> <p>Repair/restore if necessary</p> <p>Update loss register if applicable</p> <p>Re-install exhibitions</p>
Leak in building	8	Vigilant maintenance of infrastructure	<p>Staff training</p> <p>Frequent routine inspection of unattended areas</p> <p>Maintain disaster boxes</p>	<p>Summon response team</p> <p>Ensure safety of response team e.g. disconnect electricity supply</p> <p>Identify and shut off source of leak if possible</p> <p>Ascertain need to relocate collection artefacts</p> <p>Remove priority collection artefacts to secure storage or off the premises</p> <p>Remove other displayed collection artefacts to secure storage</p>	<p>Repair leak</p> <p>Check for other weaknesses in source of leak</p> <p>Repair and/or restore building(s)</p> <p>Assess damage to collections</p> <p>Repair/restore if necessary</p> <p>Update loss register if applicable</p> <p>Re-install exhibitions</p>
Pest infestation	3	<p>Vigilant maintenance of infrastructure</p> <p>Vigilant housekeeping</p>	<p>Staff training</p> <p>Frequent routine inspection of unattended areas</p>	<p>Ascertain nature and extent of infestation</p> <p>Isolate affected collection artefacts</p>	<p>Eliminate pests from collection artefacts</p> <p>Re-evaluate effectiveness of routine inspections</p>

Potential threat	Likelihood (1-10)	Prevention, risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
		Mechanical cleaning (chemical only if mechanical cleaning is impractical)		Determine if mechanical or chemical response is required	
Contractors in building	5	Brief all contractors working in close proximity to collection artefacts of risks	Supervise contractors working in close proximity to collection artefacts of risks	Respond appropriately to accidental damage	Respond appropriately
Loss of collection artefacts due to theft or vandalism	2	Intruder alarm system linked to security company Vigilant maintenance of alarm systems Call/response protocol	Staff training 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
Security and other systems' failure	6	Vigilant maintenance of infrastructure Off-site data backup	Staff training Routine testing of systems Automatic and manual transfer of data to backups	Ascertain nature and extent of failure Ascertain response time for restoration of systems For fire or security system failure, building to be guarded by staff member or outsourced 24/7 Restore data from backups	Re-evaluate effectiveness and reliability of systems Identify cause of failure and remedy if appropriate

12. Infrastructure projects

12.1 Schreiner House, Cradock

Development of museum precinct with new buildings, structures and security				
Outputs	Project start date	Project completion date	Estimated total cost R'000	Current year expenditure R'000
Architectural concept	2017	2021	150	-
Project management		2023	250	250
Architectural and other professional services		2023	900	500
Construction		2023	4 000	1 500

12.2 25A Worcester Street

Infrastructure and high-level building management systems' maintenance				
Outputs	Project start date	Project completion date	Estimated total cost R'000	Current year expenditure R'000
Project management	2018	2021	1 500	250
Maintenance/upgrading of all building systems		Ongoing	1 500	500

Part D: Technical Indicator Descriptions

Administrative Division

Indicator title	Compliance with the Cultural Institutions Act
Definition	Refers to planning, monitoring and reporting documents prepared and submitted to DSAC
Source of data	Records of submission
Method of calculation/assessment	Simple count
Assumptions	Functional council, management competency
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

Indicator title	Compliance with the Public Finance Management Act: Internal audit
Definition	Refers to internal control processes including record-keeping, performance management etc.
Source of data	Internal Audit Report and management responses thereto
Method of calculation/assessment	Simple count
Assumptions	Thorough of internal audit process, staff capacity
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	Bi-annually
Desired performance	Better performance, i.e. rapid resolution and remedial interventions to findings
Indicator responsibility	Chief Financial Officer

Indicator title	Compliance with the Public Finance Management Act: External audit
Definition	Refers to the outcome of the audit undertaken by the Auditor-General
Source of data	Report of the Auditor-General
Method of calculation/assessment	Simple count
Assumptions	Reasonableness of audit process, staff capacity
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, i.e. an unqualified audit, must be achieved
Indicator responsibility	Chief Financial Officer

Indicator title	Infrastructure management and development
Definition	Maintenance of 25A Worcester Street, development of Schreiner House precinct and major repairs at the Eastern Star
Source of data	UAMP, Consultants' reports, visual inspection
Method of calculation/assessment	Museum premises support needs of the museum
Assumptions	Competent consultants and contractors
Disaggregation of beneficiaries (where applicable)	Target for women: to be determined Target for youth: to be determined Infrastructure projects have the potential to create, or at least retain, employment It is not yet known how many workers will be women or youth Target for people with disabilities n/a
Spatial transformation (where applicable)	Contribution to spatial transformation priorities: Schreiner House is located in Cradock, a small town in the Karoo Spatial impact area: Eastern Cape
Reporting cycle	Quarterly
Desired performance	Lack of capacity has caused delays in the past, better performance is desirable
Indicator responsibility	Chief Financial Officer

Indicator title	Health and safety
Definition	Inspection and reporting of health and safety issues in the museum and interventions to resolve them Covid-19 risk reduction
Source of data	Health and Safety Committee Reports
Method of calculation/assessment	Simple count
Assumptions	Adequate resources to remedy problems in compliance with the Occupational Health and Safety Act
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	Chief Financial Officer

Indicator title	Human resources development
Definition	Occupation specific training and professional development for staff offered by external service providers, in-house 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 three 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	Human Resources Officer

Indicator title	Prevention of gender-based violence in the workplace
Definition	Workplace structures and services to respond to and prevent sexual harassment and other forms of violence in the workplace
Source of data	Staff reports/records of participation
Method of calculation/assessment	Simple count
Assumptions	Availability of experts to conduct workshops
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	New indicator
Indicator responsibility	Human Resources Officer

Indicator title	Digitisation and systems' management: Administrative archive
Definition	Administrative records of the museum digitally archived and retrievable
Source of data	Staff reports
Method of calculation/assessment	System operational, staff trained
Assumptions	System will meet the needs of users
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	New indicator
Indicator responsibility	Director

Indicator title	Digitisation and systems' management: Online booking systems
Definition	Refers to a system accessed by the public, from the museum's website, to book museum services, respond to invitations etc.
Source of data	Launch of online system
Method of calculation/assessment	System operational, staff trained
Assumptions	System will meet the needs of clients/stakeholders
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	New indicator
Indicator responsibility	Director

Indicator title	Marketing and communication: Media
Definition	Refers to media releases and/or media appearances that raise the public profile of the museum
Source of data	Staff reports
Method of calculation/assessment	Simple count
Assumptions	Media suitably matched to target audience
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	Director

Indicator title	Marketing and communication: Website
Definition	Refers to the upgrading of the museum's website
Source of data	Website itself
Method of calculation/assessment	Simple count
Assumptions	New/upgraded website meets expectations of stakeholders
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	New indicator
Indicator responsibility	Director

Indicator title	Marketing and communication: Literary festivals, tourism expos etc.
Definition	Attendance at literary festivals, tourism expos etc. to promote Amazwi and its services
Source of data	Staff reports
Method of calculation/assessment	Simple count Stakeholder/participant feedback
Assumptions	Full staff establishment in division
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	Manager: Education and Public Programmes Division

Indicator title	Partnerships: Non-governmental stakeholders
Definition	Mutually beneficial partnerships culminating in Memoranda of Agreement with other museums, educational institutions, and non-governmental organisations
Source of data	Concluded MOA
Method of calculation/assessment	Simple count Stakeholder/participant feedback
Assumptions	Full staff establishment in division
Disaggregation of beneficiaries (where applicable)	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	New indicator
Indicator responsibility	Director

Indicator title	Co-branded museum programmes, festivals and events
Definition	Refers to programmes, festivals and events of a literary or cultural nature that are collaboratively produced or hosted with other museums, educational institutions, and non-governmental organisations
Source of data	Staff reports

Method of calculation/assessment	Simple count Stakeholder/participant feedback
Assumptions	Full staff establishment in division
Disaggregation of beneficiaries (where applicable)	Target for women n/a Target for youth: at least one per year Target for people with disabilities n/a
Spatial transformation (where applicable)	Contribution to spatial transformation priorities: At least one programme presented in a small town or rural area Spatial impact area: Eastern Cape
Reporting cycle	Quarterly
Desired performance	Current performance is satisfactory but participation beyond the Eastern Cape is desirable
Indicator responsibility	Manager: Education and Public Programmes Division

Indicator title	Collaboration with government departments
Definition	Mutually beneficial engagements with all spheres of government
Source of data	Staff reports
Method of calculation/assessment	Simple count Stakeholder/participant feedback
Assumptions	Full staff establishment in division
Disaggregation of beneficiaries (where applicable)	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	New indicator
Indicator responsibility	Director

Indicator title	Participation in government programmes, festivals and events
Definition	Refers to cultural programmes convened by any sphere of government in which Amazwi participates
Source of data	Staff reports
Method of calculation/assessment	Simple count Stakeholder/participant feedback
Assumptions	Full staff establishment in division
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 but participation beyond the Eastern Cape is desirable

Indicator responsibility	Manager: Education and Public Programmes Division
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Curatorial Division

Indicator title	Research articles
Definition	Refers to the publication of research articles in peer-reviewed journals
Source of data	Staff reports and journal contents
Method of calculation/assessment	Simple count Peer-reviewed journals
Assumptions	An expert corps of academically trained staff
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; relates to output per staff member
Indicator responsibility	Manager: Curatorial Division

Indicator title	Research papers
Definition	Refers to the presentation of research papers at meetings of experts, e.g. conferences, colloquiums
Source of data	Staff reports and meeting programmes
Method of calculation/assessment	Simple count Meetings of experts
Assumptions	An expert corps of academically trained staff
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; relates to output per staff member
Indicator responsibility	Manager: Curatorial Division

Indicator title	Meetings of experts
Definition	Refers to the hosting by Amazwi of meetings of experts from similar organisations or institutions
Source of data	Staff reports and meeting programmes
Method of calculation/assessment	Simple count and attendance at meetings
Assumptions	An expert corps of academically trained staff
Disaggregation of beneficiaries (where applicable)	Target for women: female staff will be given preference Target for youth: staff in this category will be given preference

	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	Current performance is satisfactory
Indicator responsibility	Manager: Curatorial Division

Indicator title	Collections development and documentation
Definition	Refers to the acquisition of historic and contemporary literary manuscripts, letters and diaries, photographs, theatre and publishing archives etc. for the museum collection
Source of data	Staff reports and catalogue entries
Method of calculation/assessment	Simple count
Assumptions	Literary material offered for donation or purchase Purchase prices within budget limits
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	Desired performance is for representation of the literature of all the linguistic groups of South Africa
Indicator responsibility	Manager: Curatorial Division

Indicator title	Collections' environmental conditions
Definition	Refers to the optimal environmental conditions in collections' stores and exhibition areas determined by museum experts from time to time
Source of data	Staff reports
Method of calculation/assessment	Policies, plans and procedures approved and implemented
Assumptions	Functional HVAC systems An expert corps of curatorial staff
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	Manager: Curatorial Division

Indicator title	Digitisation and systems' management: Collections
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Definition	Refers to the procurement of an updated or new collections management systems (database) that can easily be published on the museum's website
Source of data	Staff reports
Method of calculation/assessment	System operational, staff trained
Assumptions	A new system is affordable System will meet the needs of users
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	New indicator
Indicator responsibility	Manager: Curatorial Division

Education and Public Programmes Division

Indicator title	Travelling exhibitions
Definition	Special exhibitions based on Amazwi's collections with a topical or commemorative theme that are mobile
Source of data	Staff reports, portfolio and travelling programme
Method of calculation/assessment	Simple count of new travelling exhibitions produced Stakeholder feedback
Assumptions	Cooperation with Curatorial Division
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: Exhibitions travel to small towns and rural areas Spatial impact area: Eastern Cape mostly
Reporting cycle	Quarterly
Desired performance	Current performance is satisfactory but services beyond the Eastern Cape are desirable
Indicator responsibility	Manager: Education and Public Programmes Division

Indicator title	Temporary exhibitions
Definition	Special exhibitions from Amazwi collections, or incoming loans, installed at any one of the museum's sites for less than one year
Source of data	Staff reports and portfolio
Method of calculation/assessment	Simple count of new temporary exhibitions produced
Assumptions	Cooperation with Curatorial Division
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	Manager: Education and Public Programmes Division

Indicator title	New displays
Definition	Artefacts on display are rotated at least once a year to prevent deterioration
Source of data	Staff reports and portfolio
Method of calculation/assessment	Simple count Condition of artefact(s)
Assumptions	Cooperation with Curatorial Division
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	Current performance is satisfactory
Indicator responsibility	Manager: Education and Public Programmes Division

Indicator title	Permanent exhibitions
Definition	Permanent exhibitions are expected to last for 5-10 years but the current installation requires revision to include literary materials from the indigenous linguistic groups
Source of data	Staff reports and portfolio
Method of calculation/assessment	Simple count Consultation with stakeholders
Assumptions	Expert input from Curatorial Division
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	New indicator
Indicator responsibility	Manager: Education and Public Programmes Division

Indicator title	Popular publications
Definition	Refers to general interest articles, short monographs or exhibition catalogues based on Amazwi's collections or about Amazwi, by museum staff members or associates

Source of data	Staff reports and copies of publications
Method of calculation/assessment	Simple count
Assumptions	Cooperation with Curatorial Division
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	New indicator
Indicator responsibility	Manager: Education and Public Programmes Division

Indicator title	Popular events
Definition	Refers to book launches and public readings, performances, commemorative events, talks and workshops etc., presented by the museum for a general audience
Source of data	Staff reports, public notices of events
Method of calculation/assessment	Simple count Stakeholder/participant feedback
Assumptions	Competent staff
Disaggregation of beneficiaries (where applicable)	Target for women: at least two per year Target for youth: at least two per year Target for people with disabilities: at least one per year
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	Manager: Education and Public Programmes Division

Indicator title	Educator engagements
Definition	Refers to collaboration with educators and education officials to develop programmes and content based on Amazwi's specialist resources
Source of data	Staff reports and meeting attendance
Method of calculation/assessment	Simple count Feedback from officials
Assumptions	Competent staff
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	Higher performance is desirable

Indicator responsibility	Manager: Education and Public Programmes Division
Indicator title	Education programmes
Definition	Refers to curriculum-related programmes presented at Amazwi or at schools to learners and students, off-site excursions or set-work support programmes
Source of data	Staff reports and booking forms
Method of calculation/assessment	Simple count Feedback from educators, students and/or learners
Assumptions	Competent staff
Disaggregation of beneficiaries (where applicable)	Target for women: at least 50% Target for youth n/a Target for people with disabilities: at least 10%
Spatial transformation (where applicable)	Contribution to spatial transformation priorities: At least 20% of programmes presented in small towns or rural areas Spatial impact area: Eastern Cape
Reporting cycle	Quarterly
Desired performance	Higher performance is desirable
Indicator responsibility	Manager: Education and Public Programmes Division

Indicator title	Public programmes: societal issues
Definition	Refers to public programmes, readings, talks and workshops etc., presented by the museum for a general audience to raise awareness about gender-based violence
Source of data	Staff reports
Method of calculation/assessment	Simple count Stakeholder/participant feedback
Assumptions	Competent staff
Disaggregation of beneficiaries (where applicable)	Target for women: at least one per year Target for youth: at least one 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	New indicator
Indicator responsibility	Manager: Education and Public Programmes Division

AMENDMENTS TO THE STRATEGIC PLAN

On 12 March 2020 the Minister of Sport, Arts and Culture tabled the 2020-2025 Strategic Plan of Amazwi South African Museum of Literature Amazwi in the National Assembly and the National Council of Provinces. This Strategic Plan was developed by the Council and management of Amazwi over a period of three months in 2019.

In December 2020 a new Council, appointed by the Minister of Arts and Culture, took office. The new Council members expressed the need to review that Strategic Plan and revise it to best meet their aspirations for their term of office. The lack of alignment between the Strategic Framework of government and Councils' terms of office has been raised in our Risk Register.

Part B and Part C of the 2020-2025 approved Strategic Plan were revised as follows:

PART B: OUR STRATEGIC FOCUS

1. 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.

2. 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.

3. 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.

PART C: MEASURING OUR PERFORMANCE

4. Institutional performance information

Measuring impact and outcomes

4.1 Administrative Division

Impact statement	A museum committed to sound corporate governance		
Outcomes	Outcome indicators	Baseline	Five year targets
Compliance with the Cultural Institutions Act	Number of compliance documents submitted to DSAC	6 compliance documents submitted to DSAC per year	30 compliance documents
Compliance with the Public Finance Management Act	Percentage of Internal audit findings of non-compliance corrected	New indicator, no baseline	100% of internal audit findings of non-compliance corrected
	Number of audit findings of non-compliance	Qualified audit with findings of non-compliance	Successive unqualified audits; clean audit within 5 years
Museum premises support administrative, curatorial and service delivery needs	25A Worcester St. Implementation of maintenance plans	New indicator, no baseline	UAMP updated; maintenance plans for 25A Worcester Street active
	Schreiner House Construction of new buildings/ structures at Schreiner House		Schreiner House Development project completed
	Eastern Star Repair and renovation		Repair/renovation to Eastern Star completed
	Monthly health and safety inspections and meetings	12 H&S inspections and meetings per year	All recommendations of H&S Committee resolved or implemented
Expert and capacitated workforce	Number of training opportunities	12 training opportunities per year	60 training opportunities

Impact statement	A museum committed to sound corporate governance		
Outcomes	Outcome indicators	Baseline	Five year targets
Gender-based violence in the workplace addressed	Gender-awareness structure set up as part of human resources development	New indicator, no baseline	Monitoring of structures
			5 awareness-raising workshops

Impact statement	Optimal use of technology and innovation		
Outcomes	Outcome indicators	Baseline	Five year targets
A digitised, cutting-edge organisation	Digitised administrative archive	New indicator, no baseline	100% paperless administrative archive
	Functioning online booking system	New indicator, no baseline	Online booking systems 100% operational

Impact statement	Increased awareness of Amazwi and its services		
Outcomes	Outcome indicators	Baseline	Five year targets
An enhanced public profile and image of Amazwi	Number of media releases and/or media appearances	New indicator, no baseline (non-functional website)	54 media releases/appearances
	New website design and content		Dynamic and interactive website and social media presence
	Number of literary/cultural festivals, tourism expos etc. attended	4 per year	28 literary festivals, tourism expos etc. attended

Impact statement	Partnerships enable the museum to increase its reach		
Outcomes	Outcome indicators	Baseline	Five year targets
Enhanced collaboration with other museums, educational institutions, and non-governmental organisations	Stakeholder management strategy	New indicator, no baseline	Approved and operational stakeholder management strategy
	Number of MOAs concluded	New indicator, no baseline	9 MOAs concluded
	Number of co-branded events	New indicator, no baseline	12 co-branded programmes, festivals, events etc s
Increased collaboration with all spheres of government	Number of engagements with any sphere of governments	New indicator, no baseline	10 engagements
	Number of government events	New indicator, no baseline	9 collaborations

4.2 Curatorial Division

Impact statement	Recognition of Amazwi as a research centre of excellence		
Outcomes	Outcome indicators	Baseline	Five year targets
A growing body of knowledge on South African literary and cultural heritage	Research articles published	6 per year	28 research articles published
	Research papers presented	6 per year	40 research papers presented
	Meetings of experts hosted	New indicator, no baseline	6 meetings of experts hosted

Impact statement	A growing collection of South African literary artefacts and related materials		
Outcomes	Outcome indicators	Baseline	Five year targets
Dynamic collections of historic and contemporary literary artefacts	Number of artefacts catalogued	Average 8 750 per year	33 953 artefacts representing all the linguistic groups of South Africa, catalogued
Professionally curated and preserved collections	Daily environmental conditions recorded Remedial action implemented and documented	New indicator, no baseline	Standards and operating procedure implemented
Catalogue of collections accessible and available online	New/upgraded collections management system	New indicator, no baseline	Catalogue online

4.3 Education and Public Programmes Division

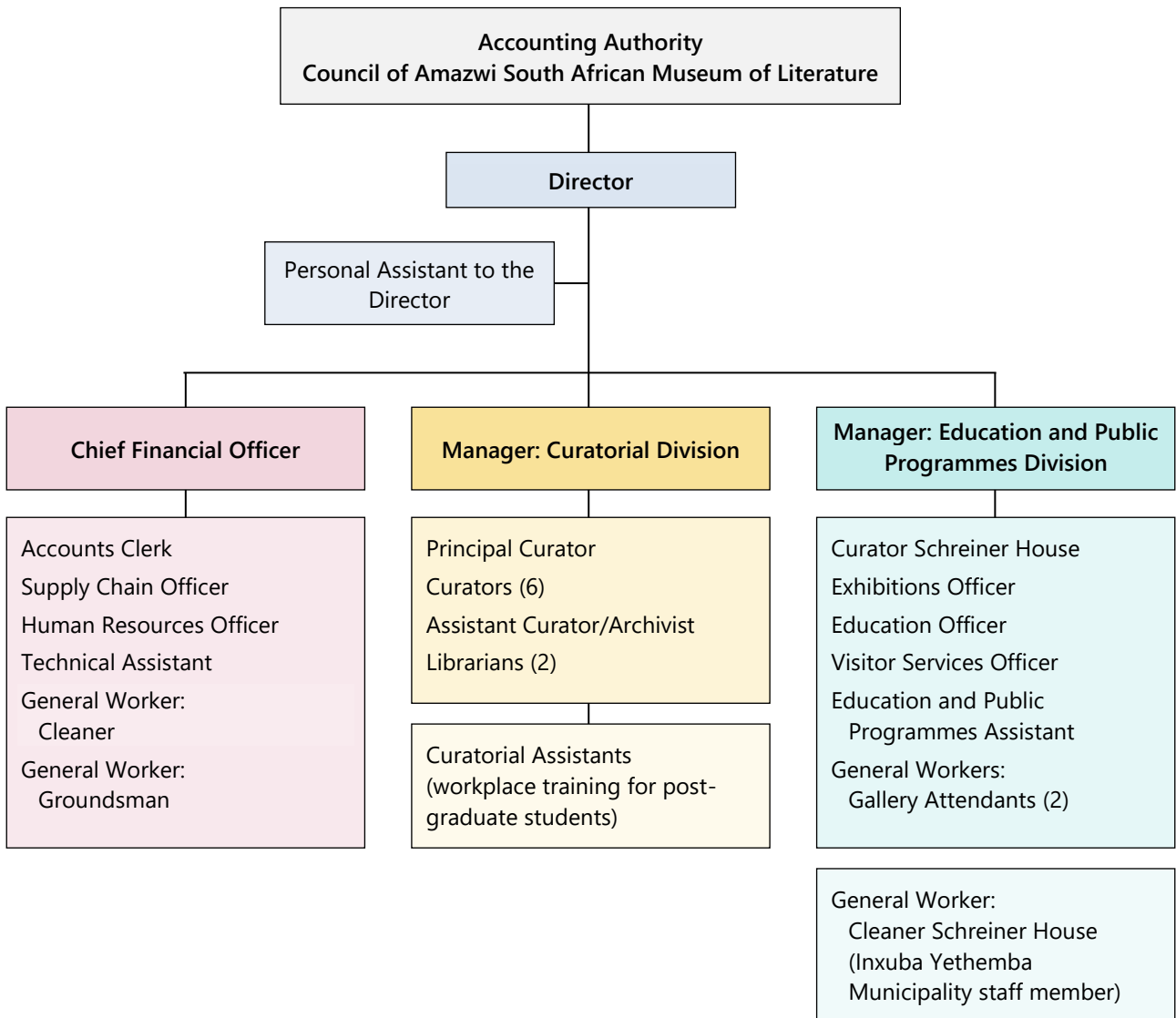
Impact statement	Appreciation for the quality and diversity of South African literature		
Outcomes	Outcome indicators	Baseline	Five year targets
An enhanced profile of South African literary and cultural heritage through exhibitions	Number of new travelling (or digital) exhibitions developed per year	New indicator, no baseline	9 travelling exhibitions
	Number of new temporary exhibitions developed per year	2 per year	6 temporary exhibitions
	Number of showcases rotated per year	15 showcases per year	74 showcases rotated
	Revision of permanent exhibition	New indicator, no baseline	Literary heritage of the indigenous linguistic communities included in the permanent exhibitions

Impact statement	South African literary and cultural heritage accessible to a popular audience		
Outcomes	Outcome indicators	Baseline	Five year targets
The popularisation of South African literary and cultural heritage	Number of popular publications	New indicator, no baseline	24 popular publications
	Number of popular events	32 per year	160 popular events

Impact statement	South African literature foremost in the education system		
Outcomes	Outcome indicators	Baseline	Five year targets
Mutually beneficial relationships with educators and education officials	Number of engagements/meetings with educators per year	New indicator, no baseline	48 educator engagements
Students and learners at all levels with knowledge of South African literature	Number of students and learners involved in education programmes per year	6 936	32 000 students and learners involved in education programmes

Impact statement	South African literary and cultural heritage increases the understanding of societal issues		
Outcomes	Outcome indicators	Baseline	Five year targets
Changed norms and behaviours through gender-based violence prevention efforts and advocacy platforms	Number of public programmes to raise awareness of gender, positive masculinities and gender-based violence	New indicator, no baseline	5 public programmes

ORGANISATIONAL STRUCTURE



MATERIALITY AND SIGNIFICANCE FRAMEWORK

In terms of the Public Finance Management Act and National Treasury Regulation 29.1.1 (f), the Council of Amazwi South African Museum of Literature must develop and agree to a framework of acceptable levels of materiality and significance.

Section of PFMA	Description of materiality and significance	Levels of materiality and significance
55 (2)	<p>The Annual Report and Financial Statements must include particulars of:</p> <ul style="list-style-type: none"> (a) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year; (b) any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure; (c) any losses recovered or written off; and (d) any financial assistance received from the state and commitments made by the state on the Accounting Authority's behalf. 	<p>All instances will be included in the Accounting Authority's Annual Report – amount greater than 1% of the total value of assets per audited financial statements.</p> <p>All instances will be included in the Accounting Authority's Annual Report.</p> <p>All instances will be included in the Accounting Authority's Annual Report – amount greater than 1% of the total value of assets per audited Financial Statements.</p> <p>All instances will be included in the Accounting Authority's Annual Report.</p>
54 (2)	<p>Before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its Executive Authority for approval of the transaction:</p> <ul style="list-style-type: none"> (a) establishment or participation in the establishment of a company; (b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement; (c) acquisition or disposal of a significant shareholding in a company; (d) acquisition or disposal of a significant asset; (e) commencement or cessation of a significant business activity; (f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement. 	<p>Each and every instance.</p> <p>Each and every instance.</p> <p>Each and every instance.</p> <p>Above R500 000.</p> <p>Each and every instance.</p> <p>Each and every instance.</p>

COUNCIL CHARTER

Background

Amazwi South African Museum of Literature (Amazwi) is a schedule 3A public entity established in terms of the Cultural Institutions Act, Act No. 119 of 1998, as amended.

Public entities are organisations established and owned by government to undertake a range of administrative, service delivery and/or regulatory functions outside government departments.

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.

1. Legislative mandate 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.

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, 2006.

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

2. Purpose

The purpose of this document is to establish the manner in which the Council of Amazwi governs the museum, i.e. the systems and structures that it uses to define policy, to provide leadership, to manage, coordinate, and monitor procedures and resources, and to develop long-term strategy and direction for the organisation.

3. Scope

This Charter applies to the Council and all its Committees and defines the role of the Director in relation to the Council and its Committees.

4. The Executive Authority

The role of the Executive Authority, the Minister of Sport, Arts and Culture, is to exercise policy control over Amazwi consistent with his or her accountability to Parliament and the public. The Executive Authority should

set clear objectives for public entities to ensure that they achieve the government's broad policy objectives and operate efficiently and effectively.

5. Application of the Cultural Institutions Act

The functions of Council are clearly defined in section 8 of the Cultural Institutions Act. They are:

- (1)
 - (a) to formulate policy;
 - (b) to hold, preserve and safeguard all movable and immovable property of whatever kind placed in the care of or loaned or belonging to the declared institution concerned;
 - (c) to receive, hold, preserve and safeguard all specimens, collections or other movable property placed under its care and management under section 10 (1);
 - (d) to raise funds for the institution;
 - (e) to manage and control the moneys received by the declared institution and to utilise those moneys for defraying expenses in connection with the performance of its functions;
 - (f) to keep a proper record of the property of the declared institution, to submit to the Director-General any returns required by him or her in regard thereto and to cause proper books of account to be kept;
 - (g) to determine, subject to this Act and with the approval of the Minister, the objects of the declared institution; and
 - (h) to generally, carry out the objects of the declared institution.
- (2) A council may determine the hours during which and the conditions and restrictions subject to which the public may visit the declared institution concerned, or portion thereof, and the admission charges to be paid.
- (3) A council may appoint such persons as it considers necessary to perform the functions of the declared institution concerned.
- (4) The determination of the remuneration and other conditions of service of persons appointed under subsection (3) must be in accordance with a scheme approved by the Minister in consultation with the Minister of Finance.
- (5) The Minister must publish the objects of a declared institution determined under subsection (1) (e), in the Gazette.
- (6) A council must not later than one month before the commencement of each financial year, submit a business plan covering the next three years and containing such information as may be prescribed by the Minister for his or her approval.
- (7) A council must submit an annual report to the Minister, which must contain such information regarding the activities and financial position of the council as may be prescribed.
- (8) The Minister must table the report referred to in subsection (7) in Parliament within 14 days of receipt thereof if Parliament is then sitting, and if Parliament is not sitting, within 14 days after the commencement of the next sitting.
- (9) Within five months after the report has been tabled, a delegation consisting of the chairperson of the relevant council and at least two other council members must brief the relevant committees of Parliament on the annual report.

The Council has absolute responsibility for the performance of Amazwi and should act consistently with its functions and objectives. More specifically, the Council is responsible for:

- setting broad strategy for Amazwi to meet its objectives and performance targets;

- ensuring the preparation of and approving strategic plans, compliance reports, key procedures and policies;
- approving decisions related to strategic initiatives such as commercial ventures, significant acquisitions, internal restructures and disposals;
- approving the annual budget;
- ensuring that Amazwi follows corporate planning guidelines provided by the National Treasury, the Minister of Sport, Arts and Culture, or the department;
- establishing and monitoring governance arrangements, including reporting systems to meet the information needs of the Minister, the department, oversight bodies, and the Council; and
- has overall responsibility for risk management, and integrating it into the museum's planning processes and monitoring its effectiveness.

The Council also:

- appoints the Director and establishes performance measures for him/her;
- establishes and reviews policies regularly (e.g. policies on fraud and conflicts of interest);
- fosters a culture and set of values;
- applies the code of conduct; and
- evaluates its own performance, the institution's and the Director's.

6. Application of the Public Finance Management Act

The functions of an Accounting Authority (Council) are clearly defined in sections 49-51 and 53-57 of the Public Finance Management Act. They are:

Part 2: Accounting Authorities for Public Entities

49. Accounting authorities.—(1) Every public entity must have an authority which must be accountable for the purposes of this Act.

(2) If the public entity—

- (a) has a board or other controlling body, that board or controlling body is the accounting authority for that entity; or
 - (b) does not have a controlling body, the chief executive officer or the other person in charge of the public entity is the accounting authority for that public entity unless specific legislation applicable to that public entity designates another person as the accounting authority.
- (3) The relevant treasury, in exceptional circumstances, may approve or instruct that another functionary of a public entity must be the accounting authority for that public entity.
 - (4) The relevant treasury may at any time withdraw an approval or instruction in terms of subsection (3).
 - (5) A public entity must inform the Auditor-General promptly and in writing of any approval or instruction in terms of subsection (3) and any withdrawal of an approval or instruction in terms of subsection (4).

50. Fiduciary duties of accounting authorities.—(1) The accounting authority for a public entity must—

- (a) exercise the duty of utmost care to ensure reasonable protection of the assets and records of the public entity;
- (b) act with fidelity, honesty, integrity and in the best interests of the public entity in managing the financial affairs of the public entity;

- (c) on request, disclose to the executive authority responsible for that public entity or the legislature to which the public entity is accountable, all material facts, including those reasonably discoverable, which in any way may influence the decisions or actions of the executive authority or that legislature; and
 - (d) seek, within the sphere of influence of that accounting authority, to prevent any prejudice to the financial interests of the state.
- (2) A member of an accounting authority or, if the accounting authority is not a board or other body, the individual who is the accounting authority, may not—
 - (a) act in a way that is inconsistent with the responsibilities assigned to an accounting authority in terms of this Act; or
 - (b) use the position or privileges of, or confidential information obtained as, accounting authority or a member of an accounting authority, for personal gain or to improperly benefit another person.
- (3) A member of an accounting authority must—
 - (a) disclose to the accounting authority any direct or indirect personal or private business interest that that member or any spouse, partner or close family member may have in any matter before the accounting authority; and
 - (b) withdraw from the proceedings of the accounting authority when that matter is considered, unless the accounting authority decides that the member's direct or indirect interest in the matter is trivial or irrelevant.

51. General responsibilities of accounting authorities.—(1) An accounting authority for a public entity—

- (a) must ensure that that public entity has and maintains—
 - (i) effective, efficient and transparent systems of financial and risk management and internal control;
 - (ii) a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77; and
 - (iii) an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective;
 - (iv) a system for properly evaluating all major capital projects prior to a final decision on the project;
- (b) must take effective and appropriate steps to—
 - (i) collect all revenue due to the public entity concerned; and
 - (ii) prevent irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct, and expenditure not complying with the operational policies of the public entity; and
 - (iii) manage available working capital efficiently and economically;
- (c) is responsible for the management, including the safe-guarding, of the assets and for the management of the revenue, expenditure and liabilities of the public entity;
- (d) must comply with any tax, levy, duty, pension and audit commitments as required by legislation;
- (e) must take effective and appropriate disciplinary steps against any employee of the public entity who—

- (i) contravenes or fails to comply with a provision of this Act;
 - (ii) commits an act which undermines the financial management and internal control system of the public entity; or
 - (iii) makes or permits an irregular expenditure or a fruitless and wasteful expenditure;
 - (f) is responsible for the submission by the public entity of all reports, returns, notices and other information to Parliament or the relevant provincial legislature and to the relevant executive authority or treasury, as may be required by this Act;
 - (g) must promptly inform the National Treasury on any new entity which that public entity intends to establish or in the establishment of which it takes the initiative, and allow the National Treasury a reasonable time to submit its decision prior to formal establishment; and
 - (h) must comply, and ensure compliance by the public entity, with the provisions of this Act and any other legislation applicable to the public entity.
- (2) If an accounting authority is unable to comply with any of the responsibilities determined for an accounting authority in this Part, the accounting authority must promptly report the inability, together with reasons, to the relevant executive authority and treasury.

53. Annual budgets by non-business Schedule 3 public entities.—(1) The accounting authority for a public entity listed in Schedule 3 which is not a government business enterprise must submit to the executive authority responsible for that public entity, at least six months before the start of the financial year of the department designated in terms of subsection (2) or another period agreed to between the executive authority and the public entity, a budget of estimated revenue and expenditure for that financial year, for approval by the executive authority.

- (2) The budget must be submitted to the executive authority through the accounting officer for a department designated by the executive authority, who may make recommendations to the executive authority with regard to the approval or amendment of the budget.
- (3) A public entity which must submit a budget in terms of subsection (1), may not budget for a deficit and may not accumulate surpluses unless the prior written approval of the National Treasury has been obtained.
- (4) The accounting authority for such a public entity is responsible for ensuring that expenditure of that public entity is in accordance with the approved budget.
- (5) The National Treasury may regulate the application of this section by regulation or instruction in terms of section 76.

54. Information to be submitted by accounting authorities.—(1) The accounting authority for a public entity must submit to the relevant treasury or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as the relevant treasury or the Auditor-General may require.

- (2) 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 of the transaction to its executive authority for approval of the transaction:
 - (a) establishment or participation in the establishment of a company;
 - (b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;
 - (c) acquisition or disposal of a significant shareholding in a company;
 - (d) acquisition or disposal of a significant asset;

- (e) commencement or cessation of a significant business activity; and
- (f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.
- (3) A public entity may assume that approval has been given if it receives no response from the executive authority on a submission in terms of subsection (2) within 30 days or within a longer period as may be agreed to between itself and the executive authority.
- (4) The executive authority may exempt a public entity listed in Schedule 2 or 3 from subsection (2).

55. Annual report and financial statements.—(1) The accounting authority for a public entity—

- (a) must keep full and proper records of the financial affairs of the public entity;
- (b) prepare financial statements for each financial year in accordance with generally accepted accounting practice, unless the Accounting Standards Board approves the application of generally recognised accounting practice for that public entity;
- (c) must submit those financial statements within two months after the end of the financial year—
 - (i) to the auditors of the public entity for auditing; and
 - (ii) if it is a business enterprise or other public entity under the ownership control of the national or a provincial government, to the relevant treasury; and
- (d) must submit within five months of the end of a financial year to the relevant treasury, to the executive authority responsible for that public entity and, if the Auditor-General did not perform the audit of the financial statements, to the Auditor-General—
 - (i) an annual report on the activities of that public entity during that financial year;
 - (ii) the financial statements for that financial year after the statements have been audited; and
 - (iii) the report of the auditors on those statements.
- (2) The annual report and financial statements referred to in subsection (1) (d) must—
 - (a) fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned;
 - (b) include particulars of—
 - (i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;
 - (ii) any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;
 - (iii) any losses recovered or written off;
 - (iv) any financial assistance received from the state and commitments made by the state on its behalf; and
 - (v) any other matters that may be prescribed; and
 - (c) include the financial statements of any subsidiaries.
- (3) An accounting authority must submit the report and statements referred to in subsection (1) (d), for tabling in Parliament or the provincial legislature, to the relevant executive authority through the accounting officer of a department designated by the executive authority.
- (4) The relevant treasury may direct that, instead of a separate report, the audited financial statements of a Schedule 3 public entity which is not a government business enterprise must be incorporated in those of a department designated by that treasury.

Part 3: Other Officials of Public Entities

56. Assignment of powers and duties by accounting authorities.—(1) The accounting authority for a public entity may—

- (a) in writing delegate any of the powers entrusted or delegated to the accounting authority in terms of this Act, to an official in that public entity; or
 - (b) instruct an official in that public entity to perform any of the duties assigned to the accounting authority in terms of this Act.
- (2) A delegation or instruction to an official in terms of subsection (1)—
- (a) is subject to any limitations and conditions the accounting authority may impose;
 - (b) may either be to a specific individual or to the holder of a specific post in the relevant public entity; and
 - (c) does not divest the accounting authority of the responsibility concerning the exercise of the delegated power or the performance of the assigned duty.
- (3) The accounting authority may confirm, vary or revoke any decision taken by an official as a result of a delegation or instruction in terms of subsection (1), subject to any rights that may have become vested as a consequence of the decision.

57. Responsibilities of other officials.—An official in a public entity—

- (a) must ensure that the system of financial management and internal control established for that public entity is carried out within the area of responsibility of that official;
- (b) is responsible for the effective, efficient, economical and transparent use of financial and other resources within that official's area of responsibility;
- (c) must take effective and appropriate steps to prevent, within that official's area of responsibility, any irregular expenditure and fruitless and wasteful expenditure and any under collection of revenue due;
- (d) must comply with the provisions of this Act to the extent applicable to that official, including any delegations and instructions in terms of section 56; and
- (e) is responsible for the management, including the safe-guarding, of the assets and the management of the liabilities within that official's area of responsibility.

7. Committees and task teams

The Council of Amazwi may establish Committees and task teams to provide strategic advice on certain issues, develop specific policies and long-term plans, monitor special projects and where needed, provide operational advice to the Director in the delivery of the museum's core functions.

These Committees and task teams [will](#) be made up of Council members, Amazwi staff, and if necessary, consultants and community members. As the liaison between the Council and the staff, the Director will have a standing invitation to all Committees and task teams.

8. Functions of Committees

8.1 Executive Committee

Council *may* establish an Executive Committee to liaise with the Director on day-to-day management issues and to facilitate reporting between the Director and Council.

The Executive Committee is delegated to:

- approve quarterly performance and financial reports

- make recommendations to the Director on any remedial action that may be required emanating out of the quarterly performance and financial reports
- approve budget shifts between main votes
- review and revise operational policy
- any other business not affecting long-term policy and strategy.

8.2 Audit Committee

Legislation requires that Council establish an Audit Committee as specified in the Treasury Regulations.

8.3 Human Resources and Governance Committee

The remit of the Human Resources and Governance Committee is to:

- develop policy related to human resources management and governance
- provide guidance and support to Amazwi management in areas such as employee development, succession planning, leadership and diversity
- ensure that any new human resources management developments are fair and equitable
- assist the Council in reviewing Amazwi's compensation philosophy and policies
- lead the recruitment of senior management and make recommendations to Council
- receive information on labour relations matters
- review current and future facility needs and conditions to ensure the safety of Amazwi's collections, staff and visitors and the achievement of the museum's aims and objectives
- assess and report on the performance of the Audit Committee
- advise the Council and management of Amazwi on matters of ethics
- make recommendations to Council on any of the above matters at least quarterly.

8.4 Marketing, Communications and Stakeholder Relations Committee

The remit of the Marketing, Communications and Stakeholder Relations Committee is to:

- develop policy related to marketing, communications and stakeholder relations
- provide guidance and support to Amazwi management in identifying potential programmatic collaborations with other organisations
- overseeing Amazwi's relations with stakeholders and potential stakeholders
- assist the management of Amazwi in developing annual targets and indicators related to marketing, communications and stakeholder relations
- advise the Council and management of Amazwi on ways to promote the Amazwi brand
- make recommendations to Council on any of the above matters at least quarterly.

8.5 Heritage Committee

The remit of the Heritage Committee is to:

- develop policy relating to the core functions of the museum
- provide guidance and support to Amazwi management in nurturing relationships with donors and potential donors of collections
- assist the management of Amazwi in developing annual targets and indicators related to its core functions
- advise the Council and management of Amazwi on new developments in the heritage sector
 - make recommendations to Council on any of the above matters at least quarterly.

8.6 Finance and Information Technology Committee

The remit of the Finance and Information Technology Committee is to:

- develop policy relating to the financial management of the museum
- receive input from the other committees on budget priorities
- provide guidance and support to Amazwi management in developing the annual and medium-term budgets
- provide guidance and support to Amazwi management on attracting non-governmental and private sector financial support
- review the quarterly financial reports
- liaise with the Audit and Risk Committee in the preparation and presentation of the Annual Financial Statements
- develop policy relating to, and oversee, Amazwi's innovation and technology initiatives
- assist the management of Amazwi in developing annual targets and indicators related to information technology advise the Council and management of Amazwi on new developments in the financial and information technology sectors
- make recommendations to Council on any of the above matters at least quarterly.

9. Meetings

9.1 Scheduling

- 9.1.1 Council will meet at least four times a year.
- 9.1.2 Committees and task teams will meet as required in order to accomplish any assignments with which they have been charged.
- 9.1.3 Meeting dates will be communicated to all members at the start of the financial year.
- 9.1.4 All meetings will be convened by the Secretariat in consultation with the Chairperson or Chairperson of the Committee or task team and the Director.
- 9.1.5 If the Chairperson is unable to chair a meeting, the meeting will be chaired by the Deputy Chair. If both the Chairperson and the Deputy Chair are absent, the members present will appoint a chair for the meeting.

9.2 Attendance

- 9.2.1 All members of the Council, its Committees and task teams have an obligation to attend all meetings.
- 9.2.2 Any absence of a member for whatever reason must be reported by way of an apology forwarded to the Secretariat at least a day before the scheduled meeting.
- 9.2.3 All members of Council, its Committees and task teams will be required to sign, or verbally declare in the case of online meetings, any conflicts of interest at the start of every meeting.

9.3 Agenda

- 9.3.1 The Company Secretary will develop a draft agenda in consultation with the Director and Chairperson of Council.
- 9.3.2 The draft agenda will be approved by the Chairperson and timeously circulated to all members at least 10 days before the meeting.
- 9.3.3 All documents for the meeting will be attached to the agenda and signed by the Director.
- 9.3.4 Proposed agenda items from members should reach the Secretariat at least 14 days before the scheduled meeting. Supporting documents should also be attached.

9.3.5 After consultation with the Chairperson, any member may place urgent and exceptional matters on the agenda at the commencement of a meeting.

9.4 Quorum

A majority of members shall constitute a quorum.

9.5 Decision Making

9.5.1 Decision making shall be through majority vote.

9.5.2 The Chairperson shall have both a casting and a deliberative vote.

9.6 Minutes

9.6.1 The Company Secretary should keep proper records of all decisions and procedures of meetings.

9.6.2 The official minutes shall consist of those duly signed by the Chairperson after ratification by members.

9.7 In-attendance members

9.7.1 The following staff members have standing invitations to meetings of Council or the Executive Committee of Council:

- Chief Financial Officer.

10. Ethics/code of conduct

Amazwi is an institutional member of the International Council of Museums and all Council members and staff are required to subscribe to its Code of Ethics.