



2022/23

# ANNUAL PERFORMANCE PLAN



**SOUTH AFRICAN  
MUSEUM OF LITERATURE**

---

an agency of the  
Department of Sport, Arts and Culture

**AMAZWI SOUTH AFRICAN MUSEUM OF LITERATURE**

**STREET ADDRESS**

25A WORCESTER STREET  
MAKHANDA (formerly GRAHAMSTOWN)  
6139

**POSTAL ADDRESS**

PRIVATE BAG 1019  
MAKHANDA (formerly GRAHAMSTOWN)  
6140

**TELEPHONE**

046 622 7042

**EASTERN STAR GALLERY**

046 622 2582

**SCHREINER HOUSE**

048 881 5251

**E-MAIL**

[info@amazwi.museum](mailto:info@amazwi.museum)

RP 22/2022

ISBN 978-0-621-50014-1

## CONTENTS

<b>ACCOUNTING AUTHORITY'S STATEMENT</b> .....	<b>3</b>
<b>DIRECTOR'S STATEMENT</b> .....	<b>4</b>
<b>OFFICIAL SIGN-OFF</b> .....	<b>5</b>
<b>PART A: OUR MANDATE</b>	
1. Relevant legislative and policy mandates.....	6
2. Institutional policies and strategies.....	6
3. Relevant court rulings.....	6
<b>PART B: OUR STRATEGIC FOCUS</b>	
4. Updated situational analysis.....	7
4.1 External environment analysis.....	7
4.2 Internal environment analysis.....	9
<b>PART C: MEASURING OUR PERFORMANCE</b>	
5. Institutional programme performance information.....	10
5.1 Programme: Administrative Division.....	10
5.2 Programme: Curatorial Division.....	23
5.3 Programme: Education and Public Programmes Division.....	27
6. Planned performance over the medium-term period.....	34
7. Revenue and expenditure.....	36
7.1 Revenue.....	36
7.2. Expenditure.....	37
8. Programme resource considerations.....	38
8.1 Budget allocation for programme 1: Administrative Division.....	38
8.2 Budget allocation for programme 2: Curatorial Division.....	39
8.3 Budget allocation for programme 3: Education and Public Programmes Division.....	40
9. Human resources.....	41
9.1 Human resources by occupational class.....	41
9.2 Compensation of employees.....	42
10. Key risks.....	43
11. Risks to the museum collections.....	46
12. Infrastructure projects.....	50
12.1 Schreiner House, Cradock.....	50
12.2 25A Worcester Street, Makanda.....	51
13. Public-Private Partnerships.....	51
<b>PART D: TECHNICAL INDICATOR DESCRIPTIONS</b>	
14. Administrative Division.....	52
15. Curatorial Division.....	62
16. Education and Public Programmes Division.....	65
<b>ANNEXURES</b>	
<b>A VISION, MISSION AND VALUES</b> .....	<b>73</b>
<b>B ORGANISATIONAL STRUCTURE</b> .....	<b>75</b>
<b>C FRAMEWORK OF ACCEPTABLE LEVELS OF MATERIALITY AND SIGNIFICANCE</b> .....	<b>77</b>
<b>D COUNCIL CHARTER</b> .....	<b>79</b>





**Dr Sibongile Masuku**

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

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

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

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

Finally, priority 5 speaks of *social cohesion and safe communities*. The implementation of Amazwi's expanded mandate to include the literatures of the indigenous languages affirms the artistic value of these literatures – in all their forms – and will go a long way towards breaking the museum's connection to its colonial and exclusive past.

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

**Dr Sibongile Masuku**

**Chairperson of the Council of Amazwi South African Museum of Literature**

## DIRECTOR'S STATEMENT

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

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.

Amazwi will attempt to accelerate outcomes in the coming year to catch up on targets that were delayed because of the shut down in 2020 and 2021 and to re-assess the resourcing of the different Divisions. The pandemic has, however, inspired innovation in the digital and virtual spheres and we believe that creativity has a part to play in communities' recovery from the social, psychological and economic impact of the pandemic. We will prioritise initiatives to raise Amazwi's public profile with its new website, social media presence and online exhibitions.

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

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.

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



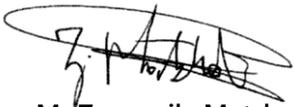
**Ms Beverley Thomas**

It is hereby certified that this Annual Performance Plan:

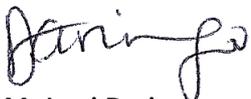
- was developed by the management of Amazwi South African Museum of Literature under the guidance of the Council of the museum,
- takes into account all the relevant policies, legislation and other mandates for which Amazwi is responsible, and
- accurately reflects the impact, outcomes and outputs which Amazwi will endeavour to achieve over the period 1 April 2022 to 31 March 2023.



Ms Crystal Warren  
Manager: Curatorial Division



Mr Zongezile Matshoba  
Manager: Education and Public Programmes Division



Mr Itayi Daringo  
Chief Financial Officer



Ms Beverley Thomas  
Director



Dr Sibongile Masuku  
Chairperson of the Council of Amazwi South African Museum of Literature  
15 February 2022



### 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 Sport, Arts and Culture. Amazwi is listed as a schedule 3A national public entity in terms of the Public Finance Management Act, Act No. 1 of 1999, as amended.

The operations of Amazwi are further governed by the following:

- National Heritage Resources Act, Act No. 25 of 1999
- Public Finance Management Act, Act No. 1 of 1999 and National Treasury Regulations
- Government Immovable Asset Management Act, Act 19 of 2007
- White Paper on Arts, Culture and Heritage, 1996.

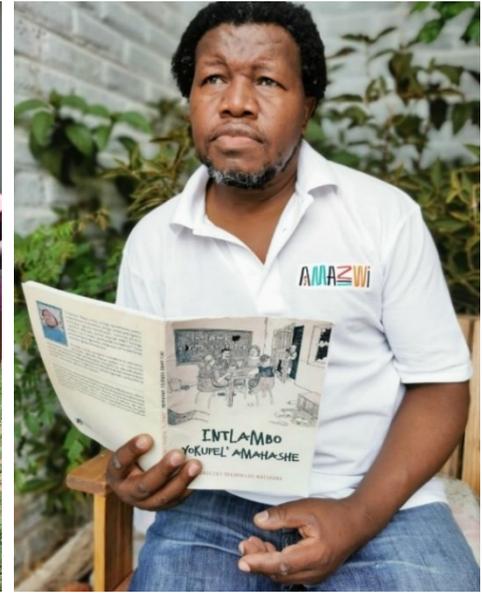
### 2. Institutional policies and strategies

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

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

### 3. Relevant court rulings

None.



#### 4. Updated situational analysis

##### 4.1. External environment analysis

###### *Highlights*

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.

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

- culture's transformative role in sustainable development,
- cultural heritage and the creative sector in post-pandemic recovery strategies,
- the importance of global action on climate change and its impact on cultural heritage and cultural diversity,
- the knowledge, stories and voices of their populations, including of persons belonging to Indigenous and local communities,
- the importance of digitisation for preservation, access, reuse and education, and

- transnational cooperation and the development of policies facilitating the mission of museums, libraries and archives to preserve cultural heritage for present and future generations in the digital age.

### ***Challenges***

As a national museum Amazwi aims to deliver services all over the country in both rural and urban environments. However, the physical location in the Eastern Cape leads to the museum doing its work against a backdrop of failing municipal infrastructure in Makhanda and 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.

### ***Opportunities***

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

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

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 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 its 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.

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

Most importantly, the course of the Covid-19 pandemic and the State of Disaster is still unpredictable, and this could continue to have an impact on institutional performance beyond events and public programmes.

#### **4.2. Internal environment analysis**

##### ***Opportunities***

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

The collections are the core of the museum. Amazwi has a large collection of manuscripts, literary artefacts, published creative works, etc. from the 17<sup>th</sup> century to today. Current funding is insufficient to consistently purchase substantial new collections of manuscripts and other documentary artefacts to give impetus to the mandate change. However, Amazwi will seek donations and pursue partnerships with other organisations to develop exhibition content and public programmes in the indigenous languages 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. New curatorial appointments are anticipated and the complexity of some aspects of the work will influence the processing of new acquisitions and progress in cataloguing the backlog in the short to medium term.

Staff development and training is required to improve digital and technological skills, museological skills, enhance professionalism and encourage high level academic study. Capacity in the Chief Financial Officer's section has been expanded and improving the museum's audit outcomes is a high priority. 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 1: Administrative Division

**Purpose:** Administrative and support services

**Outcomes, outputs, performance indicators and targets**

<b>Impact statement</b>	A museum committed to sound corporate governance		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
Sound policy frameworks	New and/or revised policies	Number of new and/or revised policies	Process of regular policy review to assess the state of policies and procedures and the need for revision, deletion, development etc.
Compliance with the Cultural Institutions Act	Compliance documents	Number of compliance documents submitted to the Department of Sport, Arts and Culture	Annual and quarterly planning, monitoring and reporting documents prepared and submitted to DSAC and National Treasury
	Attendance of DSAC-led meetings and forums	Number of meetings and forums attended	Chairpersons Forum, CEOs Forum, CFOs Forum and Heritage Sector Forum convened by DSAC with its entities to advance compliance and cooperation
Compliance with the Public Finance Management Act	Internal audit reports	Percentage of internal audit findings of non-compliance corrected	Audit of compliance, internal control processes including record-keeping, performance management etc.
	Report of the Auditor-General	Number of audit findings of non-compliance reduced	Outcome of the annual audit undertaken by the Auditor-General

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
1	New and/or revised policies	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	8	6	6	6
2	Compliance documents	10 (includes drafts)	6	6	6	6	6	6
3	DSAC-led meetings and forums	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	7	7	7
4	Internal audit reports	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	100% of internal audit findings of non-compliance corrected
5	Report of the Auditor-General	New indicator, no baseline	Qualified audit outcome	Unqualified audit outcome with findings	Unqualified audit outcome	Clean audit	Clean audit	Clean audit

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1	New and/or revised policies	2	1	2	1	6
2	Compliance documents	1	2	1	2	6
3	DSAC-led meetings and forums	1	2	2	2	7

Nº	Indicators	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total for the year
4	Internal audit reports	Internal audit undertaken and all findings resolved	-	Internal audit undertaken and all findings resolved	-	100% of internal audit findings of non-compliance corrected
5	Report of the Auditor-General	Prepare for 2021/22 audit	Investigate and resolve findings	Develop and implement audit improvement plan	Monitor and report audit improvement plan outcome	Clean audit

<b>Impact statement</b>	Museum premises support administrative, collections care and service delivery needs		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
<b>Well-planned infrastructure development and maintenance</b>	Infrastructure management, development plans and reports	User Asset Management Plan submitted annually Number of infrastructure management reports	Infrastructure planning, management, development plans and quarterly reports prepared and submitted to DSAC
	25A Worcester St. Implementation of maintenance contracts	Maintenance contracts for essential services 100% operational	Ad hoc repairs and scheduled maintenance of museum headquarters, 25A Worcester Street
	Schreiner House Development	Final architectural plan and other professional services  % Progress with construction of new buildings/structures at Schreiner House	Development of Schreiner House precinct

Outcome	Outputs	Output indicators	Description of indicators
	Eastern Star Repair and renovation	Engineer's report Repair and renovation plan Repair/renovation completed	Structural repairs and damp-proofing at the Eastern Star
Health and safety of staff and visitors	Health and Safety Committee meetings and reports	Number of Health and Safety Committee meetings and reports	Inspection and reporting of health and safety issues in the museum and interventions to resolve them
	Covid-19 risk reduction	Monitoring of staff and visitors entering the museum	Recording of body temperature and other data of staff and visitors entering the museum

N°	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
6	User Asset Management Planning and reporting for infrastructure development and maintenance	New indicator, no baseline	UAMP updated and submitted	UAMP updated and submitted	UAMP updated and submitted			
		New indicator, no baseline	Quarterly infrastructure management progress reports	Quarterly infrastructure management progress reports	Quarterly infrastructure management progress reports			
7	25A Worcester St. maintenance	-	Maintenance plans for 50% services implemented	Maintenance plans for all services implemented	Maintenance plans for all services implemented	Maintenance contracts for essential services 100% operational	Maintenance contracts for essential services 100% operational	Maintenance contracts for essential services 100% operational

Nº	Indicators	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
8	<b>Schreiner House development</b>	Architectural concepts	Development plan	-	Final architectural plan and other professional services  Stakeholder consultation  -	-  Ongoing stakeholder consultation  Contractor appointed and construction progress 80%	-  -  Construction completed	-  -  Project close out
9	<b>Eastern Star repair and renovation</b>	-	-	New indicator, no baseline	Structural engineer's report completed  Repair/renovation plan	-  Repair/renovation progress 80%	-  Repair/renovation completed, project close out	-  -
10	<b>Health and safety committee meetings and reports</b>	12 H&S inspections, meetings and reports	12 H&S inspections, meetings and reports	6 H&S inspections, meetings and reports  Covid-19 task team constituted	12 H&S inspections, meetings and reports  Covid-19 monitoring of staff and visitors	12 H&S inspections, meetings, and reports  Covid-19 monitoring of staff and visitors	12 H&S inspections, meetings and reports  -	12 H&S inspections, meetings and reports  -

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
6	User Asset Management Planning and reporting for infrastructure development and maintenance	UAMP updated and submitted  1	-  1	-  1	-  1	UAMP updated and submitted  4 Quarterly infrastructure management progress reports
7	25A Worcester St. maintenance	Ongoing maintenance on service contracts	Maintenance contracts for essential services 100% operational			
8	Schreiner House development	Stakeholder consultation workshop	Contractor appointed and construction commenced	Construction progress 30%	Construction progress 80%	Contractor appointed and construction progress 80%
9	Eastern Star repair and renovation	Procurement of suitable contractor(s)	Repair/renovation commenced	Repair/renovation progress 50%	Repair/renovation progress 80%	Repair/renovation progress 80%
10	Health and safety committee meetings and reports	3 H&S inspections, meetings, and reports  Covid-19 monitoring of staff and visitors	3 H&S inspections, meetings, and reports  Covid-19 monitoring of staff and visitors	3 H&S inspections, meetings, and reports  Covid-19 monitoring of staff and visitors	3 H&S inspections, meetings, and reports  Covid-19 monitoring of staff and visitors	12 H&S inspections, meetings, and reports  Covid-19 monitoring of staff and visitors

<b>Impact statement</b>	Individual performance contributes to a results-orientated organisational culture		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
<b>Consistent achievement of organisational goals and targets</b>	Employee performance management	Performance and development plans for all employees	Quarterly reporting and review of individual employees' performance against targets and development plans
<b>Expert and capacitated workforce</b>	Training and development opportunities	Number of training opportunities	Occupation specific training and professional development and enrichment programmes for staff, offered by external service providers, in-house mentoring or self-directed learning
<b>Competent candidates for employment in the museum sector</b>	Workplace skills development	Number of interns or students employed/hosted	Interns or students at Amazwi or presentations given to students to support the development of skills in the museum sector
<b>Gender awareness in the workplace</b>	Workplace structure  Awareness-raising workshops	Structure set up as part of human resources development  Number of awareness-raising workshops	Workplace structures and services to respond to and prevent sexual harassment and other forms of gender-based violence and discrimination in the workplace

N <sup>o</sup>	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2017/18	2018/19	2019/20	2021/22	2022/23	2023/24	2024/25
11	<b>Employee performance and development plans</b>	New indicator, no baseline	Performance and development plans for all employees	Performance and development plans for all employees	Performance and development plans for all employees			

Nº	Indicators	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
12	Number of training opportunities	18	12	17	6	12	12	12
13	Number of interns or students employed/hosted	New indicator, no baseline	9	9	9			
14	Gender-awareness workplace structure and awareness workshops	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

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
11	Performance and development plans	Performance and development plans for all employees	Mid-year performance reviews	Monitor performance and development, intervene if necessary	Year-end performance reviews	Performance and development plans for all employees
12	Human resources training and development	2	4	2	4	12
13	Number of interns or students employed/hosted	3	-	6	-	9

Nº	Indicators	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total for the year
14	Gender-awareness workplace structure and awareness workshops	Monitor structure -	- 1 awareness-raising workshop	Monitor structure -	- 1 awareness-raising workshop	Monitor structure 2 awareness-raising workshops

<b>Impact statement</b>	A digitised, cutting-edge organisation		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
Optimal use of technology and innovation	Digital administrative archive	New digital file system developed and implemented	Administrative records of the museum digitally archived and retrievable

Nº	Indicator	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
15	Digital file system	New indicator, no baseline	New indicator, no baseline	New file system developed	New digital file system approved System applied to digital storage	Implement 60% of digital file system Staff trained	Implement 100% digital file system and transition to paperless archive	-

Nº	Indicator	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
15	Digital file system	Set up digital filing/archive system	Train staff	Implement digital filing/archiving	Commence migration of paper record	Implement 60% of digital file system Staff trained

<b>Impact statement</b>	Amazwi is a unique museum with national and international stakeholders		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
An enhanced public profile and image of Amazwi	Media appearances or media releases issued	Number of media appearances or media releases issued	Media presence in print or online that raises the public profile of the museum
	New or refreshed content posted on website	Number of new website posts	Maintenance and ongoing improvement of Amazwi's website
	Attendance/participation at literary or cultural festivals, tourism expos etc.	Number of literary festivals, tourism expos etc. attended	Promotion of Amazwi and its services at literary or cultural festivals, tourism expos etc.

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
16	Media appearances or media releases	New indicator, no baseline	New indicator, no baseline	6	18	18	18	18

Nº	Indicators	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
17	New website posts	New indicator, no baseline	New indicator, no baseline	Website architecture and text drafted, but not activated	Dynamic, interactive features implemented	10 new or revised content elements posted on website	10 new or revised content elements posted on website	10 new or revised content elements posted on website
18	Literary festivals, tourism expos etc. attended	8	4	-	6	2	4	6

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
16	Media appearances or media releases	3	6	3	6	18
17	New website posts	Monitor/revise website content	5 new or revised content elements posted on website	Monitor/revise website content	5 new or revised content elements posted on website	<b>10 new or revised content elements posted</b>
18	Literary festivals, tourism expos etc. attended	-	1	-	1	2

<b>Impact statement</b>	Amazwi increases its reach by taking advantage of opportunities for cooperation and collaboration		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
Beneficial collaboration with other museums, educational institutions, governmental and non-governmental organisations and community groups	Memoranda of Agreement	Number of Memoranda of Agreement concluded	Mutually beneficial collaborations culminating in Memoranda of Agreement with other museums, educational institutions, and non-governmental organisations
	Co-branded programmes and/or events	Number of co-branded events	Mutually beneficial 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 and community groups
	Engagements with government departments	Number of engagements	Engagements with any sphere of government that result in mutually beneficial projects or programmes
	Participation in government-led events	Number of government-led events in which Amazwi participates	Mutually beneficial programmes, festivals and events of a literary or cultural nature that are convened by any sphere of government in which Amazwi participates

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
19	Memoranda of Agreement concluded	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	2	3	4	4
20	Co-branded events	New indicator, no baseline	New indicator, no baseline	2	4	4	4	4
21	Engagements with government departments	New indicator, no baseline	New indicator, no baseline	New indicator, no baseline	2	2	4	4
22	Government-led events	New indicator, no baseline	New indicator, no baseline	1	3	2	3	4

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
19	Memoranda of Agreement concluded	-	1	1	1	3
20	Co-branded events	1	1	1	1	4
21	Engagements with government departments	-	1	-	1	2
22	Government-led events	-	1	-	1	2

## 5.2 Programme 2: Curatorial Division

**Purpose:** Research, collections development, documentation and preservation

**Outcomes, outputs, performance indicators and targets**

<b>Impact statement</b>	Amazwi is recognised as a centre of excellence in literary research		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
A growing body of knowledge on South African literary and cultural heritage	Research articles	Number of research articles submitted for publication	Submission and acceptance of research articles on literature/culture/heritage/museology in peer-reviewed journals or chapters in academic books
	Research papers	Number of research papers presented	The presentation of research papers on literature/culture/heritage/museology at professional conferences, colloquia etc.
	Meetings of experts	Number of meetings of experts hosted	Hosting of meetings/conferences/workshops/colloquia etc. of experts in the fields of literature/culture/heritage/museology in person or online

N <sup>o</sup>	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
23	Research articles submitted for publication	6	2	4	6	6	6	6
24	Research papers presented	12	9	3	8	4	4	4

Nº	Indicators	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
25	Meetings of experts hosted	New indicator, no baseline	New indicator, no baseline	1	2	2	3	3

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
23	Research articles submitted for publication	1	2	2	1	6
24	Research papers presented	1	1	1	1	4
25	Meetings of experts hosted	-	1	-	1	2

<b>Impact statement</b>	Amazwi houses, and cares for, the most comprehensive collection of South African literary artefacts and related materials		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
Dynamic collections of historic and contemporary literary artefacts	Cataloguing records of artefacts	Number of artefacts catalogued	The acquisition and documentation of historic and contemporary literary manuscripts, letters and diaries, photographs, theatre and publishing archives etc., ultimately representing all the literary languages of South Africa

Outcome	Outputs	Output indicators	Description of indicators
Professionally curated and preserved collections	Data on environmental conditions and reports on interventions	Monthly reports on environmental conditions and remedial interventions	Storage and display of museum artefacts in optimal environmental conditions and enclosures as determined by museum experts from time to time
Catalogue of collections accessible and available online	New/updated collections management system procured and linked to website	Percentage of operationalisation of new/updated collections management system	Procurement of a new/updated collections management system (CMS database) and the publication of the catalogue of the collections and library resources on the museum's website

N°	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
26	Artefacts catalogued	14 453	4 038	1 386, of which 1 301 from backlog	1 000, of which minimum 250 from backlog	1 000, of which minimum 250 from backlog	3 000, of which minimum 250 from backlog	3 000, of which minimum 250 from backlog
27	Reports on environmental conditions and remedial interventions	New indicator, no baseline	New indicator, no baseline	Daily, but weekly during shutdown, conditions recorded  Remedial action documented	Quarterly reports of daily/weekly conditions  Remedial action documented	12 reports (monthly)  Remedial action documented	12 reports  Remedial action documented	12 reports  Remedial action documented

Nº	Indicators	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
28	<b>Operationalisation of new/updated collections management system</b>	New indicator, no baseline	New indicator, no baseline	Various collections management systems investigated	New system procured and linked to website	System 100% operational	-	-

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
26	<b>Artefacts catalogued</b>	250	250	250	250	<b>1 000, of which minimum 250 from backlog</b>
27	<b>Reports on environmental conditions and remedial interventions</b>	3 Remedial action documented	3 Remedial action documented	3 Remedial action documented	3 Remedial action documented	<b>12 (monthly) Remedial action documented</b>
28	<b>Operationalisation of new/updated collections management system</b>	20% operational	40% operational	60% operational	100% operational	<b>System 100% operational</b>

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

**Purpose:** Exhibitions, educational services and events

**Outcomes, outputs, performance indicators and targets**

Impact statement	Appreciation for the quality and diversity of South African literature – nationally and internationally		
Outcome	Outputs	Output indicators	Description of indicators
The profile of South African literary and cultural heritage is enhanced through exhibitions	Travelling exhibitions	Number of new travelling exhibitions produced	New exhibitions based on Amazwi’s collections with a topical or commemorative theme that are mobile
	Temporary exhibitions	Number of temporary exhibitions produced	Special exhibitions from Amazwi collections, or incoming loans, installed at any one of the museum’s sites for about one year
	Online exhibitions	Number of online exhibitions produced	Digital exhibitions based on Amazwi’s collections with a topical or commemorative theme
	Rotation of artefacts in display cases	Number of showcases rotated	Artefacts on display are rotated at least once a year to prevent deterioration
	Revision of permanent exhibitions	Feasibility study/project plan completed Research, production and installation	Permanent exhibitions require revision to include literary materials and narratives of the indigenous languages

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
29	New travelling exhibitions produced	New indicator, no baseline	New indicator, no baseline	1	1	1	2	3
30	Temporary exhibitions produced	2	1	-	1	1	1	1
31	Online exhibitions produced	New indicator, no baseline	3	3	3			
32	Showcases rotated	14	15	15	15	15	15	15
33	Revision of permanent exhibitions	-	-	-	Feasibility study/ project plan	Research and exhibition outline	Production of new exhibitions	Installation of exhibitions

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
29	New travelling exhibitions produced	-	1	-	-	1
30	Temporary exhibitions produced	1	-	-	-	1
31	Online exhibitions produced	-	1	1	1	3

Nº	Indicators	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total for the year
32	Showcases rotated	-	-	-	15	15
33	Revision of permanent exhibitions	Commence research	Research in progress	Research in progress	Research and exhibition outline	Research and exhibition outline

Impact statement	South African literary and cultural heritage accessible to a popular audience		
Outcome	Outputs	Output indicators	Description of indicators
The popularisation of South African literary and cultural heritage	Publication of popular articles and/or monographs	Number of popular articles/ monographs published	General interest articles published in popular media/short monographs/ exhibition catalogues based on Amazwi's collections or about Amazwi, written by museum staff members or associates
	Presentation of popular talks	Number of popular talks presented	General interest and/or popular talks based on Amazwi's collections or about Amazwi, presented by museum staff members or associates
	Events hosted by Amazwi	Number of popular events	Book launches and public readings, performances, commemorative events, talks and workshops etc., hosted by Amazwi for general audiences in person or online

Nº	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
34	Popular articles and/or monographs	New indicator, no baseline	New indicator, no baseline	1	4	4	6	6
35	Popular talks	New indicator, no baseline	4	6	6			
36	Popular events	32	32	3	32	32	32	32

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
34	Popular articles or monographs	1	1	1	1	4
35	Popular talks	1	1	1	1	4
36	Popular events	6	10	10	6	32

<b>Impact statement</b>	South African literature foremost in the education system		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
<b>Mutually beneficial relationships with formal and informal institutions of learning, including special schools</b>	Engagements with institutions	Number of engagements/meetings with institutions	Collaboration with formal and informal institutions of learning, including special schools to develop programmes and content based on Amazwi's specialist resources
<b>Students and learners at all levels with knowledge of South African literature</b>	Presentation of education programmes	Number of students and learners participating in education programmes	Curriculum-related or learning enrichment programmes presented at Amazwi, or at schools, or online, to learners and students, off-site excursions or set-work support programmes
	Online or hybrid learning programmes	Number of online or hybrid learning programmes presented	Curriculum-related or learning enrichment programmes incorporating the use of online platforms

N°	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
37	Engagements with institutions	New indicator, no baseline	New indicator, no baseline	-	2	4	8	8
38	Students and learners participating in education programmes	6 936	6 996	23	1 000	1 000	2 000	5 000

Nº	Indicators	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
39	Online or hybrid learning programmes	New indicator, no baseline	6	12	18			

Nº	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
37	Engagements with institutions	1	1	1	1	4
38	Students and learners participating in education programmes	250	250	250	250	1 000
39	Online or hybrid learning programmes	-	2	2	2	6

<b>Impact statement</b>	South African literary and cultural heritage increases the understanding of societal issues		
<b>Outcome</b>	<b>Outputs</b>	<b>Output indicators</b>	<b>Description of indicators</b>
Changed norms and behaviours through programmes based on creative advocacy	Public programmes hosted by Amazwi	Number of public programmes focused on gender awareness	Public programmes, readings, talks and workshops etc., to raise awareness about societal issues, e.g. gender-based violence

N°	Indicators	Actual/audited			Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
40	Public programmes on gender awareness	-	-	1	2	2	2	2

N°	Indicators	2022/23 Quarterly targets				Total for the year
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
40	Public programmes on gender awareness	-	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 (NDP), 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.

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

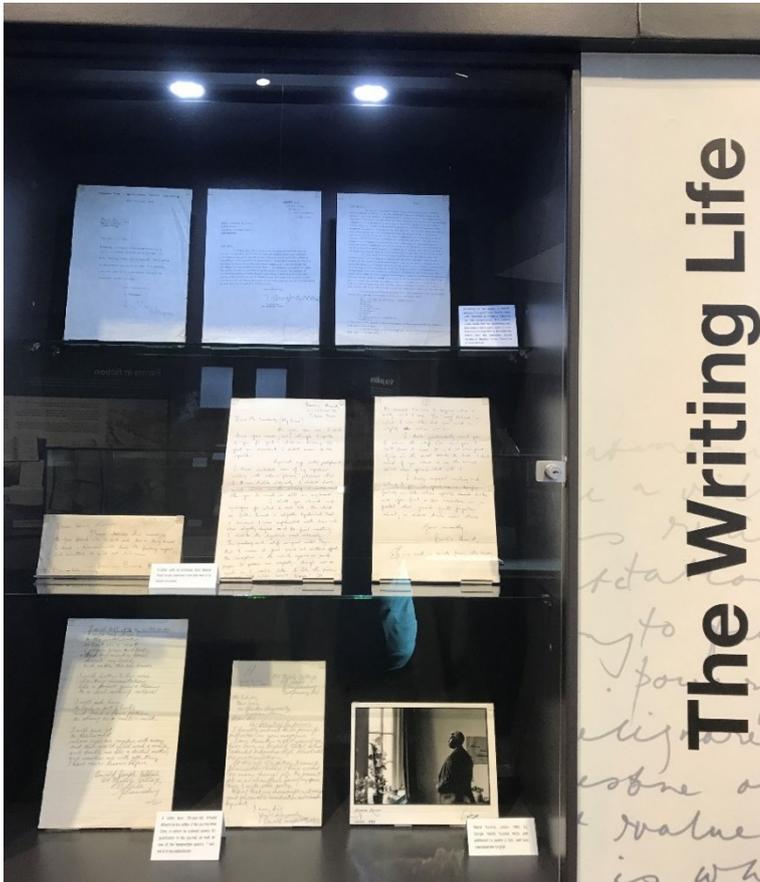
Spatial integration, human settlements and local government are the focus of government priority 4. Amazwi is mindful of the geographical region in which it provides services and will ensure that rural areas and small towns are included in museum programmes.

Government priority 5 speaks of social cohesion and safe communities while NDP chapter 15 refers to nation building and social cohesion. This is an area where arts and culture can make a valuable contribution. 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. By the end of the strategic planning period Amazwi will have concluded its pilot project on its expanded mandate – the incorporation of isiXhosa literature – and will be planning the incorporation of literature in other indigenous languages into its programmes. 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 priority 6 on building a capable, ethical and developmental state and fighting corruption, Amazwi is committed to sound corporate governance and financial compliance as well as increased collaboration with government departments and government structures at national, provincial and local levels.



Government priority 7 focuses 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 and other parts of the world where linguistic communities overlap. Greater public awareness needs to be created about the literary legacy of the San and Khoi languages and Amazwi will investigate opportunities for collaborations with other institutions over the medium term. 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 NDP, 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 2022 is 'The power of museums'. This refers to the strength, position and capacity of museums in building a free, democratic and educated society, reactions of museums to the challenges and needs of the 21st century; and the ability to cope with the impact of the Covid-19 pandemic, both societal and economic. This theme will inform many of Amazwi's programmes during the year. Collaboration with other museums, educational institutions, and non-governmental organisations broadens the museum's reach and adds to the awareness of the power of museums. While Amazwi will benefit from collaborations, it will also work with small organisations and community groups where it can offer support and specialised services.

## 7. Revenue and expenditure

### 7.1 Revenue

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
DSAC budget allocation - current	11 341	12 975	12 606	14 242	14 770	15 362	16 052
DSAC budget allocation - utilities	152	161	170	179	186	253	264
DAC special allocation - valuation of heritage assets	4 605	-	-	-	-	-	-
Inxuba Yethemba Municipality - grant	157	168	190	236	248	260	272
Sale of goods and services	149	141	135	116	210	231	241
Gains from the disposal of capital assets	2	2	-	2	1	2	
Interest	160	120	74	120	125	150	157
Other revenue	50	83	142	60	60	70	73
Revenue from non-exchange transactions	3 782	1 262	1 791	2 192	1 731	1 778	1 860
Conditional grants utilised (infrastructure)	-	911	275	-	-	-	-
<b>Total</b>	<b>20 398</b>	<b>15 823</b>	<b>15 383</b>	<b>17 147</b>	<b>17 331</b>	<b>18 106</b>	<b>18 919</b>

In 2019/20 Amazwi's subsidy was increased by 14% on a historical average of about 5.5%. This was a baseline increase to improve conditions of service. Going forward, the increase averages around 4% 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 2022 and beyond. In addition to the subsidy from DSAC, Amazwi generates income from user charges, royalties, sales and donations.

Amazwi receives a grant from Inxuba Yethemba Municipality equivalent to half the salary of the Curator of Schreiner House. Inxuba Yethemba Municipality contributes further by the remission of rates and municipal services on the property.

## 7.2 Expenditure

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Personnel expenditure	9 254	9 494	9 230	11 682	12 460	12 943	13 524
Goods and services	7 680	5 866	5 405	4 547	3 904	4 084	4 373
Depreciation	865	845	924	918	967	1 079	1 022
<b>Total</b>	<b>17 799</b>	<b>16 205</b>	<b>15 559</b>	<b>17 147</b>	<b>17 331</b>	<b>18 106</b>	<b>18 919</b>

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, project management for capital works development, actuarial valuations and conservation services. The following services are outsourced because it is more cost effective: accounting services, internal audit and ICT management and maintenance. 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. Instructions regarding cost containment relating to subsistence and travelling are noted and Amazwi will continue to implement appropriate 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. Programme resource considerations

### 8.1. Budget allocation for programme 1: Administrative Division

Description	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Personnel expenditure	3 368	3 705	3 138	4 090	4 295	4 453	4 653
Goods and services	2 575	4 568	4 780	3 592	3 238	3 324	3 473
Depreciation	358	338	378	372	381	382	399
<b>Total</b>	<b>6 301</b>	<b>8 611</b>	<b>8 296</b>	<b>8 054</b>	<b>7 914</b>	<b>8 159</b>	<b>8 525</b>
Percentage of budget	35%	53%	53%	47%	46%	45%	45%

The Administrative Division provides support services to the other two Divisions. It is headed by the Chief Financial Officer who is responsible for compliance, financial management, facilities' management, human resource management and the like.

The increasing cost of compliance has seen a dramatic rise in expenditure in this Division since 2018/19. Expenditure items include general operational costs, marketing and publicity, 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		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Personnel expenditure	3 821	3817	3 784	4 638	5 063	5 264	5 500
Goods and services	4 892	424	448	251	204	204	216
Depreciation	338	338	528	528	568	579	603
<b>Total</b>	<b>9 051</b>	<b>4 579</b>	<b>4 760</b>	<b>5 417</b>	<b>5 835</b>	<b>6 047</b>	<b>6 319</b>
Percentage of budget	51%	28%	31%	32%	34%	33%	33%

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 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 in 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 collection 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.

This 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		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Personnel expenditure	2 065	1972	2 308	2 954	3 102	3 226	3 371
Goods and services	213	874	177	704	462	556	684
Depreciation	169	169	18	18	18	118	20
<b>Total</b>	<b>2 447</b>	<b>3 015</b>	<b>2 503</b>	<b>3 676</b>	<b>3 582</b>	<b>3 900</b>	<b>4 075</b>
Percentage of budget	14%	19%	16%	21%	21%	22%	22%

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

Amazwi delivers services to rural and farm schools in the Eastern Cape and has provided strong support for the teaching of English set works. A lively programme of public events including a children's storytelling festival, book launches, and talks are aimed at children 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	11	11	9	9	9	9
Professional administrative support	2	2	2	3	3	3	3
Skilled	4	4	4	4	4	4	4
Semi-skilled	4	4	3	4	4	4	4
<b>Total permanent staff</b>	<b>27</b>	<b>26</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
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	7 703	7 878	7 671	9 760	10 408	10 816	11 301
Social contributions	1 551	1 616	1 559	1 922	2 052	2 127	2 223
<b>Total</b>	<b>9 254</b>	<b>9 494</b>	<b>9 230</b>	<b>11 682</b>	<b>12 460</b>	<b>12 943</b>	<b>13 524</b>

In 2019/20 Amazwi's baseline subsidy was increased to improve conditions of service. Job evaluations, job grading and salary benchmarking have been undertaken and a new remuneration policy is being implemented.

## 10. Updated key risks

Outcome	Key risks	Type	Risk mitigation
Sound policy frameworks	Lack of capacity to develop and implement policy frameworks	Strategic/ operational	Staff training and development
		Strategic	Ensure key posts are filled
Compliance with the Cultural Institutions Act	No coordination between the Medium-Term Strategic Framework and Council term of office	Strategic	Effective council induction (by the DSAC) on government priorities
Compliance with the Public Finance Management Act	Poor audit outcomes	Strategic/ operational	Capacitated supply chain management unit  Rigorous internal controls  Engaged audit committee  Staff training and development
Well-planned infrastructure development and maintenance	Security and other systems' failure	Operational	Effective and responsive service providers, especially local security services
	Lack of specialised skills to manage ongoing infrastructure maintenance	Operational	Outsourcing of highly specialised functions
	Some maintenance not controlled by the museum	Operational	System of monitoring maintenance contracts managed by Department of Public Works and Infrastructure
	Slow implementation of infrastructure projects	Operational	Outsourcing of highly specialised functions
Health and safety of staff and visitors	Lack of specialised skills to remedy health and safety issues	Operational	Training or outsourcing of highly specialised functions
Consistent achievement of organisational goals and targets	Staff mistrust of performance management	Operational	Engage employee unions in implementation process
	Vacancies	Operational	Fill key vacancies timeously
Expert and capacitated workforce	Aging workforce	Strategic	Nurture and capacitate young talent
	High staff turnover because of uncompetitive remuneration and poor career prospects	Strategic	Implementation of job evaluation and salary parity

Outcome	Key risks	Type	Risk mitigation
	Limited training opportunities in museum functions	Operational	Ongoing engagement with professional bodies  Self-directed learning included in personal development plans
<b>Competent candidates for employment in the museum sector</b>	No candidates able or willing to take up opportunities in Makhandha (not ideal place to live)	Strategic	Offer online training and mentoring programmes
<b>Gender awareness in the workplace</b>	Staff are unwilling to come forward with problems	Operational	Deal with stigma of gender violence
<b>Optimal use of technology and innovation</b>	Lack of specialised skills to manage technology innovation	Strategic	Outsourcing of highly specialised functions
<b>An enhanced public profile and image of Amazwi</b>	Perception that Amazwi is still a custodian of colonial heritage	Strategic	Keep up media campaign on new name and mandate
	Unauthorised external communication by staff	Operational	Internal communication policy
	Limited geographic footprint	Operational	Expand collaborations and online services
<b>Beneficial collaboration with other museums, educational institutions, governmental and non-governmental organisations and community groups</b>	Unbalanced partnerships	Operational	Clear scope of engagement in formalised memoranda etc.  Stakeholder management plan
	Lack of co-operation and buy-in from stakeholders	Strategic	Nurture relationships between stakeholders and museum
<b>A growing body of knowledge on South African literary and cultural heritage</b>	Attraction and retention of expert staff (Makhandha not ideal place to live)	Strategic	Raise profile of museum as a centre of excellence in research and as a desirable employer
<b>Dynamic collections of historic and contemporary literary manuscripts</b>	Insufficient funds for purchasing literary manuscripts on extended mandate	Strategic	Pro-active approaches to potential donors
	Lack of awareness of Amazwi by potential donors and/or sellers	Strategic	

Outcome	Key risks	Type	Risk mitigation
Professionally curated and preserved collections	Poor implementation of preventive conservation processes	Operational	Rigorous system of internal checks  Ongoing staff guidance and instruction
	Failure of environmental management systems	Operational	Effective and responsive service providers
Catalogue of collections accessible and available online	Difficulty in sourcing suitable system for Amazwi locally	Strategic	Explore international markets
	Prohibitive cost	Strategic	Priority budget item
The profile of South African literary and cultural heritage is enhanced through exhibitions	Insufficient funds for developing exhibitions on expanded mandate	Strategic	Request to DSAC for special fund for the acquisition of literary artefacts
The popularisation of South African literary and cultural heritage	Public remain unaware of the quality and stature of South African literature	Operational	Writing for popular publications
Mutually beneficial relationships with formal and informal institutions of learning	Lack of buy-in by educators and officials	Operational	Promote museum's services more rigorously
	Perception that Amazwi focuses only on colonial literature	Strategic	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 remains a low priority	Strategic	Promote teaching of other subjects though literature
	Sport is preferred to arts and culture as an extra-mural	Operational	Offer programmes focusing on film and theatre  Fun festivals
Changed norms and behaviours through programmes based on creative advocacy	Literary programmes on societal issues may not be appealing to the public	Operational	Ensure quick response to issues in the news that can be developed as literary programmes

## 11. Risks to the museum collections

Potential threat	Likelihood (1-10)	Prevention, risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
<b>Bush fire/house fire in neighbourhood</b>	8	Not within our control  Buildings are situated in semi-rural areas	Staff training  Keep buildings clear of office waste  Remove dry garden material timeously  Maintain all firefighting systems, i.e. outdoors, indoors, specialised gas system	Summon response team  Drench gardens 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
<b>Flood</b>	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

Potential threat	Likelihood (1-10)	Prevention, risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
Fire in building(s)	8	<p>Fire alarm systems linked to security company</p> <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>Staff training</p> <p>Evacuation/response drills</p> <p>Maintain disaster boxes</p>	<p>Summon response team</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>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>



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

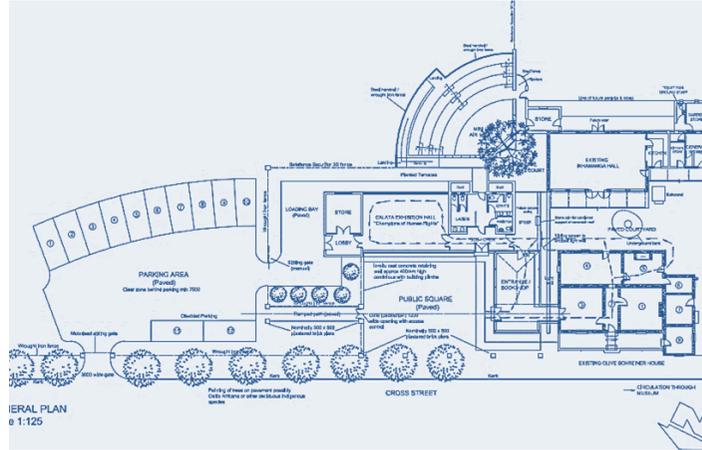
Potential threat	Likelihood (1-10)	Prevention, risk reduction/elimination	Preparation/impact reduction	Emergency response	Recovery
<b>Contractors in building</b>	5	Brief all contractors working near collection artefacts of risks	Supervise contractors working near collection artefacts of risks	Respond appropriately to accidental damage	Respond appropriately
<b>Loss of collection artefacts due to theft or vandalism</b>	2	Intruder alarm systems 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
<b>Security and other systems' failure</b>	5	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

DSAC budget allocation - capital works	Actual/audited R'000			Revised estimate R'000	MTEF projections R'000		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Schreiner House	-	2 000	-	2 055	tbc	tbc	-
25A Worcester Street	3 000	-	-	-	1 094	1 142	1 193
<b>Total</b>	<b>3 000</b>	<b>2 000</b>	<b>-</b>	<b>2 055</b>	<b>tbc</b>	<b>tbc</b>	<b>tbc</b>

### 12.1 Schreiner House, Cradock

Programme	Administration			
Project description	Development of Schreiner House Museum precinct	Start date	Completion date	Current year expenditure R'000
Outputs	Architectural concept	2017	2021	-
	Architectural, project management and other professional services	2019	2023	1 000
	New buildings, structures and security	2022	2023	6 000
<b>Total estimated cost</b>				<b>7 000</b>



## 12.2 25A Worcester Street

Programme	Administration			
Project description	Infrastructure and high-level building systems' maintenance	Start date	Completion date	Current year expenditure R'000
Outputs	Professional services	2018	Ongoing	94
	Maintenance and repairs: machinery and equipment	2018	Ongoing	500
	Maintenance and repairs: fixed structures	2022	2023	500
Total estimated cost				1 094

## 13. Public-private partnerships

Partnership	Purpose	Outputs	Current value of agreement R'000	End date
-	-	-	-	-

14. Administrative Division

1	Indicator title	Policy review and development
	Definition	Process of regular policy review to assess the state of policies and procedures and the need for revision, deletion, development etc.
	Source of data	Committees' work and Council resolutions
	Method of calculation/assessment	Simple count
	Assumptions	Active engagement between Council committees and management
	Disaggregation of beneficiaries (where applicable)	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	Spatial transformation (where applicable)	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	Reporting cycle	Quarterly
	Desired performance	Current performance is satisfactory
	Indicator responsibility	Director and Chief Financial Officer

2	Indicator title	Compliance documents
	Definition	Annual and quarterly planning, monitoring and reporting documents prepared and submitted to DSAC and National Treasury (cf. User Asset Management Planning and reporting)
	Source of data	Records of submission, Council resolutions
	Method of calculation/assessment	Simple count
	Assumptions	Fully resourced management structure
	Disaggregation of beneficiaries (where applicable)	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	Spatial transformation (where applicable)	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	Reporting cycle	Quarterly
	Desired performance	Current performance is satisfactory
	Indicator responsibility	Director and Chief Financial Officer

3	<b>Indicator title</b>	Attendance at DSAC-led meetings and forums
	<b>Definition</b>	Chairpersons Forum, CEOs Forum, CFOs Forum and Heritage Sector Forum convened by DSAC with its entities to advance compliance and cooperation
	<b>Source of data</b>	Meeting invitations, agenda and minutes
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Meetings timeously scheduled, fully resourced management structure
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Chairperson, Director, Chief Financial Officer and Division managers

4	<b>Indicator title</b>	Internal audit
	<b>Definition</b>	Audit of compliance, internal control processes including record-keeping, performance management etc.
	<b>Source of data</b>	Internal audit reports and management responses thereto
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Thoroughness of internal audit process, staff capacity
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Bi-annually
	<b>Desired performance</b>	Better performance is desirable, i.e. rapid resolution and remedial interventions to findings
	<b>Indicator responsibility</b>	Chief Financial Officer

5	<b>Indicator title</b>	Report of the Auditor-General
	<b>Definition</b>	Outcome of the annual audit undertaken by the Auditor-General
	<b>Source of data</b>	Management Report and Report of the Auditor-General
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Reasonableness of audit process, staff capacity
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Better performance is desirable, i.e. a clean audit must be achieved
	<b>Indicator responsibility</b>	Chief Financial Officer

6	<b>Indicator title</b>	User Asset Management Planning and reporting
	<b>Definition</b>	Infrastructure planning, management, development plans and quarterly reports prepared and submitted to DSAC (cf. compliance documents)
	<b>Source of data</b>	UAMP, quarterly reports, consultants' reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Competent consultants and contractors, management capacity
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Lack of capacity has caused delays in the past; better performance is desirable
	<b>Indicator responsibility</b>	Chief Financial Officer

7	<b>Indicator title</b>	25A Worcester Street maintenance
	<b>Definition</b>	Ad hoc repairs and scheduled maintenance of museum headquarters, 25A Worcester Street
	<b>Source of data</b>	Maintenance interventions and reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Competent consultants and contractors, staff capacity
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: Regional Development Anchor in Key National Development Corridor Spatial impact area: Makhanda, Eastern Cape
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Chief Financial Officer

8	<b>Indicator title</b>	Schreiner House development
	<b>Definition</b>	Development of Schreiner House precinct
	<b>Source of data</b>	Progress reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Competent consultants and contractors, staff capacity
	<b>Disaggregation of beneficiaries (where applicable)</b>	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 female or youth workers will be employed Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: Regional Development Anchor in Arid-Agri Innovation Region Spatial impact area: Cradock, Eastern Cape
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Lack of capacity has caused delays in the past; better performance is desirable
	<b>Indicator responsibility</b>	Chief Financial Officer

9	<b>Indicator title</b>	Eastern Star repair and renovation
	<b>Definition</b>	Structural repairs and damp-proofing at the Eastern Star
	<b>Source of data</b>	Maintenance interventions and reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Competent consultants and contractors, staff capacity
	<b>Disaggregation of beneficiaries (where applicable)</b>	<p>Target for women: to be determined</p> <p>Target for youth: to be determined</p> <ul style="list-style-type: none"> <li>- Infrastructure projects have the potential to create, or at least retain, employment</li> <li>- It is not yet known how many female or youth workers will be employed</li> </ul> <p>Target for people with disabilities n/a</p>
	<b>Spatial transformation (where applicable)</b>	<p>Contribution to spatial transformation priorities: Regional Development Anchor in Key National Development Corridor</p> <p>Spatial impact area: Makhandla, Eastern Cape</p>
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Lack of capacity has caused delays in the past; better performance is desirable
	<b>Indicator responsibility</b>	Chief Financial Officer

10	<b>Indicator title</b>	Health and safety, including Covid-19 risk reduction
	<b>Definition</b>	<p>Inspection and reporting of health and safety issues in the museum and interventions to resolve them</p> <p>Recording of body temperature and other data on staff and visitors entering the museum</p>
	<b>Source of data</b>	Health and Safety Committee Reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Active Health and Safety Committee, adequate resources to remedy problems in compliance with the Occupational Health and Safety Act
	<b>Disaggregation of beneficiaries (where applicable)</b>	<p>Target for women: n/a</p> <p>Target for youth: n/a</p> <p>Target for people with disabilities: n/a</p>
	<b>Spatial transformation (where applicable)</b>	<p>Contribution to spatial transformation priorities: n/a</p> <p>Spatial impact area: n/a</p>
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Chief Financial Officer

11	<b>Indicator title</b>	Employee performance management
	<b>Definition</b>	Quarterly reporting and review of individual employees' performance against targets and development plans
	<b>Source of data</b>	Employees' performance agreements, monthly reports, quarterly management reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Accurate reporting by employees
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	New indicator
	<b>Indicator responsibility</b>	Division managers, Human Resources Officer

12	<b>Indicator title</b>	Training and development
	<b>Definition</b>	Occupation specific training and professional development and enrichment programmes for staff, offered by external service providers, in-house mentoring or self-directed learning
	<b>Source of data</b>	Staff reports, records of participation
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Ongoing availability of specialist museum training programmes
	<b>Disaggregation of beneficiaries (where applicable)</b>	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
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Division managers, Human Resources Officer

13	<b>Indicator title</b>	Workplace skills development
	<b>Definition</b>	Hosting or employment of interns or students at Amazwi or presentations given to students to support the development of skills in the museum sector (cf. engagements with institutions of learning, education programmes, online or hybrid learning programmes)
	<b>Source of data</b>	Appointment letters, MOAs with tertiary institutions, stakeholder/participant feedback
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Management capacity
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: women will be given priority Target for youth: youth will be given priority Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	New indicator
	<b>Indicator responsibility</b>	Division managers, Human Resources Officer

14	<b>Indicator title</b>	Gender awareness in the workplace
	<b>Definition</b>	Workplace structures and services to respond to and prevent sexual harassment and other forms of gender-based violence and discrimination in the workplace (cf. public programmes on societal issues, e.g. gender-based violence)
	<b>Source of data</b>	Staff reports, records of participation
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Availability of experts to conduct workshops
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Human Resources Officer

15	<b>Indicator title</b>	Digital administrative archive
	<b>Definition</b>	Administrative records of the museum digitally archived and retrievable (cf. new/updated collections management system)
	<b>Source of data</b>	Management and staff reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	System will meet the needs of users
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	New indicator
<b>Indicator responsibility</b>	Director	

16	<b>Indicator title</b>	Media appearances and/or media releases
	<b>Definition</b>	Media presence in print or online that raises the public profile of the museum (cf. popular articles and/or monographs)
	<b>Source of data</b>	Staff reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Media suitably matched to target audience
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
<b>Indicator responsibility</b>	Director	

17	<b>Indicator title</b>	Amazwi's website
	<b>Definition</b>	Maintenance and ongoing improvement of Amazwi's website
	<b>Source of data</b>	Website itself, staff reports
	<b>Method of calculation/assessment</b>	Simple count

	<b>Assumptions</b>	New website meets expectations of stakeholders
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Director

18	<b>Indicator title</b>	Literary or cultural festivals, tourism expos etc.
	<b>Definition</b>	Promotion of Amazwi and its services at literary or cultural festivals, tourism expos etc.
	<b>Source of data</b>	Staff reports, stakeholder/participant feedback
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Full staff establishment in EPP Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

19	<b>Indicator title</b>	Memoranda of Agreement
	<b>Definition</b>	Mutually beneficial collaborations, culminating in Memoranda of Agreement with other museums, educational institutions, and non-governmental organisations
	<b>Source of data</b>	Concluded MOA
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Identification and implementation of suitable collaborators
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a

	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	New indicator
	<b>Indicator responsibility</b>	Director

20	<b>Indicator title</b>	Co-branded programmes and/or events
	<b>Definition</b>	Mutually beneficial programmes, festivals and events of a literary or cultural nature that are collaboratively produced or hosted with other museums, educational institutions, and non-governmental organisations and community groups (cf. participation in government-led events, meetings of experts, events hosted by Amazwi)
	<b>Source of data</b>	Staff reports, stakeholder/participant feedback
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Full staff establishment in EPP Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: At least one programme presented in a small town or rural area Spatial impact area: Eastern or Northern Cape
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory but participation beyond the Eastern Cape is desirable
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

21	<b>Indicator title</b>	Engagements with government departments
	<b>Definition</b>	Engagements with any sphere of government that result in mutually beneficial projects or programmes (cf. engagements with institutions of learning)
	<b>Source of data</b>	Staff reports, stakeholder/participant feedback
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Full staff establishment in EPP Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a

	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	New indicator
	<b>Indicator responsibility</b>	Director and Manager: Education and Public Programmes Division

22	<b>Indicator title</b>	Participation in government-led events
	<b>Definition</b>	Mutually beneficial programmes, festivals and events of a literary or cultural nature that are convened by any sphere of government in which Amazwi participates (cf. co-branded programmes and/or events)
	<b>Source of data</b>	Staff reports, stakeholder/participant feedback
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Full staff establishment in EPP Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory but participation beyond the Eastern Cape is desirable
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

## 15. Curatorial Division

23	<b>Indicator title</b>	Research articles
	<b>Definition</b>	Submission and acceptance of research articles on literature/ culture/heritage/museology in peer-reviewed journals or chapters in academic books (cf. popular publications)
	<b>Source of data</b>	Record of submission and acceptance
	<b>Method of calculation/assessment</b>	Simple count on acceptance of full text
	<b>Assumptions</b>	An expert corps of academically trained staff
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a

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

24	<b>Indicator title</b>	Research papers
	<b>Definition</b>	The presentation of research papers on literature/culture/heritage/museology at professional conferences, colloquia etc. (cf. popular talks)
	<b>Source of data</b>	Conference programmes, research papers
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	An expert corps of academically trained staff
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory; relates to output per staff member
	<b>Indicator responsibility</b>	Manager: Curatorial Division

25	<b>Indicator title</b>	Meetings of experts
	<b>Definition</b>	Hosting of meetings/conferences/workshops/colloquia etc. of experts in the fields of literature/culture/heritage/museology in person or online (cf. popular events)
	<b>Source of data</b>	Staff reports and meeting programmes
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	An expert corps of academically trained staff, administrative support
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a

	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Manager: Curatorial Division

26	<b>Indicator title</b>	Collections' development and documentation
	<b>Definition</b>	The acquisition and documentation of historic and contemporary literary manuscripts, letters and diaries, photographs, theatre and publishing archives etc., ultimately representing all the literary languages of South Africa
	<b>Source of data</b>	Staff reports and catalogue entries
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Literary material offered for donation or purchase, purchase prices within budget
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Desired performance is for representation of the literature of all the literary languages of South Africa
	<b>Indicator responsibility</b>	Manager: Curatorial Division

27	<b>Indicator title</b>	Collections' environmental conditions and remedial interventions
	<b>Definition</b>	Storage and display of museum artefacts in optimal environmental conditions and enclosures as determined by museum experts from time to time
	<b>Source of data</b>	Monthly reports on environmental conditions and remedial interventions
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Functional HVAC systems  An expert corps of curatorial staff Routines maintained
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a

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

28	<b>Indicator title</b>	New/updated collections management system
	<b>Definition</b>	Procurement of a new/updated collections management system (CMS database) and the publication of the catalogue of the collections and library resources on the museum's website (cf. digital administrative archive)
	<b>Source of data</b>	Staff reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	A new system is affordable, system will meet the needs of users
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	New indicator
	<b>Indicator responsibility</b>	Manager: Curatorial Division

## 16. Education and Public Programmes Division

29	<b>Indicator title</b>	Travelling exhibitions
	<b>Definition</b>	New exhibitions based on Amazwi's collections with a topical or commemorative theme that are mobile (cf. temporary exhibitions)
	<b>Source of data</b>	Staff reports, portfolio and travelling programme
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Cooperation with Curatorial Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: 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

30	Indicator title	Temporary exhibitions
	Definition	Special exhibitions from Amazwi collections, or incoming loans, installed at any one of the museum's sites for about one year (cf. travelling exhibitions)
	Source of data	Staff reports and portfolio
	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	Current performance is satisfactory
	Indicator responsibility	Manager: Education and Public Programmes Division

31	Indicator title	Online/digital exhibitions
	Definition	Digital exhibitions based on Amazwi's collections with a topical or commemorative theme
	Source of data	Staff reports and portfolio
	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	Current performance is satisfactory
	Indicator responsibility	Manager: Education and Public Programmes Division

32	<b>Indicator title</b>	Rotation of artefacts in display cases
	<b>Definition</b>	Artefacts on display are rotated at least once a year to prevent deterioration (cf. revision of permanent exhibitions)
	<b>Source of data</b>	Staff reports and portfolio
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Cooperation with Curatorial Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

33	<b>Indicator title</b>	Revision of permanent exhibitions
	<b>Definition</b>	Permanent exhibitions require revision to include literary materials and narratives of the indigenous languages (cf. Rotation of artefacts in display cases)
	<b>Source of data</b>	Staff reports and portfolio
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Expert input from Curatorial Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Annually
	<b>Desired performance</b>	New indicator
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

34	<b>Indicator title</b>	Popular articles and/or monographs
	<b>Definition</b>	General interest articles published in popular media/short monographs/exhibition catalogues based on Amazwi's collections or about Amazwi, written by museum staff members or associates (cf. media appearances and/or media releases, research articles)
	<b>Source of data</b>	Staff reports and portfolio
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Cooperation with Curatorial Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	New indicator
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

35	<b>Indicator title</b>	Popular talks
	<b>Definition</b>	General interest and/or popular talks based on Amazwi's collections or about Amazwi, presented by museum staff members or associates (cf. research papers)
	<b>Source of data</b>	Staff reports and event programmes
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Cooperation with Curatorial Division
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	New indicator
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

36	<b>Indicator title</b>	Events hosted by Amazwi
	<b>Definition</b>	Book launches and public readings, performances, commemorative events, talks and workshops etc., hosted by Amazwi for general audiences in person or online (cf. co-branded programmes and/or events, meetings of experts, public programmes on societal issues)
	<b>Source of data</b>	Staff reports, notices of events
	<b>Method of calculation/assessment</b>	Simple count Stakeholder/participant feedback
	<b>Assumptions</b>	Competent staff
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

37	<b>Indicator title</b>	Engagements with institutions of learning
	<b>Definition</b>	Collaboration with formal and informal institutions of learning, including special schools, to develop programmes and content based on Amazwi's specialist resources (cf. engagements with government departments)
	<b>Source of data</b>	Staff reports and meeting invitations and attendance
	<b>Method of calculation/assessment</b>	Simple count Feedback from officials
	<b>Assumptions</b>	Competent staff
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

38	<b>Indicator title</b>	Education programmes
	<b>Definition</b>	Curriculum-related or learning enrichment programmes presented at Amazwi, or at schools, to learners and students, off-site excursions or set-work support programmes (cf. workplace skills development, popular talks, events hosted by Amazwi, online or hybrid learning programmes)
	<b>Source of data</b>	Staff reports, booking forms, feedback from educators, students and/or learners
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	An expert corps of staff
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: all beneficiaries are youth Target for people with disabilities: at least 10% of programmes
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: At least 10% of programmes presented in small towns or rural area Spatial impact area: Eastern or Northern Cape
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Higher performance is desirable
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

39	<b>Indicator title</b>	Online or hybrid learning programmes
	<b>Definition</b>	Curriculum-related or learning enrichment programmes incorporating the use of online platforms (cf. workplace skills development, education programmes, popular talks, research papers)
	<b>Source of data</b>	Staff reports, stakeholder/participant feedback
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	An expert corps of staff
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	New indicator
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

40	<b>Indicator title</b>	Public programmes on societal issues, e.g. gender-based violence
	<b>Definition</b>	Public programmes, readings, talks and workshops etc., presented by the museum for a general audience to raise awareness about societal issues, e.g. gender-based violence (cf. gender awareness in the workplace, popular talks, popular events, education programmes, online or hybrid learning programmes)
	<b>Source of data</b>	Staff reports
	<b>Method of calculation/assessment</b>	Simple count
	<b>Assumptions</b>	Competent staff
	<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
	<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
	<b>Reporting cycle</b>	Quarterly
	<b>Desired performance</b>	Current performance is satisfactory
	<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division



## VISION, MISSION AND VALUES

### **Vision**

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

### **Mission**

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

### **Values**

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

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

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

#### ***Inclusivity***

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

#### ***Transparency***

Building open and honest relationships through communication.

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

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

#### ***Professionalism***

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

#### ***Innovation***

Embracing change and encouraging forward-thinking and empowerment.

#### ***Accessibility***

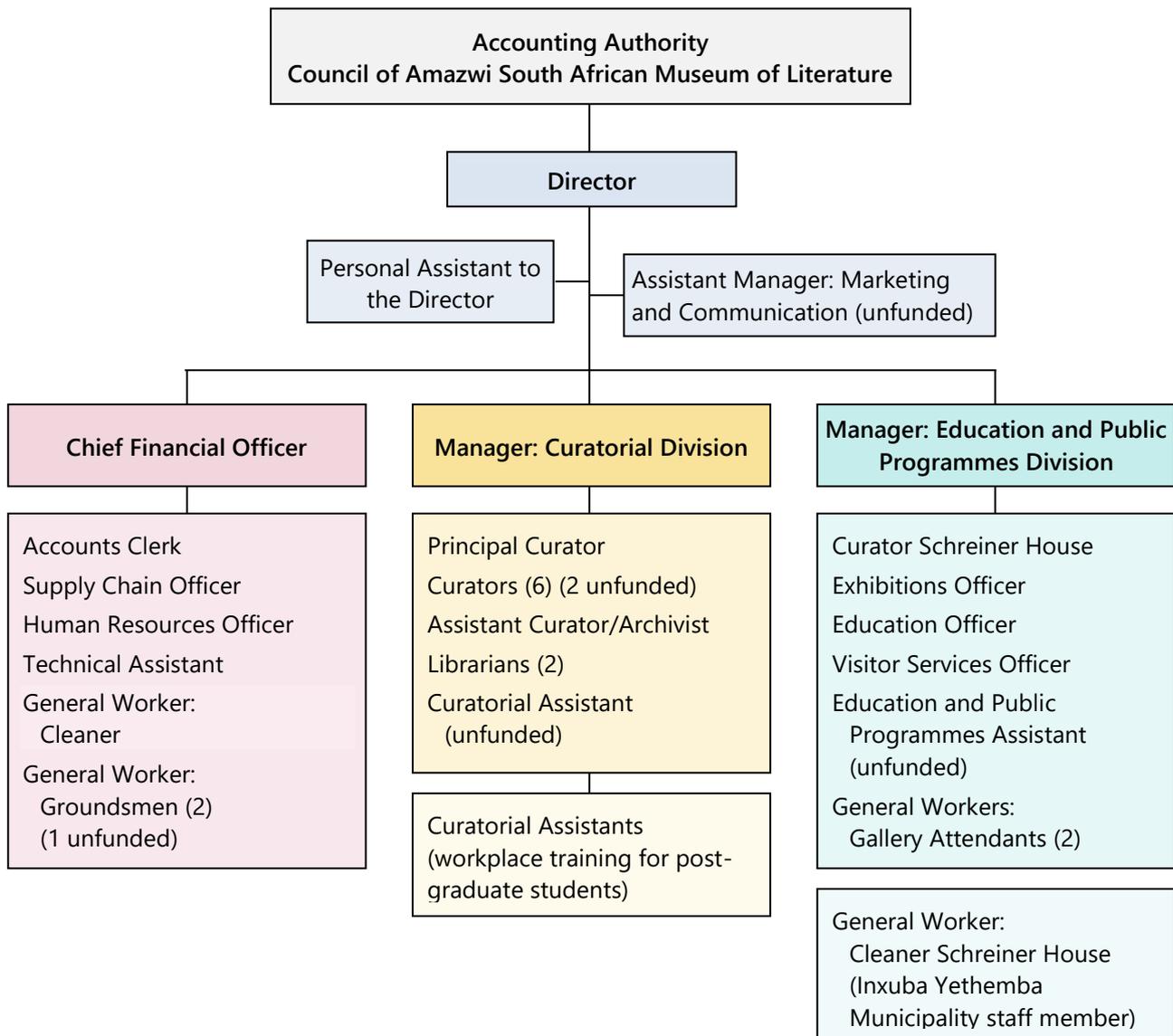
Creating an environment conducive to approachability and accessibility.

#### ***Sustainability***

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



## ORGANISATIONAL STRUCTURE





## FRAMEWORK OF ACCEPTABLE LEVELS OF MATERIALITY AND SIGNIFICANCE

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

### Introduction

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

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

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

**SIGNIFICANCE FRAMEWORK**

**Section 54(2) PFMA – “Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars to its executive authority for approval of the transactions:**

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;	Any acquisition or disposal in relation to section 54 (d) of the PFMA	<ul style="list-style-type: none"> <li>• Acquisition of a single tangible or intangible asset to the value of 15% of the cost of the total fixed assets for the financial year prior to the year in which the acquisition takes place</li> <li>• Disposal of tangible assets individually or cumulatively to the value of 10% or more of the cost price of total tangible assets for the financial year prior to the year in which the disposal takes place</li> <li>• Scrapping of intangible assets, individually or cumulatively to the value of 10% or more of the cost price of total intangible assets for the financial year prior to the year in which the scrapping took place</li> </ul>
e) commencement or cessation of a significant business activity; and	Any commencement or cessation of business activity outside of Amazwi core business in relation to section 54(2) (e) of the PFMA	100%, as it is not the normal business of Amazwi
<b>PFMA sub-section</b>	<b>Qualitative</b>	<b>Quantitative</b>
f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement	Any change in nature or extent of interest in relation to section 54(2) (f)	100%, as it is not the normal business of Amazwi

## COUNCIL CHARTER

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

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

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

Public entities are required to:

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

### Legislative and policy mandates

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

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

Intergovernmental Relations Framework Act, Act No. 15 of 2005

Public Audit Act, Act No. 25 of 2004

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

National Heritage Resources Act, Act No. 25 of 1999

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

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

White Paper on Arts, Culture and Heritage, 1996

Revised White Paper on Arts, Culture and Heritage, 2018

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

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

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

ICOM Code of Ethics for Museums, 2006

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

### 1. Purpose

- 1.1 Amazwi is declared and established by the Minister in terms of Sections 3 and 4 of the Cultural Institutions Act with specific purpose being delegated to preserve and promote the literary heritage of South Africa.

- 1.2 Amazwi is constituted of Council members (Council) who are duly appointed by the Minister in terms of Section 5(5) of the Cultural Institutions Act.
- 1.3 Amazwi shall be under the control, management and direction of the Council as duly appointed and delegated by the Minister from time to time.
- 1.4 This Charter shall apply to all members of the Council of Amazwi as prescribed in the Cultural Institutions Act.

## 2. Mission

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

## 3. Membership

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

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

## 4. Invitees to Council meetings

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

## 5. Role and functions of the Council

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

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

5.28 Council shall keep proper records of all the gifts and benefits which the Council members have received or awarded in a separate register of list for gifts and benefits. The register shall be updated annually at the end of the first quarter financial year of Amazwi.

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

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

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

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

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

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

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

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

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

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

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

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

## **7. Meetings and procedures**

- 7.1 In order to fulfil its functions and obligations, Council shall convene and hold approved scheduled ordinary and special Council meetings regularly.
- 7.2 The Council Secretary in consultation with the Chairperson of Council and office of the director shall issue a notice of a meeting in terms of the approved schedule, 7 (seven) days prior to the meeting, requesting all Council members to attend a Council meeting at a particular date, time and venue as stipulated in the notice.
- 7.3 The Chairperson of Council shall declare the meeting opened on the day, time and venue where the meeting is held.
- 7.4 All Council members present in the meeting shall be required to sign the attendance register and the declaration of interest form.
- 7.5 In the case or event where the meeting is held by telecom or video conferencing, all Council members and attendees of the meeting will be required to declare their interest orally and soon after sign a declaration form which shall be sent by the Council secretary.
- 7.6 All members of Council are expected to attend the Council meetings as scheduled and approved by Council.
- 7.7 A Council member who will not be able to attend any Council meeting must submit an apology either in writing or orally to the Chairperson of Council, Council Secretary and to the office of the director advising about non-attendance at least 2 (two) days before the commencement of the meeting.
- 7.8 A Council member who failed or neglected to attend three consecutive Council meetings without submitting an apology shall be required to submit written reasons to the Chairperson of Council or his delegated authority within seven days upon discovery of failure to attend meetings as required.
- 7.9 Upon expiry of the days specified in clause 7.8 above, the Chairperson of Council shall submit a written report about the conduct of the concerned Council member to the Minister and request a directive about such conduct.
- 7.10 The Chairperson shall inform the concerned Council member about the decision of the Minister in respect of the conduct.

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

- 8.1 Any scheduled meeting shall commence where there is 50 + 1 percent of the majority of Council members in attendance and Council shall make resolutions and approve all necessary documents which were submitted for any decision in line with the legislative policy framework that governs Amazwi.
- 8.2 Where Council lacks majority in terms of clause 7.1 to commence with meeting but has only 50 percent of the members in attendance, Council meeting shall commence with the business of the day as scheduled to discuss items in the agenda and make recommendations to the next Council meeting for ratification but cannot make any decision.

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

- 9.1 The Council Secretary shall be responsible for recording all Council minutes at the venue, date and time where the Council meetings are held.
- 9.2 The Council Secretary shall circulate to all Council members the draft minutes and resolutions of Council for perusal and corrections thereof within 7 (seven) working days after the meeting.
- 9.3 All Council minutes shall be included in the Council packs by the designated official of Amazwi in preparation for the next Council meeting.
- 9.4 The Council may accept in part or whole, the minutes of previous meeting and correct any material amendments to the minutes.
- 9.5 Council shall upon perusal thereof, adopt and approve the minutes of previous meeting as a true reflection of the discussions and resolutions of that meeting.
- 9.6 Council shall differ the minutes of the previous meeting at the request appropriately made by any Council member or Council secretary in exceptional circumstances.
- 9.7 The minutes of all Council meetings shall be signed by the Chairperson of Council once they are approved by Council at a Council meeting and where they were part of the agenda items for the proposed meeting.
- 9.8 The signed minutes of all Council meetings will be archived at Amazwi by the designated official of the museum in accordance with the National Archives and Record Service of South Africa Act, Act No. 43 of 1996.

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

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

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

- 11.1 The Chairperson of Council shall have the duty to preside on all approved scheduled Council meetings and determine the processes of conducting meetings in line with the provisions of this Charter.
- 11.2 The Chairperson shall be the leader of the Council of Amazwi and must exercise his or her powers in a fair, reasonable, transparent and equitable manner.

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

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

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

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

- 13.1 All members of Council shall be required to declare any conflicting interests at the point of appointment and at regular intervals.
- 13.2 Declarations of interest submitted by the Council members shall be made available for inspection and verification by the Council secretary for record keeping in the Council register of declarations of interest.
- 13.3 Council members shall declare amongst other things all or any business or other interest which are likely to create potential conflict of interest, including:
  - (a) All business interest direct or indirect in any other company or institution, partnerships, trusts or other business ventures which he or she is involved in either as a member, director or trustee;
  - (b) All membership of trade, business or professional memberships in economic organisations;

(c) Shareholding in other businesses, companies or institutions with profit making.

13.4 All Council members shall be required to sign a declaration of interest document prior to the commencement of all Council and committee meetings and the declarations shall be circulated to all Council members at each and every Council meeting.

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

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

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

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

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

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

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

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

Council has a statutory duty to approve the annual financial statements of Amazwi for the year ending on 31 March of each financial year in line with the provisions of the Public Finance Management Act, Act 1 of 1999.

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

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

Date of approval: 28 January 2022







AMAZWI SOUTH AFRICAN MUSEUM OF LITERATURE  
ANNUAL PERFORMANCE PLAN 2022/23  
RP 22/2022  
ISBN 978-0-621-50014-1