

UMSUNDUZI AND NCOME MUSEUM

# ANNUAL PERFORMANCE PLAN

01 APRIL 2020 TO 31 MARCH 2021

Heritage Institution



**UMsunduzi**  
MUSEUM - IZINDOLAMAZI

an agency of the  
Department of Arts and Culture

**NCOME**  
MUSEUM

uMsunduzi Museum  
Annual Performance Plan for 2020/21



## **Accounting Authority Statement**

It is my pleasure to present this 2020/21 Annual Performance Plan (APP) on behalf of the Council of the uMsunduzi Museum. This Annual Performance Plan reflects the key programmes and projects that the entity will undertake during the period as aligned to the Strategic Plan.

As a heritage institution the uMsunduzi Museum has a mandate as a cultural institution to contribute to preserving the nation's heritage and by responding in particular to the National Priorities the Museum will ensure that the programmes of the entity are relevant to the national agenda reflected in the National Development Plan (Vision 2030) and the Medium Term Strategic Framework of the Government.

This Museum was initially opened in 1912 and we are cognisant of how the role of museums in general has changed over time. The role of uMsunduzi is no exception, and as an entity we are particularly proud of the transformation that has taken place within the Museum since the birth of democracy. Ncome Museum was established as a 'Legacy Project' in 1997 and is administered by uMsunduzi Museum. The two museums are located in very different geographical settings, one urban, the other rural, and through the delivery of our programmes at both sites we aim to be continually responsive to the social, economic and political issues affecting their target communities and society at large. Many of our important programmes will be community-based living heritage and education programmes designed to address socio-economic challenges and promote social cohesion while others will result in providing access to information and heritage through outputs associated with publications and exhibitions.

The Council and Management of uMsunduzi Museum are committed to the delivery of the projects and programmes reflected in this APP by utilising the existing resources and will continue to engage in partnerships that enhance and expand the various initiatives.



**Dr J Ndlovu**

**Chairperson uMsunduzi Museum Council**

## **Foreword by the Director**

I have the honour to submit the Annual Performance Plan of the uMsunduzi Museum for 2020/21. This Annual Performance Plan continues to uMsunduzi Museum continues to play a pivotal role in South African society by making a meaningful contribution to the National Development Plan and Medium Term Strategic Framework (2020-2025) of the Government. The Museums contribute to cultural and heritage preservation through research, collecting heritage objects, restoration, promotion, and education. During the 2020/21 financial year the two museums will be working smart and diligently to achieve and deliver against their key outcomes as identified in the Annual Performance Plan.

Noting that our priority during the 2020/21 financial year is to deliver on our core mandate of research, exhibitions and education, the two institutions will institute various programmes to improve service delivery as per the National Department of Sport, Arts and Culture Strategic Plan and National Development Plan. Given financial constraints that face these two museums, great effort will be made to ensure that a significant achievement is realized. Issues of social cohesion and nation building will be reflected on during 2020/21.

The proposed plan of the uMsunduzi Museum recognises that arts, culture and heritage contribute immensely to economic growth and social development hence they will endeavour to strengthen relations and partnerships with various stakeholders which include heritage institutions, universities, different layers of government as well as community structures.



**Dr M Ngubane**

**Director: uMsunduzi Museum**

## Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the uMsunduzi Museum, under the guidance of Council.
- Takes into account all the relevant policies, legislation and other mandates for which the uMsunduzi Museum is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the uMsunduzi Museum and Ncome Museum\* will endeavour to achieve over the period 2020/2021.

Ms E. Henning (HOD: Research Information and Collections)

Signature:  \_\_\_\_\_

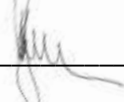
Mr B. Mdluli (HOD : Exhibitions and Maintenance)

Signature:  \_\_\_\_\_


Ms. P. Ngubane (HOD : Education and Outreach)

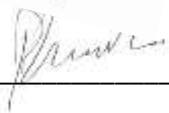
Signature:  \_\_\_\_\_

Mr B. Mchunu (Deputy Director: Ncome Museum)

Signature:  \_\_\_\_\_

Mr R. Luyt (Deputy Director: Core Functions)

Signature:  \_\_\_\_\_

Signature:  \_\_\_\_\_

pp Finance Manager

Dr M. Ngubane

Signature:  \_\_\_\_\_

Approved by: Dr J Ndlovu

Signature:  \_\_\_\_\_

Director: uMsunduzi Museum Council

Council Chairperson: uMsunduzi Museum

\* Ncome Museum is an undeclared institution established as a 'Legacy Project' and is administered by uMsunduzi Museum.

## **ACRONYMS**

AGSA	Auditor-General South Africa
CFO	Chief Financial Officer
COV	Church of the Vow
DBE	Department of Basic Education
DSAC	Department of Sports, Arts and Culture
HOD	Head of Department
HR	Human Resources
IT	Information Technology
KZN	KwaZulu-Natal
MGW	Mzansi Golden Economy
MOTH	Memorable Order of the Tin Hats
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NDPW	National Department of Public Works
NGOs	Non-Governmental Organisations
NLDTF	National Lottery Distribution Trust Fund
PFMA	Public Finance Management Act
PMB	Pietermaritzburg
RIC	Research, Information and Collection
SAMA	South African Museums Association
SCM	Supply Chain Management

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## **PART A: Our Mandate**

As a cultural institution established in terms of the Cultural Institutions Act as amended and in accordance with the laws of the Republic to serve its citizens, we are subject to a range of constitutional, legislative and policy imperatives, both those that determine and dictate our mandate and those that regulate governance and operations pursuant to that mandate.

While we recognise that, as a government institution, we must comply with all legislation, regulations and policy directives applicable to our function, the following are the most pertinent ones:

### **1. Constitutional Mandate**

The Constitution of the Republic of South Africa, Act 108 of 1996, as amended, is the overarching law upon which the Republic is founded. The Constitution, considered together with the Bill of Rights, provides a blueprint for the rights, which all South Africans must enjoy and observe, and the responsibilities attendant to those rights.

While the Constitution defines the broad, high level scope of our roles and responsibilities, thus laying a basis for various legislative and policy mandates applicable to our function, there are specific provisions with a pointed bearing on our function and serve to direct our focus as a cultural institution. These provisions are:

Chapter 2, Section 31 enjoins us to initiate and deliver interventions aimed at achieving social cohesion and nation building through the protection of human rights and cultural and linguistic diversity.

Schedule 4, Part A: Functional areas of concurrent national and provincial legislative competence, with particular reference to cultural matters and tourism

As public institution, we are also subject to Chapter 10, section 195 of the Constitution which stipulates the need to be governed by the following democratic principles and values:

- High standards of professional ethics
- Efficient, effective and economic use of resources
- Development-oriented approach
- Impartiality, fairness and equity
- Responsiveness to people's needs and people's participation
- Accountability

Chapter 5, Section 55 (2) (b) provides guidance on the oversight role of the entity by the National Assembly.

## 2. Legislative and Policy Mandates

A number of Acts and policies have a bearing on us, both in terms of defining our institutional role and responsibilities and regulating our operations and governance for purposes of efficiency, effectiveness and accountability. Some of these Acts and policies are central to our institution in terms of giving effect to its existence and *raison d'être* whereas others, while significant, are more regulatory in nature. These Acts and policies include:

### 2.1 Legislative Mandate – Core Function Related Legislation

The following pieces of legislation constitute the basis upon which we are founded as a cultural institute and also inform and facilitate our core functions and activities.

- 2.1.1 Cultural Institutions Act (No. 119 of 2008)  
(This act provides for the establishment of our institution as a declared cultural institution and sets out rules and procedures for governance of cultural institutions.)
- 2.1.2 Cultural Laws Amendment Act (No. 36 of 2001)
- 2.1.3 Cultural Laws Second Amendment Act (No. 69 of 2001)
- 2.1.4 National Heritage Resources Act (No. 25 of 1999)
- 2.1.5 KwaZulu Natal Heritage Act (No. 4 of 2008)
- 2.1.6 Use of Official Languages Act (No. 12 of 2012)

### 2.2 Legislative Mandate – Governance and Regulatory Legislative Frameworks

The following legislative frameworks serve to inform and regulate decisions and actions in a bid to guarantee fairness, integrity, equity and accountability in the employment and deployment of resources.

- 2.2.1 Public Finance Management Act (No. 1 of 1999) as amended, including all Treasury regulations and policy frameworks
- 2.2.2 Labour Relations Act (No. 127 of 1998)
- 2.2.3 Basic Conditions of Employment Act (No. 11 of 2002)
- 2.2.4 Employment Equity Act (No. 55 of 1998)
- 2.2.5 Employment Equity Amendment Act (No. 47 of 2013)
- 2.2.6 Skills Development Act (No. 97 of 1998)
- 2.2.7 White Paper on Transforming Public Service Delivery (Batho Pele White Paper)
- 2.2.8 Public Administration and Management Act (No. 11 of 2014)
- 2.2.9 Public Service Act (Proclamation No. 103 of 1994) and Public Service Regulations (2001)
- 2.2.10 Policy on Preferential Procurement Framework Act (No. 5 of 2000)
- 2.2.11 Occupational Health and Safety Act (No. 85 of 1998)

## **2.3 Policy Mandate**

The following policies inform the focus of our planning as well as priorities in terms of programmes and projects:

- 2.3.1 The National Development Plan (NDP), particularly Chapter 15, envisions a nation where people are ‘conscious of the things they have in common than their differences [and] their lived experiences [...] to progressively undermine and cut across the divisions of race, gender, space and class’. The NDP provides a blueprint and a roadmap for cultural institutions’ role in nation building and social transforming project
- 2.3.2 White Paper on Arts, Culture and Heritage, 1996, as amended argues for a transformational process based on harnessing the arts, culture and heritage for creative expression, education and training, job creation and the eradication of poverty. It further advocates for close cooperation with all the tiers of government and related departments, as well as the international community in pursuit of this transformational agenda.
- 2.3.3 Medium Term Strategic Framework Outcome 14, Nation Building and Social Cohesion, targets which underscore the outcomes-based approach adopted by government.

## **3. Institutional Policies and Strategies Governing the Five-Year Planning Period**

Our strategic plan is aligned to the Arts, Culture and Heritage sector transformation agenda which is aimed at establishing a caring, humane and cohesive society. It provides a roadmap for the next five years and has a particular focus on programmes and projects that are guided by and give expression to the following policy and strategy frameworks and directives:

- 3.1 The National Development Plan (NDP) Vision 2030
- 3.2 The election mandate of the sixth administration as outlined in Election Manifesto, 2019
- 3.3 The New Growth Plan, 2010
- 3.4 The President’s State of the Nation Address, June 2019
- 3.5 The Medium Term Strategic Framework, Outcome 14, targets on Nation Building and Social Cohesion
- 3.6 Mzansi Golden Economy
- 3.7 The Outcomes Based Approach, 2010
- 3.8 The Framework for Managing Programme Performance Information Guidelines, 2007
- 3.9 Framework for Strategic Plans and Annual Performance Plans, 2010

## **4. Relevant Court Rulings**

There are no court rulings applicable to the entity.

## **PART B : Our Strategic Focus**

### **1. Updated Situational Analysis**

This updated situational analysis was developed during 2019 and was based on a review of previous SWOT and PESTLE analysis conducted during 2018.

### **2. External Environment Analysis**

In considering external trends that have a bearing on our work as a cultural institution we should, from the outset, pay attention to how the role of museums has changed over time. In addition to their conventional role of collecting, preserving and presenting collections, museums now have to concern themselves with a range of social, economic and political issues affecting their target communities and society at large. One of the key markers of this change is the new museum definition proposed by the International Council of Museums (ICOM). The new definition introduces some interesting and challenging elements to the identity and role of museums; these include 'critical dialogue', 'acknowledging and addressing the conflicts and challenges of the present', and 'aiming to contribute to human dignity and social justice, global equality and planetary well-being'. The uMsunduzi Museum is not immune from these global sectoral shifts.

On the national front, the SA Reconciliation Barometer (SARB)<sup>1</sup> Survey 2019 Report released by the Institute for Justice and Reconciliation reveals that reconciliation is impossible in South Africa for a number of reasons; this poses a direct challenge to us as cultural institution to live up to the new museum definition. The SARB attributes this elusiveness of reconciliation to, among others, the persistence of poverty, gender-based violence, the continued use of racial categories to measure transformation and the unrelenting racism, sexism, patriarchy and other prejudices. According to this report, 48% of South Africans are dissatisfied with their self-perceived economic power, 44% are dissatisfied with their self-perceived political power and there is a sense of disempowerment for half of the South African population. The report further notes the prevalence of bonding than bridging trust which leads to very low levels of useful social capital for the majority of South Africans.

Predating the SARB report is the Diagnostic Report<sup>2</sup> of June 2011, which revealed that the environment in which we operate continues to be characterised by socio-economic challenges ranging from poor educational outcomes, poor infrastructure in some areas, high disease burden, unemployment, divided communities and spatial patterns that marginalise the poor. This report also highlighted the persistence of privilege attached to race, class, space and gender which results in the quality of services received by citizens dependant on who you are and where you live. Our socio-economic environment continues to be characterised by inequitable distribution of financial, human and social capital, high unemployment among the youth and gender discrimination and all these only serve to reinforce inequalities and scupper any chances for genuine reconciliation, unity and sense of nationhood. Rural communities' access to economic activity remain even more constrained.

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<sup>1</sup> The South African Reconciliation Barometer (SARB) is a public opinion survey conducted by the Institute for Justice and Reconciliation (IJR) in South Africa since 2003. It is the world's longest running public opinion survey on national reconciliation and provides a nationally-representative measure of South Africans' attitude towards reconciliation

<sup>2</sup> The Diagnostic Report is a report released in June 2012 by the National Planning Commission, a special ministerial body first constituted in 2009 by President Jacob Zuma. It highlights the main challenges confronting the country and examines the underlying causes. This report is composed of five chapters and focuses on broad issues of the economy, human conditions, material conditions, nation building and institutions of governance

The National Development Plan (NDP)<sup>3</sup> sums up the above state of affairs thus: “Inequality hardens society into a class system, imprisoning people in the circumstances of their birth. Inequality corrodes trust among fellow citizens, making it seem as if the game is rigged”.

The 2019 manifesto<sup>4</sup> of the governing party prioritised economic and social transformation, safer communities, fighting corruption, strengthening governance of public institutions, building unity and embracing diversity and building better South Africa and the world. Some of the perennial challenges identified in the recently published Twenty-Five Year Review Report<sup>5</sup> confirm the pertinence of these priorities. These challenges include ambiguity towards early reconciliation project, inability to locate and identify culture as the centre of all growth, fault lines such as racism, sexism and tribalism, gender-based violence and the inability to implement a social compact as well as a developmental and slow economic transformation.

The foregoing is but a glimpse of some of the characteristics of the environment within which we must execute our mandate. As an agency of Department of Sports, Arts and Culture (DSAC), we must respond to and support the Department’s strategy and ensure that our programmes and projects reflect its priorities. We also have to be sensitive to public funding pressures while responding to the needs of the communities we serve. We must ensure diversity and equality of access across audience segments. In the wake of the fourth industrial revolution, we ought to take full advantage of technology both to engage with our audiences and for organisational efficiency. We must also ensure that we remain conscious of the triple bottom line of development, namely, social, economic and environmental sustainability.

The likely state of flux that might result from the merger between the Departments of Arts & Culture and the Department of Sport could result in both new opportunities and new challenges. A merger of two ministries and departments is bound to give rise to some anxieties and uncertainties, there may be negative consequences such as a lopsided focus on one side at the expense of the other but there are also opportunities. All these require management and leadership. The crowd pulling effect of sport could be an avenue for access to new audiences and certain sporting programmes and events could be opportunities for inter-disciplinarity and synergy between sport and museums. In the face of resource constraints and budget pressures, we must intensify partnerships with other institutions to leverage potential synergies.

There is also a need for empowerment and capacitation of our constituent communities through skills development opportunities and other interventions. The embeddedness of museums in the communities they serve is indisputable; this comes with expectations which we must manage through proactively educating communities on the role and mandate of the museum. In some instances, there are local leadership challenges, such as the coexistence of both traditional and elected institutions in rural areas, which we must manage in a manner that ensures a kind of social compact necessary for delivery on our mandate.

The unique histories and narratives that our museum sites are an embodiment of can be utilised to advance the social cohesion, reconciliation and nation building project and to promote knowledge production and creation of economic opportunities.

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<sup>3</sup> The National Development Plan (NDP) is an important national policy document of the South African government released in 2012 by the National Planning Commission

<sup>4</sup> The African National Congress 2019 Manifesto was launched in Thohoyandou, Limpopo, on 17 February 2019 under the slogan, “Let’s grow South Africa together”

<sup>5</sup> The Twenty-Five Year Review Report was officially launched at the University of Mpumalanga in Mbombela Municipality on 8 November 2019. The Department of Planning, Monitoring and Evaluation was tasked by the Presidency with the responsibility to lead a review of 25 years of democracy in South Africa. The review was conducted in collaboration with other national government departments and provincial premiers’ offices. The review process entailed consultations with a wide variety of stakeholders across the length and breadth of the country and the African continent.

While there is clear lack of access to Information and Communications Technologies (ICTs) in local communities, particularly in rural areas, there is an almost universal access to social media and other platforms via cell phone technologies. Innovative ways could be found to reach audiences and potential visitors via these technologies.

Our sites, particularly Ncome, offer unique natural, historical and built landscapes that lend themselves to new programmes and activities such as hiking trails, etc. leading to better appreciation of local heritage by our visitors and tourists as well as enhanced knowledge acquisition for our various audiences.

Finally, the highly regulated environment in which we operate makes us susceptible to compliance neurosis to an extent that might trump performance. While prescripts, regulations and laws are indispensable in ensuring accountability, they need a kind of versatility that promotes rather than stifles performance or hinders delivery. Nevertheless, as an agency of government, we are dutybound to balance ethical and accountable governance with optimal performance.

### **3. Internal Environment Analysis**

As a cultural institution we have a mandate which is aligned with that of our oversight department, the Department of Sports, Arts and Culture. Naturally, there are organisational weaknesses we must contend with and try to mitigate as well as organisational strengths we must endeavour to exploit in our bid to carry out this mandate.

As an institution, we boast a number of positive characteristics that could be turned into a range of benefits. Our physical assets are a readily available means to generate income through venue hiring, parking space, etc. Our unique historical narrative can be innovatively utilised to boost tourism and to develop quality educational programmes and create platforms for dialogue, discourse and debate. We possess diverse and unique collections that could potentially transform lives if there is a deliberate effort to take advantage of their social and economic value, for example, as instruments to promote reconciliation and social cohesion and as drivers of tourism.

A pragmatic commitment to staff development and attrition management are critical for retaining experienced, creative and knowledgeable staff. This could be done through a deliberate and clear value proposition to both current and prospective staff which could include prospects for personal development and growth as well as career pathing. The need for personnel with abilities to connect visitors to collections and utilise collections in a manner resonant with people's real-life situations and engage in joint meaning making, co-curation and co-creation with various audiences cannot be overstated. Whereas uMsunduzi Museum has a relatively adequate core staff complement, Ncome Museum is seriously lacking in this regard – the former can reasonably take advantage of opportunities while the latter remains with huge untapped potential. The human resource and human capital deficiencies at Ncome Museum require urgent attention.

Our strong, community-rooted living heritage events have potential not to be an end in themselves but to be used as launchpad for sustainable programming in pursuit of socio-economic transformation. There is potential for the narratives of both uMsunduzi and Ncome Museums to have national purchase and currency particularly in relation to social cohesion, reconciliation and nation building. This potential will be exploited to its optimum. UMsunduzi Museum is close to businesses and tertiary institutions, public transport, high levels of densification and Ncome Museum is located on a battlefield, these are strengths to be leveraged through effective and efficient programming.

As an institution, we have not optimally exploited collaborations, this is a strategic priority requiring urgent attention. Meaningful partnerships and collaborations are critical countervailing measures against resource constraints and are key to achieving maximum and sustainable impact.

Our underutilised and, in some cases, idling facilities; such as the tourist lodge, restaurant, outdoor fireplace, arts and craft workroom as well as historical landscape in Ncome, need to be activated and promoted as part of expanding our revenue streams and enriching our programming.

Our audiences are less delineated and monolithic and we lack content that is representative of local communities. There is urgent need to develop new content and translate existing one and also to conduct an audience analysis which should result in clarity regarding our content focus, our constituency area and our various audience segments, this will in turn clarify our identity and inform our branding and marketing

Our facilities need to be accessible to all target groups and relevant departments need to be engaged to install and construct necessary infrastructure, including buildings and access roads.

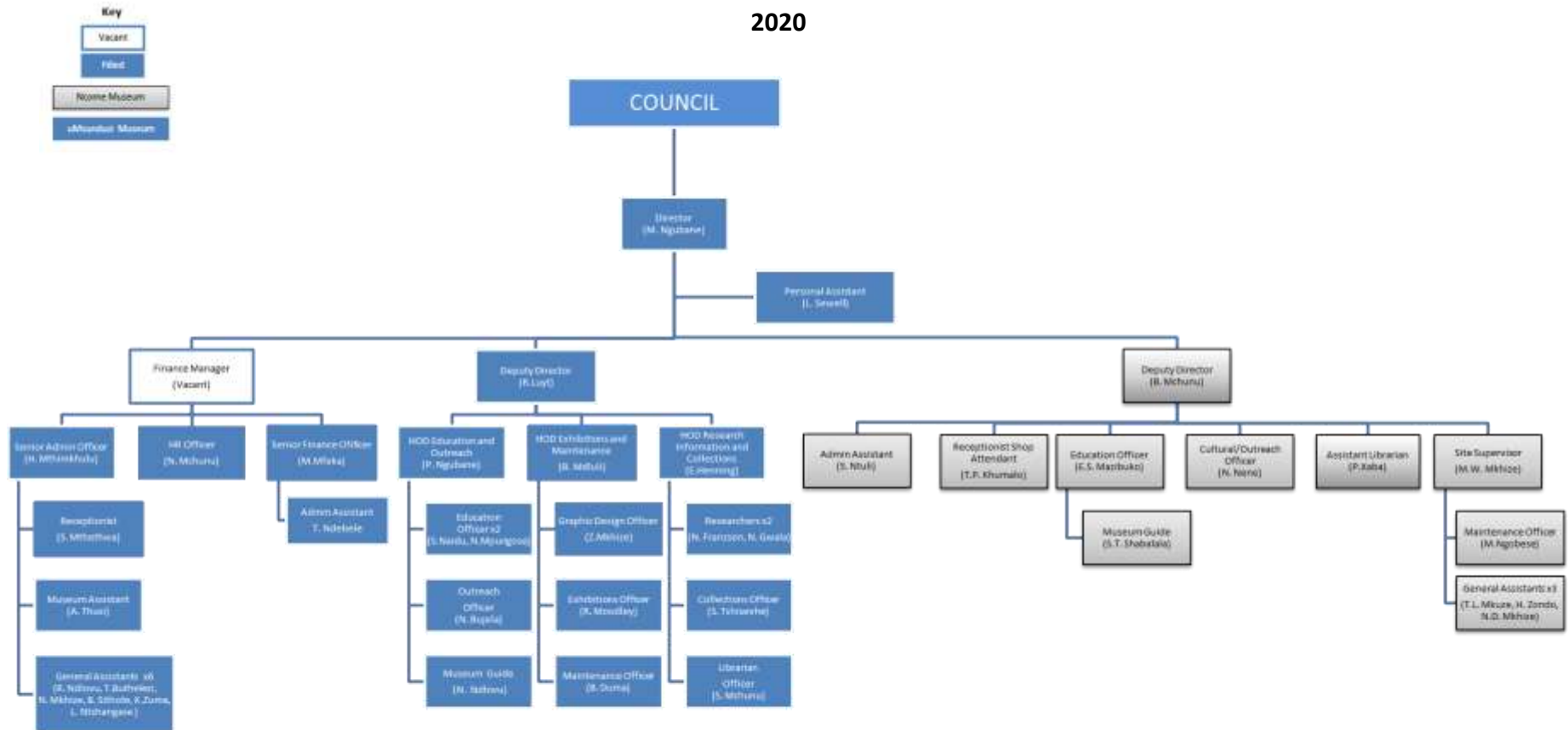
Security needs improving on both sites. Ncome Museum has inadequate access control and site monitoring and uMsunduzi is vulnerable to criminal incidence because of its location in a highly densified central business district.

We are not able to take full advantage of ICT because of poor connectivity and lack of ICT support, as a result we miss opportunities both in terms of access to our audiences and time efficiency in our day to day duties which could be achieved by, for example, using video conferencing for meetings involving the two sites instead of face to face meetings, etc.

A coexistence of weaknesses and strengths is an inescapable reality in any organisation, what is critical in the pursuit of our mandate is the extent to which we manage to creatively and innovatively mitigate our weaknesses while optimally exploiting our strengths.

# Organisational Structure

## UMSUNDUZI AND NCOME MUSEUMS ORGANOGRAM 2020





## Part C: Measuring Our Performance

### uMsunduzi Museum

#### 1. Institutional Programme Performance Information

##### 1.1 Programme 1: Administration

**1.1.1 Purpose:** The purpose of this programme is to provide core support, including purchasing, administrative, financial and human resources to the user departments of the museum to ensure that these departments effectively execute their responsibilities. Amongst the interventions of this programme is the review of policies and the effective utilisation of various other avenues to acquire and develop human resource and human capital such as internships, learnerships and traineeships. All these interventions should translate into better service rendered to our patrons and growth of our audience base.

##### 1.1.2. Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Effective and efficient administration	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report
	Policies of the Museum reviewed and approved	Number of policies of the Museum reviewed and approved	New indicator	New indicator	New indicator	New indicator	8 policies of the Museum reviewed and approved	8 policies of the Museum reviewed and approved	8 policies of the Museum reviewed and approved
	Collections accounted for and valued in compliance with GRAP 103	Number of collection valuations and stock takes	Stock take completed as part of the Grap 103 process. 1 Report produced	Stock check of 50 items in storage and 50 items on exhibition was conducted. 1	Stock check of 50 items in storage and 50 items in exhibition was conducted. 1	Museum Collection stock take spot check: 50 items on exhibition and 50 items in storage. 1 report produced	1 collection valuation and stock take (uMsunduzi and Ncome)	-	-

				report produced	report produced. A stock check of library holdings was also done an associated report produced				
<b>Improved accessibility to information and knowledge</b>	Visitors engaging with the museum and its programmes	Number of visitors recorded	uMsunduzi: 15746 visitors  (Ncome:11688; Total:27434 visitors)	uMsunduzi: 13106 visitors  (Ncome: 5962 Total: 19068 visitors)	uMsunduzi: 10741 visitors  (Ncome:10029 Total 20770 visitors)	25020 visitors (uMsunduzi and Ncome)	uMsunduzi: 3000 visitors recorded	uMsunduzi: 10854 visitors recorded	uMsunduzi: 10909 visitors recorded
<b>Economically and socially transforming, diverse and cohesive communities</b>	People with work experience	Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	New indicator	New indicator	New indicator	New indicator	uMsunduzi: 1 person afforded work exposure opportunities through learnerships /internships /traineeships / in-service training	uMsunduzi: 2 people afforded work exposure opportunities through learnership /internships /traineeships / in-service training	uMsunduzi: 2 people afforded work exposure opportunities through learnerships / internships /traineeships / in-service training

### 1.1.3. Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Unqualified Audit Report	Unqualified Audit Report	-	1 Unqualified Audit Report	-	-
Number of policies of the Museum reviewed and approved	8 policies reviewed and approved	-	4 policies reviewed and approved	4 policies reviewed and approved	-
Number of collection valuations and stock takes	1 collection valuation and stock take (uMsunduzi and Ncome))	-	-	-	1 collection valuation and stock take (uMsunduzi and Ncome)
Number of visitors recorded	3000 visitors recorded	-	300 visitors recorded	1200 visitors recorded	1500 visitors recorded
Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	1 person afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	-	1 person afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	-	-

### 1.1.4. Explanation of planned performance over the medium-term period

In the medium-term period the intended outputs will contribute to ensuring effective and efficient administration as well as the associated support of the core functions of the Museums. This is will be promoted by reviewing 8 policies in order to ensure the efficacy of the Museum's administration. The unqualified audit reports likewise contributes to the performance of the Museum and provides confidence in its administration. Significant weight related to the good administration of the Museum is based on compliance with accounting standards such as GRAP 103. The valuation of the collections is undertaken every 5 years and is a major project with huge cost implications. Work experience opportunities which is aligned to the outcome of an Economically and socially transforming, diverse and cohesive community will also be offered . Visitor numbers are recorded and are an administrative function which highlight the public participation in the programmes of the Museum and reflect a deliberate drive to grow audience numbers through outreach programmes and other activities.

## 1.2 Programme 2: Business Development

**1.2.1 Purpose:** The purpose of this programme is to develop, preserve and promote the museum’s collections as a lasting resource reflecting our national heritage, national identity and the museum’s institutional identity. At the centre of this programme is research aimed at knowledge production especially in a manner that contemporaneously draws meaningful parallels between the past and the present and provokes meaningful and substantive engagements with heritage and history. The programme seeks to ensure open access to information and to make available information resources for the benefit of the general public whom we serve.

### 1.2.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved accessibility to information and knowledge	Research projects for exhibitions or publications completed	Number of research projects for exhibitions or publications completed	1 Research project- texts completed  1 Research project – texts for 3 brochures completed	2 Research projects- texts completed  1 Research project - texts completed for 1 brochure	1 Research project – text completed for the upgrade to Tapestry of Cultures exhibition  1 Research project – text completed for a publication on the history of Edendale	Research material produced for exhibitions (1 research project)  Research material produced for publication (1 research project)	uMsunduzi: 2 research projects for exhibitions or publications completed	uMsunduzi: 2 research projects for exhibitions or publications completed	uMsunduzi: 2 research projects for exhibitions or publications completed
	Articles made accessible	Number of articles made accessible	New indicator	New indicator	New indicator	New indicator	10 articles made accessible	10 articles made accessible	10 articles made accessible
	Public engagements held online or on-site	Number of public engagements held online or on-site	-DCO Matiwane Lecture - Address by Judge Nicholson at “Sport in the	- OR Tambo lecture - Women’s Day dialogue - Conference at Ncome	5 public engagements.  (uMsunduzi: - Nelson Mandela Centenary	Organise and host 3 public engagements held online or on site (2 uMsunduzi; 1 Ncome)	uMsunduzi: 3 public engagements held online or on-site	uMsunduzi: 4 public engagements held online or on-site	uMsunduzi: 5 public engagements held online or on-site

			Struggle” exhibition opening - Dialogue held at uMsunduzi focusing on motivating women - Conference at uMsunduzi – Talk at Ncome		Lecture - Nelson Mandela Centenary Walk – Traditional Healing in the 21st Century Lecture -6th Courageous Conversations Conference – Ncome: Talk)				
Library materials purchased	Number of library materials purchased	<p>Purchased: 24, Donated: 2 (uMsunduzi)</p> <p>Purchased:14, Donated: 341 (Ncome) 22 materials catalogued (uMsunduzi)</p> <p>355 materials catalogued (Ncome)</p>	<p>Purchased :22 Donated:12 (uMsunduzi)</p> <p>Purchased:4 Donated: 6 (Ncome) 25 materials catalogued (uMsunduzi)</p> <p>2 materials catalogued (Ncome)</p>	<p>68 materials acquired uMsunduzi: Purchased 23 Donated:31 Collected: 1</p> <p>Ncome Purchased: 11</p> <p>Donated: 2</p> <p>76 materials catalogued and digitized</p> <p>(uMsunduzi : Catalogued and digitized 64 (9 materials acquired during 2017/18 and 55 materials acquired during 2018/19)</p>	<p>Purchase, catalogue and digitize 20 library materials (10 uMsunduzi, 10 Ncome)</p>	uMsunduzi: 28 library materials purchased	uMsunduzi: 28 library materials purchased	uMsunduzi: 28 library materials purchased	

					Ncome: Catalogued and digitized:12 materials acquired during 2018/19)				
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### 1.2.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of research projects for exhibitions or publications completed	uMsunduzi: 2 research projects for exhibitions or publications completed	2 Research project proposals compiled	-	2 Draft text compiled, one for each project	2 research documents completed
Number of articles made accessible	uMsunduzi: 10 articles made accessible	-	-	-	10 articles made accessible
Number of public engagements held online or on site	uMsunduzi: 3 public engagements held	-	1 public engagement held online	1 public engagement held online	1 public engagements held online or on site
Number of library materials purchased	uMsunduzi: 28 library materials purchased	-	-	18 library materials purchased	10 library materials purchased

### 1.2.4. Explanation of planned performance over the medium-term period

The museum will ensure and improve access to information and knowledge through the purchasing of 28 library materials, undertaking 2 research projects and making 10 articles accessible. 3 public engagements aimed at encouraging meaningful discussions that allow for the sharing of information and which support democratic values will also be held. These planned outputs will ensure improved accessibility to information and is in alignment with the Strategic Plan which is focused on contributing to an informed society of participatory citizens as well as by promoting social transformation.

### 1.3 Programme 3: Public Engagement

**1.3.1 Purpose:** The Public Engagement Programme comprises two sub-programmes, sub-programme 1 : Exhibitions and Maintenance and sub-programme 2: Education and Outreach. These sub-programmes are primarily associated with the interface between the Museum’s audiences and the museum whether it be through delivering programmes or by designing and producing information bearing media such as publications and exhibitions.

### 1.4 Programme 3: Public Engagement Sub-programme 1 - Exhibitions

**1.4.1 Purpose:** This programme exists primarily to expose the public to museum content with a view to educate and inform and also open up opportunities for co-curation, co-creation and joint meaning-making between the museum and its various audiences. The exhibitions also provide an avenue and a platform to publicise museum offerings and to register the museum raison d'être in the minds of various audiences. Exhibitions are great triggers of meaningful engagements leading to production of new knowledge and contributing to appreciation of diverse perspectives.

#### 1.4.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved accessibility to information and knowledge	Publications produced and made accessible	Number of publications designed, produced and made accessible	19 publications: - DCO & Youth Day Register - DCO Matiwane Lecture Programme - Sport in the Struggle Exhibition Invitation - Sport in the Struggle Exhibition Programme	32 publications: - International Museums Day invite - International Museums Day programme - Youth Day invite - Youth Day programme - Youth Day poster - Youth Day register	22 publications: - Nelson Mandela Walk poster - Mandela Lecture Invitation - Mandela Lecture Programme - Msunduzi Museum Library Brochure - Making Connections through	5 publications designed and printed	3 publications designed, produced and made accessible	3 publications designed, produced and made accessible	3 publications designed, produced and made accessible

			<ul style="list-style-type: none"> <li>- Pietermaritzburg Hidden Treasures Booklet</li> <li>- Museum Journal Vol 5</li> <li>- Museum Journal Vol 6</li> <li>- Annual Report</li> <li>- Women's Day Programme</li> <li>- Women's Day Invitation</li> <li>- Courageous Conversations Conference Call for Papers , Invitation and Conference Programme</li> <li>- Ulwazi Vol 1</li> <li>- Crafters certificates</li> <li>- Library week poster</li> <li>- APP</li> <li>- Human Rights Invitation</li> <li>- Human Rights / Quilters Programme</li> </ul>	<ul style="list-style-type: none"> <li>- Youth Day flyers</li> <li>- Freedom Route Publication</li> <li>- Ncome Education Brochure printed</li> <li>- Ulwazi (vol 2 printed)</li> <li>- Heritage Festival Poster</li> <li>- Heritage Festival Programme</li> <li>- Heritage Festival Attendance Register</li> <li>- Road to Democracy Brochure printed</li> <li>- Women's Day Programme</li> <li>- Woman's Day Invitation</li> <li>- Annual Report</li> <li>- Conference 2nd Call for papers</li> <li>- Conference Invitation</li> <li>- Book Bazar Invitation</li> <li>- Book Bazar Advertising Poster</li> <li>- Book Week Posters Printed</li> <li>- Ncome Brochure</li> <li>- Conference Programme</li> <li>- Conference Folder</li> <li>- Conference Dinner Programme</li> <li>- Conference Poster</li> <li>- APP</li> <li>- Journal (Vol 7-</li> </ul>	<ul style="list-style-type: none"> <li>Collections Brochure</li> <li>- Brochure for Mobile Museum °</li> <li>Youth Day Programme</li> <li>- Youth Day Poster</li> <li>- Mandela Day Programme</li> <li>- Traditional Healing Invitation</li> <li>- Traditional Healing Programme</li> <li>- Heritage Day Programme</li> <li>- Annual Report</li> <li>- Tapestry of Cultures Brochure</li> <li>- Conference Invitation</li> <li>- Conference Programme</li> <li>- Ulwazi</li> <li>- Museum Journal</li> <li>- Annual Performance Plan</li> <li>- Women's Day Programme</li> <li>- Human Rights Day Invite</li> <li>- Human Rights Day Programme</li> </ul>				
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				2018) - Ulwazi (Vol 3-2018) - Human Rights Day Programme - Human Rights Day Invitation)					
	Publications translated into an indigenous language	Number of existing publications translated into an indigenous language and produced	New indicator	New indicator	New indicator	New indicator	uMsunduzi : 1 existing publications translated into an indigenous language and produced	uMsunduzi : 1 existing publications translated into an indigenous language and produced	uMsunduzi : 1 existing publications translated into an indigenous language and produced
	Educational / research resources produced	Number of educational / research resources designed and produced	New indicator	New indicator	New indicator	New indicator	1 educational / research resources designed and produced	2 educational / research resources designed and produced	2 educational / research resources designed and produced
	Temporary or travelling exhibitions hosted (on-site or electronically) or installed	Number of temporary or travelling exhibitions hosted (on-site or electronically) or installed	6 temporary exhibitions :  - Sport in the Struggle Exhibition, 3 x travelling exhibitions ( installed at Alexandra Library, Hayfields Primary, St Anne’s Hospital) - “Unsettled 100 years of Resistance by Xhosa people	8 temporary exhibitions:  uMsunduzi: - OR Tambo / Africa Day exhibition - Human Rights Quilt exhibition - World Press Photo exhibition hosted 2 x travelling exhibitions (installed at Richmond Library,	6 temporary exhibitions and 2 displays: - Nelson Mandela exhibition hosted - Human Rights Trust exhibition hosted 4 x travelling exhibitions (installed at Eastwood Library x2, Richmond Library, Woodlands	Mount 2 temporary exhibitions	3 temporary or travelling exhibitions hosted (on-site or electronically) or installed	6 temporary or travelling exhibitions hosted (on-site or electronically) or installed	5 temporary or travelling exhibitions hosted (on-site or electronically) or installed

			against Boer and British" ( PACSA Photographic exhibition ) - Quilt Exhibition	Northdale Library) Ncome: - Women' s exhibition - Heritage exhibition - Human Rights exhibition taken to Vezinhlanhla Primary	Library) 2 x displays were also done ( for Africa Day at KZN Legislature and for Crafters Open Day at uMsunduzi Museum)				
	Exhibitions produced	Number of permanent exhibitions produced	1 exhibition produced and installed at uMsunduzi Museum (Pietermaritzburg Hidden Treasures and the Freedom Route)	90% Complete (Exhibition was designed and panels printed and mounted at Ncome Museum)	Exhibition was completed at Ncome Museum Exhibition "Music as an art form – Building a divided nation" 98% complete An exhibition was installed in Boshoff Street windows	Produce 1 exhibition	-	-	1 permanent exhibition produced
		Number of temporary exhibitions produced	New indicator	New indicator	New indicator	New indicator	1 temporary exhibitions produced	2 temporary exhibitions produced	1 temporary exhibition produced

### 1.4.3 Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of publications designed, produced and made accessible	3 publications designed, produced and made accessible	-	-	1 publication designed, produced and made accessible	2 publications designed, produced and made accessible
Number of existing publications translated into an indigenous language and produced	uMsunduzi : 1 existing publications translated into an indigenous language and produced	-	-	-	1 existing publications translated into an indigenous language and produced
Number of educational / research resources designed and produced	1 educational / research resources designed and produced	-	-	-	1 educational / research resources designed and produced
Number of temporary or travelling exhibitions hosted (on-site or electronically) or installed	3 temporary or travelling exhibitions hosted (on-site or electronically) or installed	-	-	1 temporary or travelling exhibition hosted (on-site or electronically) or installed	2 temporary or travelling exhibitions hosted (on-site or electronically) or installed
Number of temporary exhibitions produced	1 temporary exhibitions produced	-	-	-	1 temporary exhibition produced

### 1.4.4. Explanation of planned performance over the medium-term period

In the medium-term period the outputs will contribute to public awareness and exposure to museum content and programmes through exhibitions and publications and the development of educational resources. The exhibitions will facilitate active participation and access to information and knowledge thus contributing to an informed society. Improved access to information will be achieved by designing and producing and making accessible 3 publications which are based on information pertaining to research outputs. 1 existing publication will also be translated into at least one indigenous language and produced in order to improve the accessibility of information. 3 temporary exhibitions will either be installed or hosted at the museum or at other venues or electronically in order to make available information pertinent to our history, heritage and culture. 1 temporary exhibition will also be produced by the museum during the period.

## 1.5 Programme 3: Public Engagement      Sub-programme 1: Education and Outreach

**1.5.1 Purpose:** The programme aims to provide general education to the public on a range of collections in the museum and the roles that these objects play in the promotion of the country's heritage. It also facilitates knowledge acquisition through educational programmes tailored to specific audiences. Furthermore, the programme aims to use museum content and objects to reinforce learning and facilitate curriculum assimilation in schools. It also serves as a platform for development of useful art, craft and herbal skills which could potentially enable participants to engage in, or access gainful economic activities.

### 1.5.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Outputs indicators	Annual targets						
			Audited/Actual performance			Estimated performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Better understanding of the museum content and objects by communities from diverse backgrounds	Presentations	Number of presentations delivered online or on site	128 presented  (24 Ncome; 104 uMsunduzi)	150 presented  (41 Ncome; 109 uMsunduzi)	122 presented  (31 Ncome; 91 uMsunduzi)	Presentations of 120 educational programmes of the museum (70 uMsunduzi; 50 Ncome)	uMsunduzi: 6 presentations delivered online or on site	uMsunduzi: 10 presentations delivered online or on site	uMsunduzi: 120 presentations delivered online or on site
	Teacher's workshop	Number of teacher's workshops held	2 educators workshops held ( 1 Ncome, 1 Msunduzi)	2 (1 Ncome; 1 Msunduzi)	2 workshops organised (1 Ncome; 1 uMsunduzi)	Plan and organise 2 teachers workshops (1 uMsunduzi; 1 Ncome)	-	-	uMsunduzi: 1 teacher's workshops held
	Survey of teachers and learners conducted	Percentage of surveyed teachers and learners reporting a better understanding of the curriculum	New indicator	New indicator	New indicator	New indicator	-	-	70% of surveyed teachers and learners reporting a better understanding of the curriculum

Improved audience awareness, engagement and participation in museum programmes and projects	Outreach programmes delivered in new areas	Number of outreach programmes delivered in new areas	New indicator	New indicator	New indicator	New indicator	2 outreach programmes delivered in new areas	5 outreach programmes delivered in new areas	5 outreach programmes delivered in new areas
	Schools Surveyed	Percentage of schools surveyed aware of the uMsunduzi and Ncome Museums	New indicator	New indicator	New indicator	New indicator	-	-	5% annual improvement in awareness reflected in schools surveyed
Improved accessibility to information and knowledge	Holiday programmes	Number of holiday programmes held	3 offered (1 Ncome; 2 uMsunduzi)	3 (1 Ncome; 2 uMsunduzi)	4 programmes organised. (2 Ncome; 2 uMsunduzi)	Plan and organise 3 holiday programmes during school holidays (2 uMsunduzi; 1 Ncome)	-	-	uMsunduzi: 1 holiday programme held
Economically and socially transforming, diverse and cohesive communities	Art/craft/ herbal workshops	Number of skills workshops held	16 held  ( craft / herbal skills development workshops held : 6 craft and 6 herbal uMsunduzi; 4 Ncome)	21  (11 craft and 6 herbal uMsunduzi; 4 Ncome) A crafters closing/award event was also held at uMsunduzi	16 workshops facilitated  (12 uMsunduzi; 4 Ncome) A crafter's closing/award event was also held at uMsunduzi.	16 skills development workshops facilitated (12 uMsunduzi; 4 Ncome)	uMsunduzi: 4 skills workshops held	uMsunduzi: 12 skills workshops held	uMsunduzi: 12 skills workshops held
	Survey of skills development workshop beneficiaries	Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities	New indicator	New indicator	New indicator	New indicator	-	50% reporting improved access to economic opportunities	50% reporting improved access to economic opportunities

	Commemorative events held online or on-site	Number of commemorative events held online or on-site	18 uMsunduzi: 9  International Museums Day; Youth Day; Mandela Day; Woman's Day; Woman's Day Panel discussion; Heritage Day; Wellness Day; Human Rights Day and International Quilters Day Event  Ncome: 9  (International Museums Day; Youth Day; Mandela Day; Woman's Day; Human Rights Day; Freedom Day ( Youth Parliament); Reconciliation Day;	19 uMsunduzi: 9  International Museums Day; Youth Day; Mandela Day; Woman's Day; Africa Day; Heritage Day; Wellness Day; Human Rights Day; International Quilters Day Event  Ncome: 10  International Museums Day; Youth Day; Freedom Day ( Youth Parliament); Mandela Day; Women's Day; Human Rights Day; Reconciliation Day; World Aids Day	19 uMsunduzi: 8  International Museums Day; Youth Day; Mandela Day; Women's Day; Heritage Day; Wellness Day; Human Rights Day; Crafters Open Day.  Ncome: 11  International Museums Day; Youth Day; Freedom Day ( Youth Parliament); Mandela Day; Women's Day; Reconciliation Day; World Aids Day; Human Rights Day (2 events);	16 commemorative day events held  (13 national days and 1 international day and 2 events held) (8 uMsunduzi; 8 Ncome)	uMsunduzi: 1 commemorative events held online or on-site	uMsunduzi: 5 commemorative events held online or on-site	uMsunduzi: 5 commemorative events held online or on-site
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			Events: Mini Comrades Marathon and School Debate)	Events: Heritage Month Mini Comrades Marathon and School Debate	Events: Heritage Month Mini Comrades Marathon and School Debate				
	Attendance of commemorative day events by diverse population groups	Percentage of commemorative day events reflective of attendance by diverse population groups	New indicator	New indicator	New indicator	New indicator	-	70 % of commemorative day events reflective of inclusive attendance by all population groups: <ul style="list-style-type: none"> <li>• Black African</li> <li>• Coloured</li> <li>• White</li> <li>• Indian</li> <li>• Male</li> <li>• Female</li> <li>• Youth</li> <li>• Adults</li> </ul>	70 % of commemorative day events reflective of inclusive attendance by all population groups: <ul style="list-style-type: none"> <li>• Black African</li> <li>• Coloured</li> <li>• White</li> <li>• Indian</li> <li>• Male</li> <li>• Female</li> <li>• Youth</li> <li>• Adults</li> </ul>

### 1.5.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual targets	Q1	Q2	Q3	Q4
Number of presentations delivered online or on-site	uMsunduzi: 6 presentations delivered online or on-site	-	-	2 presentations delivered online or on-site	4 presentations delivered online or on-site
Number of outreach programmes delivered in new areas	uMsunduzi: 2 outreach programmes delivered in new areas	-	-	1 outreach programmes delivered in new areas	1 outreach programme delivered in new areas

Number of skills workshops held	uMsunduzi: 4 skills workshops held	-	-	2 skills workshops held	2 skills workshops held
Number of commemorative events held online or on-site	uMsunduzi: 1 commemorative events held online or on-site	-	-	-	1 commemorative event held online or on-site

#### 1.5.4. Explanation of planned performance over the medium-term period

The outputs aim to contribute to a transformed society of informed and participatory socially cohesive citizens by offering platforms for engagement and participation.

In particular programmes will focus on education, knowledge and economic outcomes improving people's understanding of the diversity of our country's history and heritage through education and skills development programmes and by responding to democratic principles and values and which promote active citizenry leading to a better South Africa for all.

6 presentations will be delivered and are aimed to enhance the understanding of the museums content and objects to diverse audiences and communities through the presentation of museum related items and exhibits. Improved awareness of the museum and its programmes is to be stimulated by conducting 2 outreach programmes in new areas. Through 1 event diverse communities will have a platform to be informed of the importance of the commemorative events which will contribute to social cohesion. The museum will also organise 4 skills workshops which are aligned to development programmes where local women will benefit as they will be able to learn skills to improve their economic status by accessing economic opportunities.

## Ncome Museum

### 2. Institutional Programme Performance Information

#### 2.1 Programme 1: Administration

**2.1.1 Purpose:** The purpose of this programme is to provide core support, including purchasing, administrative, financial and human resources to the user departments of the museum to ensure that these departments effectively execute their responsibilities. Amongst the interventions of this programme is effective utilisation of various other avenues to enhance impact and strengthen resources. In this regard the role of forging strategic partnerships and optimising the use of existing accommodation resources will be undertaken and the development of human resource and human capital through internships, learnerships and traineeships will also take place. All these interventions should translate into better service rendered to our patrons and growth of our audience base.



## 2.1.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Efficient resource management for maximum reach and impact	Strategic Partnerships	Number of strategic partnerships forged	New indicator	New indicator	New indicator	New indicator	Ncome:1 strategic partnership forged	Ncome: 1 strategic partnership forged	Ncome: 1 strategic partnership forged
	Accommodation bed bookings at Ncome Museum	Percentage of accommodation bed bookings at Ncome Museum	New indicator	New indicator	New indicator	New indicator	-	5% annual increase in accommodation bed bookings at Ncome Museum	5% annual increase in accommodation bed bookings at Ncome Museum
Economically and socially transforming, diverse and cohesive communities	People with work experience	Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	New indicator	New indicator	New indicator	New indicator	Ncome: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	Ncome: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	Ncome: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training

Improved accessibility to information and knowledge	Visitors engaging with the museum and its programmes	Number of visitors recorded	uMsunduzi: 15746 visitors  (Ncome: 11688; Total:27434 visitors)	uMsunduzi: 13106 visitors  (Ncome: 5962 Total: 19068 visitors)	uMsunduzi: 10741 visitors  (Ncome: 10029 Total 20770 visitors)	25020 visitors (uMsunduzi and Ncome)	Ncome: 3000 visitors recorded	Ncome: 11110 visitors recorded	Ncome: 12221 visitors recorded
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### 2.1.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of strategic partnerships forged	Ncome: 1 strategic partnership forged	-	-	-	1 strategic partnership forged
Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	Ncome: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	-	-	1 person afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	1 person afforded work exposure opportunities through learnerships / internships / traineeships / in-service training
Number of visitors recorded	Ncome: 3000 visitors recorded	-	500 visitors recorded	1000 visitors recorded	1500 visitors recorded

### 2.1.4. Explanation of planned performance over the medium-term period

In the medium-term period the intended outputs will contribute in ensuring effective and efficient administration as associated with improved utilisation of accommodation resources , the expansion of audience base as well as socio-economic transformation through, provision of workplace exposure. Specific interventions during 2020/21 will include the placement of 2 people in positions which offer opportunities for work experience and the forging of 1 strategic partnership which together with other programme outputs seek to deliberately grow audience numbers over the medium term period.

## 2.2 Programme 2: Business Development

**2.2.1 Purpose:** The purpose of this programme is to develop, preserve and promote the museum’s collections as a lasting resource reflecting our national heritage, national identity and the museum’s institutional identity. At the centre of this programme is research aimed at knowledge production especially in a manner that contemporaneously draws meaningful parallels between the past and the present and provokes meaningful and substantive engagements with heritage and history. The programme seeks to ensure open access to information and to make available information resources for the benefit of the general public whom we serve.

### 2.2.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual targets						
			Audited actual performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved accessibility to information and knowledge	Library materials purchased	Number of library materials purchased	Purchased: 24, Donated: 2 (uMsunduzi)  Purchased:14, Donated: 341 (Ncome) 22 materials catalogued (uMsunduzi)  355 materials catalogued (Ncome)	Purchased :22 Donated:12 (uMsunduzi)  Purchased:4 Donated: 6 (Ncome) 25 materials catalogued (uMsunduzi)  2 materials catalogued (Ncome)	68 materials acquired uMsunduzi: Purchased 23 Donated:31 Collected: 1  Ncome Purchased: 11  Donated: 2  76 materials catalogued and digitized  (uMsunduzi : Catalogued and digitized 64 (9 materials acquired during 2017/18 and 55 materials acquired during 2018/19)	Purchase, catalogue and digitize 20 library materials (10 uMsunduzi, 10 Ncome)	Ncome: 28 library materials purchased	Ncome: 28 library materials purchased	Ncome: 28 library materials purchased

					Ncome: Catalogued and digitized:12 materials acquired during 2018/19)				
Research projects for exhibitions or publications completed	Number of research projects for exhibitions or publications completed	1 Research project- texts completed  1 Research project – texts for 3 brochures completed	2 Research projects- texts completed  1 Research project - texts completed for 1 brochure	1 Research project – text completed for the upgrade to Tapestry of Cultures exhibition  1 Research project – text completed for a publication on the history of Edendale	-	-	1 research projects for exhibitions or publications completed	1 research projects for exhibitions or publications completed	
Public engagements held online or on-site	Number of public engagements held online or on-site	-DCO Matiwane Lecture - Address by Judge Nicholson at “Sport in the Struggle” exhibition opening - Dialogue held at uMsunduzi focusing on motivating women - Conference at uMsunduzi – Talk at Ncome	- OR Tambo lecture - Women’s Day dialogue - Conference at Ncome	5 public engagements.  (uMsunduzi: - Nelson Mandela Centenary Lecture - Nelson Mandela Centenary Walk – Traditional Healing in the 21st Century Lecture -6th Courageous Conversations Conference – Ncome: Talk)	Organise and host 3 public engagements (2 uMsunduzi; 1 Ncome)	Ncome: 2 public engagements held online or on-site	Ncome: 3 public engagements held online or on-site	Ncome: 2 public engagements held online or on-site	

### 2.2.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of library materials purchased	Ncome: 28 library materials purchased	-	10 library materials purchased	11 library materials purchased	7 library materials purchased
Number of public engagements held online or on site	Ncome: 2 public engagements held online or on-site	-	1 public engagement held online	-	1 public engagements held online or on-site

### 2.2.4. Explanation of planned performance over the medium-term period

The Ncome Museum will improve accessibility to information and knowledge through purchasing of 28 library materials, and by making available information through the hosting of 2 public engagements online or on site. The intended outputs will ensure not only access to information, but also active participation by museum audiences thus contributing to social transformation, social cohesion and nation building.

## 2.3 Programme 3: Public Engagement

**2.3.1 Purpose:** The Public Engagement Programme comprises two sub-programmes sub-programme 1 : Exhibitions and Maintenance and sub-programme 2: Education and Outreach. These sub-programmes are primarily associated with the interface between the Museum’s audiences and the museum whether it be through delivering programmes or by designing and producing information bearing media such as publications and exhibitions.

### 2.4 Programme 3: Public Engagement      Sub-programme 1 - Exhibitions

**2.4.1 Purpose:** This programme exists primarily to expose the public to museum content with a view to educate and inform and also open up opportunities for co-curation, co-creation and joint meaning-making between the museum and its various audiences. The exhibitions also provide an avenue and a platform to publicise and market museum offerings and to register the museum *raison d'être* in the minds of various audiences. Exhibitions are great triggers of meaningful engagements leading to production of new knowledge and contributing to appreciation of diverse perspectives.

## 2.4.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved accessibility to information and knowledge	Temporary or travelling exhibitions hosted (on-site or electronically) or installed	Number of temporary or travelling exhibitions hosted (on-site or electronically) or installed	6 temporary exhibitions - uMsunduzi	8 temporary exhibitions (uMsunduzi 5, Ncome 3)	6 temporary exhibitions and two displays – uMsunduzi)	Mount 2 temporary exhibitions	1 temporary or travelling exhibition hosted (on-site or electronically) or installed	1 temporary or travelling exhibition hosted (on-site or electronically) or installed	1 temporary or travelling exhibition hosted (on-site or electronically) or installed

## 2.4.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of temporary or travelling exhibitions hosted (on-site or electronically) or installed	1 temporary or travelling exhibition hosted (on-site or electronically) or installed	-	-	-	1 temporary or travelling exhibition hosted (on-site or electronically) or installed

## 2.4.4. Explanation of planned performance over the medium-term period

In the medium-term period the outputs will contribute to public engagement and exposure to museum content and programmes through hosting or installing 1 temporary exhibition onsite or electronically. The exhibitions will facilitate active participation and access to information and knowledge thus contributing to education and social transformation.

## 2.5 Programme 3: Public Engagement

### Sub-programme 1: Education and Outreach

**2.5.1 Purpose:** The programme aims to provide general education to the public on a range of collections in the museum and the roles that these objects play in the promotion of the country's heritage. It also facilitates knowledge acquisition through educational programmes tailored to specific audiences. Furthermore, the programme aims to use museum content and objects to reinforce learning and facilitate curriculum assimilation in schools. It also serves as a platform for development of useful art, craft and herbal skills which could potentially lead to gainful economic activities for our audiences.

#### 2.5.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Better understanding of the museum content and objects by communities from diverse backgrounds	Presentations	Number of presentations delivered online or on-site	128 presented  (24 Ncome; 104 uMsunduzi)	150 presented  (41 Ncome; 109 uMsunduzi)	122 presented  (31 Ncome; 91 uMsunduzi)	Presentations of 120 educational programmes of the museum (70 uMsunduzi; 50 Ncome)	Ncome: 15 presentations delivered online or on-site	Ncome: 30 presentations delivered online or on-site	Ncome: 30 presentations delivered online or on-site
	Teacher's workshop	Number of teacher's workshops held	2 educators workshops held ( 1 Ncome, 1 Msunduzi)	2 (1 Ncome; 1 Msunduzi)	2 workshops organised (1 Ncome; 1 uMsunduzi)	Plan and organise 2 teachers workshops (1 uMsunduzi; 1 Ncome)	-	-	Ncome: 1 teacher's workshop held
	Survey of teachers and learners conducted	Percentage of surveyed teachers and learners reporting a better understanding of the curriculum	New indicator	New indicator	New indicator	New indicator	-	-	70% of surveyed teachers and learners reporting a better understanding of the curriculum

Improved audience awareness, engagement and participation in museum programmes and projects	Outreach programmes delivered in new areas	Number of outreach programmes delivered in new areas	New indicator	New indicator	New indicator	New indicator	Ncome: 4 outreach programmes delivered in new areas	Ncome: 10 outreach programmes delivered in new areas	Ncome: 10 outreach programmes delivered in new areas
Improved accessibility to information and knowledge	Holiday programmes	Number of holiday programmes held	3 offered (1 Ncome; 2 uMsunduzi)	3 (1 Ncome; 2 uMsunduzi)	4 programmes organised. (2 Ncome; 2 uMsunduzi)	Plan and organise 3 holiday programmes during school holidays (2 uMsunduzi; 1 Ncome)	-	Ncome: 1 holiday programmes held	Ncome: 1 holiday programmes held
Economically and socially transforming, diverse and cohesive communities	Art/craft/herbal workshops	Number of skills workshops held	16 held (craft / herbal skills development workshops held : 6 craft and 6 herbal uMsunduzi; 4 Ncome)	21 (11 craft and 6 herbal uMsunduzi; 4 Ncome) A crafters closing/award event was also held at uMsunduzi	16 workshops facilitated (12 uMsunduzi; 4 Ncome) A crafter's closing/award event was also held at uMsunduzi.	16 skills development workshops facilitated (12 uMsunduzi; 4 Ncome)	Ncome: 2 skills workshops held	Ncome: 5 skills workshops held	Ncome: 5 skills workshops held
	Survey of skills development workshop beneficiaries	Percentage of skills development workshop beneficiaries reporting improved access	New indicator	New indicator	New indicator	New indicator	-	50% reporting improved access to economic opportunities	50% reporting improved access to economic opportunities



		to economic opportunities							
	Commemorative events held online or on-site	Number of commemorative events held online or on site	18 uMsunduzi: 9 International Museums Day; Youth Day; Mandela Day; Woman's Day; Woman's Day Panel discussion; Heritage Day; Wellness Day; Human Rights Day and International Quilters Day Event  Ncome: 9 (International Museums Day; Youth Day; Mandela Day; Woman's Day; Human Rights Day; Freedom Day ( Youth	19 uMsunduzi: 9 International Museums Day; Youth Day; Mandela Day; Woman's Day; Africa Day; Heritage Day; Wellness Day; Human Rights Day; International Quilters Day Event  Ncome: 10 International Museums Day; Youth Day; Freedom Day ( Youth Parliament); Mandela Day; Women's Day; Human	19 uMsunduzi: 8 International Museums Day;  Youth Day; Mandela Day; Women's Day; Heritage Day; Wellness Day; Human Rights Day; Crafters Open Day.  Ncome: 11 International Museums Day; Youth Day; Freedom Day ( Youth Parliament); ; Mandela Day; Women's Day; Reconciliati	16 commemorative day events held (13 national days and 1 international day and 2 events held) (8 uMsunduzi; 8 Ncome)	Ncome: 5 commemorative events held online or on-site	Ncome: 6 commemorative events held online or on-site	Ncome: 6 commemorative events held online or on-site

			Parliament); Reconciliati on Day; Events: Mini Comrades Marathon and School Debate)	Rights Day; Reconciliati on Day; World Aids Day  Events: Heritage Month Mini Comrades Marathon and School Debate	on Day; World Aids Day; Human Rights Day (2 events);  Events: Heritage Month Mini Comrades Marathon and School Debate				
	Attendance of commemorative day events by diverse population groups	Percentage of commemorative day events reflective of attendance by diverse population groups	New indicator	New indicator	New indicator	New indicator	-	70 % of commemorati ve day events reflective of inclusive attendance by all population groups:  <ul style="list-style-type: none"> <li>• Black African</li> <li>• Coloured</li> <li>• White</li> <li>• Indian</li> <li>• Male</li> <li>• Female</li> <li>• Youth</li> <li>• Adults</li> </ul>	70 % of commemorati ve day events reflective of inclusive attendance by all population groups:  <ul style="list-style-type: none"> <li>• Black African</li> <li>• Coloured</li> <li>• White</li> <li>• Indian</li> <li>• Male</li> <li>• Female</li> <li>• Youth</li> <li>• Adults</li> </ul>

### 2.5.3 Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of presentations delivered online or on-site	Ncome: 15 presentations delivered online or on-site	-	5 presentations delivered online or on-site	5 presentations delivered online or on-site	5 presentations delivered online or on-site
Number of outreach programmes delivered in new areas	Ncome: 4 outreach programmes delivered in new areas	-	-	2 outreach programmes delivered in new areas	2 outreach programmes delivered in new areas
Number of skills workshops held	Ncome: 2 skills workshops held	-	-	1 skills workshops held	1 skills workshops held
Number of commemorative events held online or on-site	Ncome: 5 commemorative events held online or on-site	1 commemorative events held online or on-site	2 commemorative events held online or on-site	1 commemorative event held online or on-site	1 commemorative event held online or on-site

### 2.5.4. Explanation of planned performance over the medium-term period

The outputs aim to contribute to a transformed society of informed and participatory socially cohesive citizens by offering platforms for engagement and participation. The museum will ensure access to information and knowledge through educational interventions as well as outreach activities. This includes 15 presentations which will be delivered and are aimed to enhance the understanding of the museums content and objects to diverse audiences and communities through the presentation of museum related items and exhibits. 4 outreach programmes will also be delivered in new areas to reach new audiences and raise awareness and through 5 commemorative events diverse communities will have a platform to be informed of the importance of the commemorative events which will contribute to social cohesion. 2 skills workshops are will be held to provide and improve skills which will enable greater access to economic opportunities. The intended outputs will ensure access to information, active audience participation and make a contribution to socio-economic transformation, social cohesion and the building of a better South Africa for all.

### 3. Programme Resource Considerations

#### 3.1 Overview Of 2020/21 Budget And MTEF Estimates

##### 3.1.1 Expenditure Estimates

PROGRAMME	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM - TERM EXPENDITURE ESTIMATES		
	2016/17 R ,000	2017/18 R ,000	2018/19 R ,000		2019/20 R ,000	2020/21 R ,000	2021/22 R ,000
Sale of goods and services other than Capital Assets	492	482	503	537	386	870	910
Entity revenue other than sales of which:	498	783	891	180	964	400	499
Interest on investments	0	0	0	268	202	400	499
Transfers from reserves	2	142	61	13	750	0	0
Other income	0	5	0	0	12	0	0
Gains from sale of fixed assets	0	0	0	0	0	0	0
Adjustments to fair value of fixed assets	0	0	313	0	0	0	0
Transfers received	14,052	17,297	18,296	19,794	20,882	22,033	22,852
Transfer to Relief Fund					(1,500)		
Realization of deferred transfers	61	483	90	405	600	728	1,200
<b>Total Revenue</b>	<b>15,105</b>	<b>19,191</b>	<b>20,154</b>	<b>21,197</b>	<b>21,332</b>	<b>24,031</b>	<b>25,461</b>

<b>Expenses</b>							
Compensation of employees	10,386	10,616	11,328	13,297	14,266	15,150	16,058
Goods and services	6,716	6,160	7,600	7,900	7,066	8,881	9,403
<b>Total expenses</b>	<b>17,102</b>	<b>6,776</b>	<b>18,928</b>	<b>21,197</b>	<b>21,332</b>	<b>24,031</b>	<b>25,461</b>
<b>Surplus / (Deficit)</b>	<b>(1,997)</b>	<b>2,415</b>	<b>1,226</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 3.2 Relating expenditure trends to strategic outcome oriented goals

Compensation of employees	60.73%	63.28%	59.84%	62.73%	66.88%	63.04%	63.21%
Goods and services	39.27%	36.72%	40.16%	37.27%	33.12%	36.96%	36.79%

### 3.3 Capital payments

Acquisition of Machinery and other Equipment	784	487	510	210	356	223	260
Of which: Depreciation	967	810	996	517	546	576	580

## 4. Reconciling Performance Targets With The Budget And MTEF

### 4.1 Programme1: Administration

Sub-programme	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM – TERM EXPENDITURE ESTIMATES		
	2016/17 R ,000	2017/18 R ,000	2018/19 R ,000	2019/20 R ,000	2020/21 R ,000	2021/22 R ,000	2022/23 R ,000
Compensation of employees	4,362	5,587	5,148	6,529	7,092	7,547	7,999
Goods and services	6,426	5,586	6,970	7,094	6,383	8,036	8,526
<b>Total</b>	<b>10,788</b>	<b>11,173</b>	<b>12,118</b>	<b>13,623</b>	<b>13,475</b>	<b>15,583</b>	<b>16,525</b>

The Administration Department at uMsunduzi Museum consists of five staff members that are directly involved in administrative activities including procurement, finance and human resources. One staff member undertakes most of the administrative functions at Ncome Museum. In the 2019/20 period a Senior Finance Officer was appointed at uMsunduzi Museum. The increased auditors remuneration costs, internal audit costs and other compliance related matters put an extra burden on museum operations in relation to the acquisition of goods and services, albeit that resources have been provided for in the Medium Term Expenditure Framework (MTEF)

#### 4.2 Programme 2: Business Development

Sub-programme	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM – TERM EXPENDITURE ESTIMATES		
	2016/17 R ,000	2017/18 R,000	2018/19 R ,000		2019/20 R ,000	2020/21 R ,000	2021/22 R ,000
Compensation of employees	2,700	2,139	2,341	2,499	2,649	2,807	2,975
Goods and services	48	222	125	317	211	350	357
<b>Total</b>	<b>2,748</b>	<b>2,361</b>	<b>2,466</b>	<b>2,816</b>	<b>2,860</b>	<b>3,157</b>	<b>3,332</b>

The department consists of five staff members. At Ncome one staff member is engaged in undertaking activities related to this programmes outputs. There remains a need for extra funds for collection of Museum items and to acquire books, albeit that a concerted effort is made to provide resources for the attainment of outputs in the MTEF. The funding requirements related to the implementation of GRAP 103 remain a challenge.

#### 4.3 Programme 3: Public Engagement

Sub-programme	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM – TERM EXPENDITURE ESTIMATES		
	2016/17 R ,000	2017/18 R ,000	2018/19 R ,000		2019/20 R ,000	2020/21 R ,000	2021/22 R ,000
Compensation of employees	3,324	2,890	3,839	4,269	4,525	4,796	5,084
Goods and services	242	352	505	489	472	495	520
<b>Total</b>	<b>3,566</b>	<b>3,242</b>	<b>4,344</b>	<b>4,758</b>	<b>4,997</b>	<b>5,291</b>	<b>5,604</b>

The Education and Outreach together with the Exhibitions and Maintenance Department has nine staff members. It comprises of two sub-programmes and three staff members undertake the associated activities at Ncome Museum. Most exhibitions and education programmes at present are implemented utilising limited operational budget resources.

## 5. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Effective and efficient administration	Inadequate capacity of staff, shortage of staff, insufficient budget, unskilled and uninformed staff fraud and corruption. Non compliance.	Increased training budget to ensure that staff are trained to perform their duties more effectively and efficiently (at least 1% of the total budget should be set aside for training purposes)
		Annual review of institution's policies to ensure alignment with treasury regulation and regulations
		Hold annual policy workshop to update staff and raise awareness of policies, amendments and to enable input to be provided
		Recruiting of more staff to allow segregation of duties
		Attending all workshops and forums conducted by National treasury and DSAC to keep abreast with new rules and regulations
		Circulation of information (Treasury regulation and instruction to all relevant staff)
		Strengthen budget monitoring tools to provide monthly, quarterly, annually report for monitoring the movements of funds
		Introduction of performance management tools to monitor use of funds for intended projects
		Development of individual staff development plans
		Development of Human Resource operational plans and implement regular skills audits

Efficient resource management for maximum impact and reach	Partners may not fulfil obligations and expectations may not be met	Agreements eg Memorandum of Understanding or similar documents to formalise relationships
Improved accessibility to information and knowledge	Inadequate capacity of staff members to undertake the work	If situation arises, some work will be outsourced to external service providers to meet the demand.
	Lack of internal buy-in into an idea among the departments	Consultative meetings will be held
	Failure or loss of computers, software and equipment	Planned upgrades of computer equipment and ensuring that data is backed up
	Unavailability of relevant staff	Hire external service providers
Improved audience awareness, engagement and participation in museum programmes and projects	Non-approval of school excursions by Department of Education	Collaboration with schools and other stakeholders
		Use mobile museum to reach them
	Resource-constrained rural communities that can't afford transport costs for excursions	Use mobile museum to reach them
	Resources to reach deep rural schools	Acquisition of suitable vehicles
	Losing qualified and efficient staff due to low salaries compared to counterparts	Review salary levels of the officers and all other staff
	Lack of interest in social sciences by teachers	Collaborate with other stakeholders to host teachers' workshops



	Lack of marketing the events to wider audiences and different groups	Employ marketing person
Better understanding of the museum content and objects by communities from diverse backgrounds	Losing qualified and efficient staff due to low salaries compared to counterparts	Review salary levels of the staff
	Non-approval of school excursions by dept of education	Collaboration with schools and other stakeholders
	Poverty stricken rural communities that can't afford transport costs for excursions	Use mobile museum to reach them
	Resources to reach deep rural schools	Acquisition of suitable vehicles
	Lack of interest in social sciences by teachers	Collaborate with other stakeholders to host teachers' workshops
Economically and socially transforming, diverse and cohesive communities	Political divisions in communities leading to lack of participation in programmes or events	Consultation with community political and traditional structures
	Refusal to accept and respect each other's culture	Collaborate with relevant bodies to offer workshops and participate in commemorative events

## 6. Public Entities

N/A

## 7. Infrastructure Projects

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Costs	Current year Expenditure
1.	Upgrade and Refurbishment of all buildings	Administration	A project funded by DAC to upgrade and refurbish buildings and install a backup generator at uMsunduzi Museum	Project Manager of Appointed – Preparation of documents for appointment consultants – preparation of revised business plan and project implementation plan	2016	2023	R 15,755, 000	R 96,818
2.	General maintenance of the museum	Administration	A project funded by DAC for general maintenance works at uMsunduzi and Ncome Museum	Site visit to Ncome and preparation of elemental estimate and project	2019	2020	R 550,000	R35,258

## 8. Public-Private Partnerships

N/A

## Part D: Technical Indicator Descriptions (TID)

<b>Indicator Title</b>	Unqualified Audit Report
<b>Definition</b>	Report issued by the Auditor-General of South Africa indicating an acceptable level of compliance with legislation and Treasury regulations
<b>Source of data</b>	Auditor-General's report
<b>Method of calculation /assessment</b>	Qualitative – audit opinion is unqualified
<b>Means of verification</b>	Auditor-General's report
<b>Assumptions</b>	Audit is undertaken timeously
<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</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	Clean Audit Report
<b>Indicator Responsibility</b>	Director, Finance Manager, Deputy Directors

<b>Indicator Title</b>	Number of policies of the Museum reviewed and approved
<b>Definition</b>	The Museum develops and reviews policies on an ongoing basis. These policies cover issues pertinent to the administration and operations of the Museum should be reviewed to either confirm acceptability or to incorporate new information. Once reviewed the policies must be approved by the Council
<b>Source of data</b>	List of reviewed policies, minutes, policies
<b>Method of calculation /assessment</b>	Simple count
<b>Means of verification</b>	Approved policies, minutes, emails
<b>Assumptions</b>	Council quorums are in place
<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</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number of reviewed and approved policies is desirable
<b>Indicator Responsibility</b>	Director, Finance Manager, Deputy Directors

<b>Indicator Title</b>	Number of collection valuations and stock takes
<b>Definition</b>	The Museum is required to comply with GRAP 103 and therefore must value the museum's collections. A stocktake and valuation of the collections is therefore required every 5 years and is undertaken by an appropriate company.
<b>Source of data</b>	Reports, databases
<b>Method of calculation /assessment</b>	Simple count
<b>Means of verification</b>	Valuation documentation and certificates, databases and reports
<b>Assumptions</b>	Budget is available to undertake the valuation process
<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</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	The target is desired
<b>Indicator Responsibility</b>	Finance Manager and Head of Research Information and Collections Department

<b>Indicator Title</b>	Number of visitors recorded
<b>Definition</b>	The number of visitors recorded reflects the number of people who attend museum events and programmes or who visit the museum to view exhibits or who use of the museum related facilities like the libraries or internet cafes
<b>Source of data</b>	Reports, registers, tickets, visitor books
<b>Method of calculation /assessment</b>	Simple count of visitors
<b>Means of verification</b>	registers, tickets, visitor books, affidavits
<b>Assumptions</b>	Visitors complete registration documentation
<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</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number of visitors is desirable
<b>Indicator Responsibility</b>	Finance Manager , Deputy Director Ncome

<b>Indicator Title</b>	Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training
<b>Definition</b>	The Museum undertakes various programmes, projects and operational activities and is able to offer people exposure to work place experience pertaining to museum work on a short term basis through learnerships / internships / traineeships / in-service training
<b>Source of data</b>	Correspondence, Agreements, Minutes, Attendance Registers

<b>Method of calculation /assessment</b>	Simple count
<b>Means of verification</b>	Reports, course documents, certificates, training plan
<b>Assumptions</b>	Candidates will make themselves available to take up the opportunities
<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</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Additional people would be desirable
<b>Indicator Responsibility</b>	Deputy Director Ncome , Heads of Departments

<b>Indicator Title</b>	Number of research projects for exhibitions or publications completed
<b>Definition</b>	Research projects are undertaken to generate information, enhance knowledge production as well as preservation through the collection and dissemination of information using platforms such exhibitions and publication
<b>Source of data</b>	Research plans, texts and reports
<b>Method of calculation /assessment</b>	Simple count
<b>Means of verification</b>	Research documents, research texts
<b>Assumptions</b>	Availability of relevant information and sources
<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</b>	Promote spatial integration through transformation and development of information resources that are available in exhibitions and publications and which are relevant to diverse communities
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number is desirable
<b>Indicator Responsibility</b>	Head of Department Research Information and Collections

<b>Indicator Title</b>	Number of articles made accessible
<b>Definition</b>	Articles that are written by staff of the Museum or articles obtained from other parties which are compiled or edited by the Museum and made accessible in various ways either electronically or in printed form using publishing platforms such as magazines, journals, websites etc
<b>Source of data</b>	Articles made accessible
<b>Method of calculation /assessment</b>	Simple count of number of articles

<b>Means of verification</b>	Articles made accessible
<b>Assumptions</b>	Availability of publishing platforms and writers
<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</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number is desirable
<b>Indicator Responsibility</b>	Head of Department Research Information and Collections

<b>Indicator Title</b>	Number of public engagements held online or on-site
<b>Definition</b>	Public engagements take various forms, for example talks, lectures, discussions, which can take place at the museum, at a different premises or online. These are held to provide a platform to disseminate information and / or for diverse communities to engage in conversations or debate.
<b>Source of data</b>	Attendance registers and photos, screen shots
<b>Method of calculation /assessment</b>	Simple count of public engagements held
<b>Means of verification</b>	Attendance registers, correspondence, photos, screen shots, online material
<b>Assumptions</b>	Satisfactory participation of community members
<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</b>	Promote spatial integration through provision of platforms that will encourage community conversations and by providing access to information to diverse communities
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number is desirable
<b>Indicator Responsibility</b>	Ncome : Deputy Director; uMsunduzi: Head of Department: Research Information and Collections

<b>Indicator Title</b>	Number of library materials purchased
<b>Definition</b>	Materials such as books, DVDs and other resource materials are purchased to improve access to information through the museum's libraries either at Ncome or at uMsunduzi
<b>Source of data</b>	Invoices, receipts, purchase orders, reports
<b>Method of calculation /assessment</b>	Simple count of number of library materials purchased
<b>Means of verification</b>	Material purchased, invoices, receipts

<b>Assumptions</b>	Total price of relevant library materials will not exceed amount budgeted for under the relevant programme in order to meet required target
<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</b>	Promote spatial integration through transformation and development of library resources to encourage use of library facilities by a diverse range of people
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number is desirable
<b>Indicator Responsibility</b>	Ncome : Deputy Director; uMsunduzi: Head of Department Research Information and Collections

<b>Indicator Title</b>	Number of publications designed and produced and made accessible
<b>Definition</b>	Publications generally include research or associated information. The presentation of the information is undertaken by designing the materials into a cohesive and accessible format and the item such as a magazine, book or brochure that is distributed and made accessible <b>either electronically or in printed</b> form
<b>Source of data</b>	Designs, publications, reports
<b>Method of calculation /assessment</b>	Simple count of publications produced
<b>Means of verification</b>	Publications, invoices, delivery documents, correspondence, screenshots
<b>Assumptions</b>	Source research material or other content is available. Adequate DTP systems are available. Availability of funds aligned with cost of production.
<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</b>	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Additional publications would be desirable
<b>Indicator Responsibility</b>	Head of Department: Exhibitions and Maintenance

<b>Indicator Title</b>	Number of existing publications translated into an indigenous language and produced
<b>Definition</b>	In order to provide improved access to information research based materials will be translated into one or more indigenous languages eg a booklet translated from English into isiZulu or an article translated into Sotho and isiZulu.
<b>Source of data</b>	Translated publications produced
<b>Method of calculation /assessment</b>	Simple count of number of publications translated and produced
<b>Means of verification</b>	Translated publications produced

<b>Assumptions</b>	Availability and affordability of translators. Availability of original texts and publications.
<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</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	More than the targeted performance would be desirable
<b>Indicator Responsibility</b>	Head of Department: Exhibitions and Maintenance

<b>Indicator Title</b>	Number of educational / research resources designed and produced
<b>Definition</b>	Educational resources may include research or associated information pertaining to education programmes or activities. The presentation of the information is undertaken by designing the materials into a cohesive and accessible format designed to enhance and support learning by providing access to information. The information may be designed in various formats that could include for example posters, board games, brochure etc that are distributed and made accessible <b>either electronically or in printed form</b>
<b>Source of data</b>	Designs, resources, reports
<b>Method of calculation /assessment</b>	Simple count of resources produced
<b>Means of verification</b>	Resources, invoices, delivery documents, correspondence
<b>Assumptions</b>	Source research material or other content is available. Adequate DTP systems are available. Availability of funds aligned with cost of production.
<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</b>	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Additional resources would be desirable
<b>Indicator Responsibility</b>	Head of Department: Exhibitions and Maintenance

<b>Indicator Title</b>	Number of temporary or travelling exhibitions hosted (on-site or electronically)or installed
<b>Definition</b>	The Museum either hosts onsite or electronically (e.g. on the internet) own or travelling exhibitions for periods that are of a short term duration i.e. generally less than a year, or provides or sets up temporary exhibitions/displays at other onsite locations.
<b>Source of data</b>	Emails, documents, movement forms, screen snapshots
<b>Method of calculation /assessment</b>	Simple count
<b>Means of verification</b>	Emails, photographs, documents, screen snapshots
<b>Assumptions</b>	Availability of exhibitions on loan and 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</b>	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number would be desirable
<b>Indicator Responsibility</b>	Ncome : Deputy Director; uMsunduzi : Head of Department: Exhibitions and Maintenance

<b>Indicator Title</b>	Number of permanent exhibitions produced
<b>Definition</b>	The Museum produces permanent exhibitions which are installed on site. New exhibitions comprise developing and curating content which is installed at the museum generally after old exhibitions are removed. Permanent exhibitions may be considered as those existing for a period of at least two or three years.
<b>Source of data</b>	Reports, minutes, proofs, emails
<b>Method of calculation /assessment</b>	Simple count
<b>Means of verification</b>	Emails, photographs, movement forms, receipts, minutes
<b>Assumptions</b>	Availability of budget, availability of content, availability of space
<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</b>	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number would be desirable
<b>Indicator Responsibility</b>	Head of Department: Exhibitions and Maintenance

<b>Indicator Title</b>	Number of temporary exhibitions produced
<b>Definition</b>	The Museum designs and produces temporary exhibitions which can be installed for a short period often relating to contemporary issues or programmes <b>either physically or online.</b>
<b>Source of data</b>	Reports, minutes, proofs, emails, screen snapshots
<b>Method of calculation /assessment</b>	Simple count
<b>Means of verification</b>	Emails, photographs, minutes, temporary exhibition items, screen snapshots
<b>Assumptions</b>	Availability of budget, availability of content, availability of space
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for women: N/A

<b>applicable)</b>	Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number would be desirable
<b>Indicator Responsibility</b>	Head of Department: Exhibitions and Maintenance

<b>Indicator Title</b>	Number of presentations delivered online or on-site
<b>Definition</b>	Presentations are delivered to various communities which may include learners, either online or at schools and other locations or at the museum. Programmes may include presentations or other activities and may be generally, but not exclusively related to aspects of the curriculum.
<b>Source of data</b>	Forms reflecting that presentations were made /screenshots
<b>Method of calculation /assessment</b>	Simple count
<b>Means of verification</b>	Forms reflecting that presentations were made / screenshots
<b>Assumptions</b>	Schools / communities allow presentations to be made. Schools / groups visit the museums
<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</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: Umzinyathi district ( Nquthu and Endumeni ), uMgungundlovu district, uMgeni District
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	Additional presentations would be desirable
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Number of teacher's workshops held
<b>Definition</b>	An information sharing session with the teachers to make them aware of the programmes and activities that the museum has for their learners to enhance their curriculum understanding
<b>Source of data</b>	Register, minutes, reports
<b>Method of calculation /assessment</b>	Simple count of workshops held
<b>Means of verification</b>	Planning meetings, attendance registers and photos, PowerPoint presentation ,
<b>Assumptions</b>	The teachers will participate

<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</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number would be desirable
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Percentage of surveyed teachers and learners reporting a better understanding of the curriculum
<b>Definition</b>	Through the application of questionnaires teachers, and learners involved in the museum's schools educational programmes presentations will be able to indicate if a better understanding of the curriculum has been facilitated as a result of their engagement/s with the museum.
<b>Source of data</b>	Questionnaires
<b>Method of calculation /assessment</b>	(Number of teachers and learners indicating a better understanding of the curriculum divided by total number of teacher and learner respondents) multiplied by 100
<b>Means of verification</b>	Questionnaires
<b>Assumptions</b>	Schools allow presentations to be made. Schools visit the museums. Teachers and learners agree to participate in the survey.
<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</b>	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher percentage of teachers and learners reporting a better understanding of the curriculum would be desirable
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Number of outreach programmes delivered in new areas
<b>Definition</b>	Expand the footprint of museum programmes by delivering programmes in areas not normally visited by the museum
<b>Source of data</b>	Outreach forms and registers
<b>Method of calculation or assessment</b>	Simple count of the number of outreach programmes delivered in new areas
<b>Means of verification</b>	Outreach forms and registers, minutes, photos
<b>Assumptions</b>	Resources availability for expansion of programmes into new areas

<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</b>	Broaden footprint and reach
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number would be desirable
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Percentage of schools surveyed aware of the uMsunduzi and Ncome Museums
<b>Definition</b>	Schools located within districts close to the museums are surveyed to assess their awareness of the uMsunduzi and Ncome Museums
<b>Source of data</b>	Survey documentation
<b>Method of calculation or assessment</b>	(Number of schools reflecting awareness of uMsunduzi and Ncome Museums divided by number of schools surveyed) multiplied by 100
<b>Means of verification</b>	Survey documentation
<b>Assumptions</b>	Schools are willing to participate in the survey.
<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</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher or improved awareness of the museums would be desired
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Number of holiday programmes held
<b>Definition</b>	During school holidays the museum organises programmes either at the Museum or at other venues to provide opportunities to engage with young people and provide stimulating and pertinent information in a relaxed and enjoyable environment
<b>Source of data</b>	Emails, reports, registers
<b>Method of calculation or assessment</b>	Simple count
<b>Means of verification</b>	Emails, reports, registers, minutes, photos, programme
<b>Assumptions</b>	That there is a broad base of potential partners with whom we have common or shared strategic goals and interests
<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</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number would be desirable
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Number of skills workshops held
<b>Definition</b>	These are skills development workshops aimed and skilling women on craft to reduce poverty levels and rate of unemployment
<b>Source of data</b>	Registers , reports
<b>Method of calculation /assessment</b>	Simple count of number workshops facilitated
<b>Means of verification</b>	Notes, patterns, attendance registers ,photos
<b>Assumptions</b>	The skilled individuals will be able to generate income by selling the items their have made or the skills they acquire and will be willing to participate in the programme.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for women: 20 Target for youth: n/a Target for people with disabilities: n/a
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district ( Nquthu and Endumeni ), uMgungundlovu district
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number would be desirable
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities
<b>Definition</b>	The Museum organises workshops to enable participants to improve their skills or learn new skills which can enable them to access economic opportunities by producing and selling materials or acquired skills. Such training may also lead to employment or self-employment. Skills workshop participants/beneficiaries will be contacted annually to determine what percentage are able to report improved access to economic opportunities.
<b>Source of data</b>	Questionnaires
<b>Method of calculation /assessment</b>	(Number of participants associated with the skills workshops indicating improved access to economic activities divided by total number of the skills workshop participants) multiplied by 100

<b>Means of verification</b>	Questionnaires
<b>Assumptions</b>	Skills workshop participants are contactable and willing to provide information. Participation in skills workshops takes place.
<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</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district ( Nquthu and Endumeni ), uMgungundlovu district
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Annually
<b>Desired performance</b>	A higher percentage of beneficiaries reporting improved access to economic opportunities would be desirable
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Number of commemorative events held online or on-site
<b>Definition</b>	These are commemorative events celebrating the countries national holidays with the intention that the public will know the importance of these days and appreciate the countries democracy, the events may be hosted either online or at other locations or at the museum.
<b>Source of data</b>	The available information on the calendar of events that took place in the past
<b>Method of calculation /assessment</b>	Simple count of number of events that were held
<b>Means of verification</b>	Planning minutes, attendance registers and photos, screen shots
<b>Assumptions</b>	Budget availability. Interest is shown by public representing different and diverse people and that this results in their participation and attendance at the commemorative events.
<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</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district ( Nquthu and Endumeni ), uMgungundlovu district, uMgeni District
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number would be desirable
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Percentage of commemorative day events reflective of attendance by diverse population groups
<b>Definition</b>	The Museum organises commemorative events associated with National Days. These events are platforms enabling the participation of individuals reflective of the diversity of South Africa. The target reflects the desired participation/ attendance at the commemorative events by the relevant groups and is indicative of diversity.
<b>Source of data</b>	Registration documentation
<b>Method of calculation /assessment</b>	(Number of commemorative day events which are reflective of diversity divided by total number of commemorative day events) multiplied by 100 indicates extent to which the target is achieved. The representivity of an event is assessed based on each at least one person from each of the groups below attending or participating in the event : <ul style="list-style-type: none"> <li>• Black African</li> <li>• Coloured</li> <li>• White</li> <li>• Indian</li> <li>• Male</li> <li>• Female</li> <li>• Youth</li> <li>• Adults</li> </ul>
<b>Means of verification</b>	Registration documentation
<b>Assumptions</b>	People attending the events and are willing to provide demographic information. Commemorative Day events are held.
<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</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: Umzinyathi district ( Nquthu and Endumeni ), uMgungundlovu district, uMgeni District
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher percentage would be desirable
<b>Indicator Responsibility</b>	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

<b>Indicator Title</b>	Number of strategic partnerships forged
<b>Definition</b>	Programme and project based multiyear collaborations with various partners leading to synergies resulting in enhanced impact and broader reach of interventions.
<b>Source of data</b>	MOUs, MOAs, SLAs and minutes
<b>Method of calculation or assessment</b>	Simple count of number of partnerships forged
<b>Means of verification</b>	Signed agreements and minutes of minutes
<b>Assumptions</b>	That there is a broad base of potential partners with whom we have common or shared strategic goals and interests
<b>Disaggregation of Beneficiaries (where applicable)</b>	Target for women: N/A

<b>applicable)</b>	Target for youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribute to social and economic transformation within beneficiary communities
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher number of would be desirable
<b>Indicator Responsibility</b>	Deputy Director: Ncome Museum

<b>Indicator Title</b>	Percentage of accommodation bed bookings at Ncome Museum
<b>Definition</b>	Ncome Museum has an accommodation facility. Bookings of beds reflect the use of the resource in terms of occupancy of beds booked per night.
<b>Source of data</b>	Booking and room occupancy documentation
<b>Method of calculation or assessment</b>	(Number of beds booked/or occupied divided by total number beds available) multiplied by 100
<b>Means of verification</b>	Bookings and registers
<b>Assumptions</b>	Guests are interested in staying at Ncome Museum
<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</b>	Spatial impact area: uMzinyathi district ( Nquthu and Endumeni ),
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	A higher percentage would be desirable
<b>Indicator Responsibility</b>	Deputy Director: Ncome Museum



## Annexures to the Annual Performance Plan

### Annexure A: Amendments to the Strategic Plan

N/A

### Annexure B: Conditional Grants

Name of grant	Purpose	Outputs	Current annual budget (R thousand)	Period of grant
1.National Lottery: Project no. 29992 Isilulu Sethu Heritage Project	To undertake research and develop exhibitions at uMsunduzi and Ncome Museum	Ncome exhibition, uMsunduzi exhibition (Tapestry of Cultures) and herb gardens	366	2009/10 – 2020/21
2.National Lottery: Project no. 73547 Mobile Panel Van	To obtain a mobile museum vehicle and deliver programmes	Mobile museum obtained and branded outreach programmes in progress	605	2015/16 – 2021/22
3.DAC Ncome Furniture	To purchase furniture for Ncome	Furniture and DSTV obtained	504	2016/17 – 2022/23
4.Upgrade and Refurbishment of all buildings	To upgrade and refurbish buildings at uMsunduzi Museum	Project Manager appointed – Preparation of documents for appointment consultants – preparation of revised business plan and project implementation plan	10 903	2015/16 – 2022/23
General maintenance of the museum	To undertake general maintenance works at uMsunduzi and Ncome Museum	Site visit to Ncome and preparation of elemental estimate and project	515	2019/20 – 2022/23
Restoration and upgrading of all buildings at the complex and security upgrade including installation of back-up generator	To upgrading all buildings at the complex and security upgrade including installation of back-up generator		2 700	2019/20 – 2022/23
<b>Total</b>			<b>R15 593 286</b>	

## Annexure C: Materiality and Significance Framework

### UMSUNDUZI MUSEUM AND NCOME MUSEUM

#### MATERIALITY AND SIGNIFICANCE FRAMEWORK FOR THE PERIOD ENDING 31 MARCH 2020

##### 1. Definitions and standards

- \* Audited financial statements: 2018/2019 (AFS)
- \* Approved annual budget: 2019/2020(AAB)
- \* Approved strategic plan: 2015/2020 (ASP)
- \* Event: An activity that has the elements of income and expenditure
- \* Trading venture: An activity that has the elements of buying and selling of products and / or services
- \* Total income: Total income excluding the income from events and trading ventures
- \* Total expenditure: Total expenditure excluding event and trading venture expenditure

##### 2. Applicable sections of the PFMA

- \* Section 50(1)
- \* Section 55(2)
- \* Section 54(2)
- \* Section 66(1)

##### 3. Treasury regulation

- \* 28.1.5

##### 4. FRAMEWORK

4.1 Section 50: Fiduciary duties of Accounting Authority	Value (Quantitative)	Nature of event (Qualitative)
1.Accounting authority must - (c) on request, disclose to the Executive Authority responsible, all material facts which in any way may influence the decisions or actions of the Executive Authority	(a) Any unbudgeted transaction of which the amount exceeds 5% of the total value of assets per AFS. (b) Any budgeted event where income is a legitimate expectation (shop sales, entrance fees, rentals and parking) where the actual income is	(a) Any unplanned event that affects the core purpose or mandate of entity per APP (b) Any activity that is outside the parameters of each public=s enabling legislation.

	less than 2% of the total expenditure. (c) Any trading venture where income is exceeded by expenditure by more than .05% of income. (d) Total actual income is less than budgeted income by more than 2% of budgeted income. (e) Total actual expenditure exceeds the budgeted expenditure by more 5%	
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4.2 Section 54: Information to be submitted by the Accounting Authority	Value (Quantitative)	Nature of event (Qualitative)
(2) before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writing inform the relevant treasury of the transaction to its Executive Authority for approval of the transaction to its Executive Authority for approval of the transaction:	N /A	
(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement	N/A	N /A
(c) Acquisition or disposal of a significant shareholding in a company	Any transaction of which the amount exceeds 8% of the total value of assets per AFS.	N /A
(d) Acquisition or disposal of a significant asset	Any transaction of which the amount exceeds 8% of the total value of assets per AFS.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
(e) Commencement or cessation of a significant business activity		Any unplanned event per the ASP that may affect the core purpose or mandate of the entity

<b>4.3 Section 55: Annual Report and Annual Financial Statements</b>	<b>Value (Quantitative)</b>	<b>Nature of event (Qualitative)</b>
<p>(2) the annual report and financial statements must include particulars of:</p> <p>(i) any material losses through criminal conduct and, for example, theft</p> <p>(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year</p> <p>(iii) any losses recovered or written off</p>	<p>Any loss of which the amount exceeds 3% of the total value of assets per AFS.</p> <p>All</p> <p>All</p>	<p>Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity</p> <p>All</p> <p>All</p>
<p><b>4.4 Section 66: Restrictions on borrowing, guarantees and other commitments</b></p> <p>The uMsunduzi Museum and Ncome Museum may not enter into financial commitment beyond its approved budget without prior approval of Council</p>	<p>N /A</p>	<p>N /A</p>

## **Annexure D: Council Charter**

### **1. INTRODUCTION**

The uMsunduzi and Ncome Museums Council recognise the necessity for the Council Charter as it is suggested in the Code of Governance Principles for South Africa (King IV).

### **2. PURPOSE OF THE COUNCIL CHARTER**

The purpose of this charter is to set out Council's roles and responsibilities as well as the requirements for its composition and meeting procedures. It also deals with the apportionment of functions, powers and responsibilities of the Council, Council Members and the executive management of the uMsunduzi and Ncome Museums

### **3 COMPOSITION**

In terms of Section 5(1) of the Cultural Institutions Act, No 119 of 1998, (the Act, the Council is made up of at least seven members and the Director.

#### **3.1 Nominations**

The process of appointing members of Council is administered by the National Department of Sports, Arts and Culture.

The Minister for Sports, Arts and Culture is responsible for the appointment of all members of Council

#### **3.2 Term of Office**

- Council Members serve for three years after being appointed by the Minister.
- At the expiry of three years, Council Members are also eligible for re-nomination to serve another term.
- The Director of the institution is an ex officio of Council.

### **4 COUNCIL COMMITTEES**

4.1 In terms of the King IV Reports and the Protocol on Corporate Governance, the Council has the power to appoint Council Committees and to delegate powers to such Committees.

4.2 The Council recognises and accepts the legal principle that whilst certain powers are capable of delegation to individuals and /or committees the ultimate accountability for the matters delegated remains with the Council.

4.3 Authorities delegated by the Council accordingly always entail a simultaneous requirement of reporting to the Council and obligation on the Council to monitor and evaluate the activities of committees and individuals with delegated authority.

The Council shall approve the formation of the following Committees:

- Audit and Risk Committee
- Finance and Human Resources Committee
- Core Functions
- Executive Committee

The Council shall also approve the formation of any other committee/s and/ or working group/s that it deems vital for the enhancement of the Museum's strategic goals.

## **5 ROLES AND RESPONSIBILITIES**

The roles and responsibilities of Council are to:

- 5.1 Act as the pivotal point and a custodian of corporate governance and by managing its relationship with management and stakeholders along sound corporate governance principles.
- 5.2 Ensure an adequate induction program for new members.
- 5.3 Understand that strategy and performance plans are conjoined and they are required to:
  - I. Giving input to and approving the strategy.
  - II. Ensuring that the strategy and annual performance plans does not give rise to risks that have been thoroughly assessed by management.
  - III. Identifying key performance and risk areas.
- 5.4 Delegate to the Director of the institution any of the powers, authorities and discretions vested in the Council, including, to the extent permissible in, the power of sub-delegation.
- 5.5 Determine the terms of reference and procedures of all Council Committees and review their reports and minutes.
- 5.6 Review and monitor the performance of the Director and Senior Management through the Director.
- 5.7 Consider reports submitted by the Director and the Senior Management.
- 5.8 Develop, review and approve the institution's policies.
- 5.9 Approve with the concurrence of the Finance and Human Resources Committee the remuneration to be paid to staff.
- 5.10 Ensure that an adequate budget and planning process exist, that performance is measured against budgets and approve annual budgets.
- 5.11 Approve, subject to the Department's approval as may be required by law, significant acquisitions, mergers and new strategic alliances by the Museum.
- 5.12 Consider and approve, on the recommendation of the Museum's Audit and Risk Committee, any significant changes proposed in accounting policy, the internal and external audit fee and budget for audit fees, and consider any other recommendations of the Audit Committee.
- 5.13 Have ultimate responsibility on oversight for systems of financial operational and internal controls, the adequacy and review of which shall be delegated to the relevant committees of the Council, provided that the Council ensures that reporting on such matters is adequate.
- 5.14 Have ultimate responsibility for regulatory compliance and ensure that reporting to the Council is comprehensive.
- 5.15 Review any non-financial matters that have not been specifically delegated to a subcommittee.
- 5.16 Commence business rescue proceedings as soon as the Museum is financially distressed.
- 5.17 The Council should do everything necessary to fulfil its role as set out above.

## **6 THE CHAIRPERSON**

The Chairperson provides leadership at Council level, represents the Council to the Minister and is responsible for ensuring the integrity and effectiveness of the Council and its committees. To this end the Chairperson is required to:

- 6.1 Maintain a regular dialogue with the Director in respect of all material matters affecting the Museum and to consult with other Council Members promptly where considered appropriate.
- 6.2 Ensure that material matters in respect of the business or governance of the Museum that he/she is aware of, are tabled at Council meetings.
- 6.3 Act as facilitator at meetings of the Council to ensure that material issues for consideration are tabled and ventilated effectively to ensure optimal Council decision-making and governance.
- 6.4 Be available for the Director between Council meetings to provide counsel and advice.

- 6.5 Be responsible for the evaluation of the Deputy Chairperson and the Director.
- 6.6 Represent the Museum in official ministerial forums and events organised by the Minister.
- 6.7 Communicate with the Minister on behalf of the Council.

The Chairperson does not have any executive or management responsibilities.

## **7 THE DIRECTOR**

The Director is the Accounting Officer and provides executive leadership and is accountable to the Council for the implementation of strategies, objectives and decisions of the Council within the framework of the delegated authorities, values and policies of the Museum. The Director is appointed by Council, in conjunction with the Department of Arts and Culture.

To this end the Director is accountable to the Council to amongst other things:

- 7.1 Develop and recommend to the Council the long-term strategy and vision of the Museum and its quantified expression by the way of critical performance. Targets.
- 7.2 Develop and recommend to the Council the annual performance plans and budgets that support the Museum's long term strategy.
- 7.3 Ensure that the Museum has an effective management team and management structures.
- 7.4 Ensure appropriate Museum policies are formulated and implemented.
- 7.5 Ensure that the effective internal institutional controls and governance measures are deployed.
- 7.6 Serve as the chief spokesperson of the Museum.

## **8 THE RIGHTS AND DUTIES OF INDIVIDUAL COUNCIL MEMBERS**

- 8.1 The Council exercises its functions jointly and no member has any authority to severally perform any act on behalf of the Museum or the Council unless specifically authorised or requested by the Council or authorised nominees of the Council. Council members are jointly accountable for the decisions of the Council.
- 8.2 Council members have legal obligation to act in the best interest of the Museum, to act with due care in discharging their duties as Council members, to declare and avoid conflicts of interest with the Museum and to account to the Museum for any advantages gained in discharging their duties on behalf of the Museum.
- 8.3 Members may at any time request a meeting with Chairperson and may in any event annually be invited by the Chairperson for an individual meeting to discuss Council and institutional matters, which Council is of the view that the interests of the Museum are better served if the Council functions as a team rather than a fractious, uneasy coalition of Council and independent factions.
- 8.4 Members have access to senior management for advice about governance of the Museum and Council procedures and may after consultation with the Chairperson obtain such external advice as they may consider necessary to properly discharge their duties to the institution.

## **9 REMUNERATION OF COUNCIL MEMBERS**

- 9.1 Council members are remunerated based on the rates and guidelines determined by the Minister of Finance for Schedule 3A Public Entities.
- 9.2 Any authorised extra costs incurred in the pursuit of the functions of Council shall be reimbursed upon submission of proof of payment and or expenditure supported by a motivation approved by Council.
- 9.3 No acting allowances and/or rates are paid unless such acting role/s has been sanctioned by the Minister.

## **10 THE COUNCIL SECRETARY**

The Council Secretary is accountable to the Council to:

- 10.1 Provide the Council members collectively and individually with guidance to their duties and responsibilities.
- 10.2 Make Council aware of the laws and legislations relevant to or affecting the Museum and reporting at any meeting of the Council and failure to comply with such law or legislation.
- 10.3 Ensure that the minutes of all Council meetings and meetings of the Committees are properly recorded.
- 10.4 Ensure that copies of all the Museum's reports are sent every person who is entitled thereto.
- 10.5 Keep abreast of and inform the Council of current corporate governance thinking and practice.
- 10.6 Keep abreast and inform Council of required yearly reviews for compliance purposes.
- 10.7 Ensure that Council procedures are followed and reviewed.

## **11 POLICY IN RESEPECT OF CORPORATE GOVERNANCE**

It is the policy of the Museum to comply with the King IV Codes of Corporate Practices and Conduct. In addition, the Museum's corporate governance practices should be reviewed frequently in view of changes in the Institutional developments in respect of corporate governance in order to proactively adapt the corporate governance practices of the Institution should it be in the best interests of the institution to do so.

## **12 ACCOUNTABILITY OF COUNCIL**

Council Members are appointed by the Minister of Sport, Arts and Culture in terms of Section 5 of the Cultural Institutions Act No.119 of 1998. Council Members are accountable to the Minister and provide overall oversight role to the Museum's management. Council should provide the Minister with the following documents:

- 12.1 A five year Strategic Plan that is aligned to government's term of office.
- 12.2 An Annual Performance Plan and budget identifying key strategic trusts of each financial year.
- 12.3 A Shareholder Compact outlining linked Outcome Oriented Goals of the Museum for each financial year.
- 12.4 Section 55 of the Public Finance Management Act requires that Council should also submit an Annual Report with audited financial statements for each financial year.

## **13 CONFLICT OF INTERESTS**

In terms of PFMA and Treasury Regulations, Protocol on corporate governance in the Public Sector and the King Code IV, Council Members are obliged to promptly disclose their direct or indirect interest in:

- 13.1 Any other company, partnership, trust or legal entity.
- 13.2 Any contract or proposed contract which is of significance to the business of the Museum and which is entered into or to be entered into.

## **14 DISCLOSURE**

Full disclosures of the above should be made in writing and be submitted to the Council Secretary who will submit it to the Chairperson of the Human Resources Committee. General disclosures of this nature are only effective until the end of the financial year in which the disclosures had been made. The HR Committee is required to:

- 14.1 Consider all declaration of interest
- 14.2 Report to the Council any conflicts of interest which require specific action by the Council and



- 14.3 Recommend to the Minister which members should be categorised for governance purposes.
- 14.4 Material conflicts of interest are regarded by the Council as incompatible with the fiduciary duties of Council.
- 14.5 Failure to make disclosures of interests constitutes a criminal offence in terms of the Companies Act.

**15 PERFORMANCE EVALUATION: COUNCIL, COMMITTEES AND INDIVIDUAL MEMBERS AND MEMBERS OF COMMITTEES**

The Chairperson and Deputy Chairperson shall be responsible to annually review the effectiveness of the Council and Committees and its individual members. For this purpose they shall make use of the Council Evaluation Framework developed by the Department of Sports, Arts and Culture for all institutions. The Chairperson shall be responsible for the evaluation of the Deputy Chairperson. The Chairperson of the Council will be evaluated by the Minister or delegated person or Committee set up by the Ministry.

Council Charter approved by Council on 17 January 2020



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**Dr Joy Ndlovu**

**CHAIRPERSON: UMSUNDUZI MUSEUM COUNCIL**



## UMSUNDUZI AND NCOME MUSEUMS

**PHYSICAL ADDRESS:** 351 Langalibalele Street, Pietermaritzburg, 3201 • **TEL:** 033 394 6834/5 • **FAX:** 033 342 4100

**POSTAL ADDRESS:** P.O. Box 998, Pietermaritzburg, 3200

**CONTACT PERSON:** The Director | **EMAIL:** [mngubane@msunduzimuseum.org.za](mailto:mngubane@msunduzimuseum.org.za) • [lbarnwell@msunduzimuseum.org.za](mailto:lbarnwell@msunduzimuseum.org.za)

**OFFICE HOURS:** 07h30 - 16h15 (Monday to Friday)

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