

**Amazwi South African Museum of Literature**

**ANNUAL PERFORMANCE PLAN**

**1 April 2020 to 31 March 2021**

**Revised draft, 15 July 2020**

**AMAZWI SOUTH AFRICAN MUSEUM OF LITERATURE**

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## **ACCOUNTING AUTHORITY'S STATEMENT**

The National English Literary Museum was officially renamed Amazwi South African Museum of Literature (Amazwi) by the Minister of Arts and Culture on 19 March 2019 (Government Gazette, 12 April 2019, Notice Number 566).

Amazwi is a schedule 3A public entity, established in terms of the Cultural Institutions Act, Act No. 119 of 1998, under the control of a Council appointed by the Minister of Sports, Arts and Culture. The function of the Council is to formulate policy and to hold, preserve and safeguard the collections and all other movable and immovable property in the care of the museum. The current Council took office on 1 December 2017.

Amazwi acknowledges the financial pressures of government and the stringent measures that it has put in place to reduce funding in certain domains. The unprecedented cut in the usual, inflation-linked subsidy increase will put pressure on the museum, particularly as it now undertakes to collect, conserve, research and present the IsiXhosa literary heritage of South Africa. The Council will not consider staff retrenchments at this time but filling vacant posts with part-time staff will be considered. In addition to the subsidy from the department, Amazwi generates income from royalties, sales and donations. Amazwi also earns income from its investments but these are primarily for funding the acquisition of heritage assets and other priorities on a year-by-year basis. The Council and management will endeavour to increase the museum's own revenue through user charges and marketing the facilities and services of the museum. Amazwi will also improve and promote its bookshop stock and develop museum souvenir products for sale.

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

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

**Ms Sanele Nhlabatsi**

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

## DIRECTOR'S STATEMENT

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

In previous years, the museum's focus was on finalising and settling into its new premises at 25A Worcester Street, Makhanda, and managing the museum's name change and new branding. The Council and management of Amazwi put together a planning committee that met several times during 2019 to develop a new vision for the museum. We started this planning cycle with initiatives to raise Amazwi's public profile with a new website and social media presence, increase research output and implement a dynamic programme of temporary and travelling exhibitions. **The onset of the Covid-19 pandemic and its devastating impact on the staff of Amazwi will obviously cause delays in completing many of these initiatives.**

Our plan is to develop all staff so that they can provide quality services and create structures and processes that enhance collaboration with internal and external stakeholders. Within five years Amazwi will be a hyper-connected cutting-edge organisation.

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

The Department of Arts and Culture is to be merged with the Department of Sport and Recreation. Within the larger context there is a danger that sport will dominate the Department at the expense of arts and culture, along with the promise of interesting and constructive synergies.

**Ms Beverley Thomas**  
**Director**

## **OFFICIAL SIGN-OFF**

It is hereby certified that this Annual Performance Plan:

- was developed by the management of Amazwi South African Museum of Literature under the guidance of the Council of the museum,
- takes into account all the relevant policies, legislation and other mandates for which Amazwi is responsible, and
- accurately reflects the impact, outcomes and outputs which Amazwi will endeavour to achieve over the period 1 April 2020 to 31 March 2021.

**Ms Crystal Warren**

**Manager: Curatorial Division**

**Mr Zongezile Matshoba**

**Manager: Education and Public Programmes Division**

**Mr Charl Malan**

**Chief Financial Officer**

**Ms Beverley Thomas**

**Director**

**Ms Sanele Nhlabatsi**

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

## **PART A: OUR MANDATE**

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

Amazwi South African Museum of Literature (Amazwi) has a role in raising consciousness about freedom of expression, artistic creativity, academic freedom, non-discrimination and citizens' rights to basic education including adult education. The museum is a safe space where people can relax and enjoy all genres of cultural expression.

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

The operations of Amazwi are further governed by the following:

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

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

The National English Literary Museum was officially renamed Amazwi South African Museum of Literature by the Minister of Arts and Culture on 19 March 2019 (Government Gazette, 12 April 2019, Notice Number 566).

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

None.

## PART B: OUR STRATEGIC FOCUS

### 4. Updated situational analysis

#### 4.1. External environment analysis

Amazwi is situated in Makhanda (formerly Grahamstown), a small university city in the Eastern Cape with a population of about 80 000 people. Both the museum and the city have recently changed names. In each case the change is positive; however, it creates challenges in public perception and brand recognition. The museum name change has been accompanied by a media campaign to increase awareness of the new name. This will need to be continued to gain a wider audience as well as reassure stakeholders that (the former) National English Literary Museum has not ceased to exist.

Amazwi works in collaboration and co-operation with government departments other than Arts and Culture, including municipalities in Makhanda and Cradock, the Eastern Cape Department of Sports, Recreation Arts and Culture, and other entities in the heritage sector. The museum will continue to build on these relationships. Government priorities as expressed in the National Development Plan, the President's Seven Priorities, as well as international documents such as the United Nations Sustainable Developmental Goals and African Union Agenda will inform the activities and programmes of the museum.

As a national museum Amazwi aims to deliver services all over the country in both rural and urban environments. However, the physical location in the Eastern Cape leads to the museum doing its work against a backdrop of failing municipal infrastructure in Makhanda and Cradock, most obviously in the constant threat to water and electricity supplies. Museums contribute to the educational and social needs of communities and to economic development, especially in small towns where they are often the prime tourist attraction. Amazwi's satellite museum in Cradock, Schreiner House, attracts both domestic and foreign tourists and the curator is active in tourism structures in the town and district. Amazwi attracts visiting scholars to Makhanda; however, the failing appeal of Makhanda as a destination or stop-over site and the depressed nature of the town limits the ability to attract tourists to the museum.

[para on the effects of Covid-19 on economy/tourism, virtual NAF, education, schools, university, loss of income from services]

Economically the whole country is depressed. Government cost-cutting measures coupled with rising costs of salaries and running costs are a constant challenge. The ever rising cost of petrol is a challenge to the museum's service delivery over a large geographic area. Qualified audits undermine the ability to attract external funding and ensuring clean audit outcomes is a priority.

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

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



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

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

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

[para on virtual exhibition]

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

#### 4.2. Internal environment analysis

The museum is housed in a new building with custom designed storage facilities for the collections, large exhibition areas, modern office space and multifunctional public spaces to enable a diverse range of programmes. In the previous period the focus was on the building process and moving the museum. We now have the opportunity to recraft the institution to take advantage of the technical infrastructure and facilities. The building itself is a resource in making the community more aware of the museum. As a new, modern, green building it sparks interest. Use of the museum's venues by community groups brings diverse people, who might not have visited the museum, into the building.

The collections are the core of the museum. Amazwi has a large collection of manuscripts, literary artefacts, published creative works, etc. from the 17<sup>th</sup> century to today. Current funding is insufficient to purchase substantial new collections of manuscripts and other documentary artefacts to give impetus to the mandate change.

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

[para on budget reduction, Covid-19 staff care, health]

**PART C: MEASURING OUR PERFORMANCE [PRINTED AS DOUBLE PAGE SPREAD]**

**5. Institutional programme performance information**

**5.1 Programme: Administrative Division**

**Purpose:** Administrative and support services

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

Outcome	Outputs	Output indicators	Actual/audited	
			2016/17	2017/18
Compliance with the Cultural Institutions Act	Compliance documents	Number of compliance documents submitted to DSAC	6	9
Compliance with the Public Finance Management Act	Internal audit reports	Internal audit findings of non-compliance corrected	New indicator, no baseline	New indicator, no baseline
	Report of the Auditor-General	Number of audit findings of non-compliance	9	6
Museum premises support administrative, curatorial and service delivery needs	Infrastructure management and development plans and reports	25A Worcester St. User Asset Management Plan for infrastructure maintenance developed/updated  Implementation of maintenance plans	New indicator, no baseline	New indicator, no baseline
		Schreiner House Development plan/ architectural sketch plans  Construction of new buildings/structures at Schreiner House	New indicator, no baseline	New indicator, no baseline
		Eastern Star Repair and renovation	New indicator, no baseline	New indicator, no baseline
Health and safety monitoring	Number of health and safety committee meetings and reports	11 H&S inspections and meetings	12 H&S inspections and meetings	12 H&S inspections and meetings

performance	Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21
10, including draft submissions	6	6	6	6
New indicator, no baseline	New indicator, no baseline	All internal audit findings of non-compliance corrected	All internal audit findings of non-compliance corrected	All internal audit findings of non-compliance corrected
7	Less than 2 findings of non-compliance	No findings of non-compliance, i.e. unqualified audit	No findings of non-compliance, i.e. unqualified audit	Clean audit
New indicator, no baseline	Appointment of consultant project managers UAMP updated/completed Maintenance plans for all services implemented	UAMP updated Quarterly reports on implementation	UAMP updated Quarterly reports on implementation	UAMP updated Quarterly reports on implementation
New indicator, no baseline	Appointment of consultant project managers  Architectural sketch plans completed	Quarterly progress reports  Construction commenced	Quarterly progress reports  Construction 80% completed	Quarterly progress reports  Construction completed, close out
New indicator, no baseline	New indicator, no baseline	Investigation into building flaws Repair/renovation plan	Repair/renovation commenced	Repair/renovation completed
12 H&S inspections and meetings	12 H&S inspections and meetings	Covid-19 task team constituted, recommendations for return to work and re-opening of museum resolved or implemented	12 H&S inspections and meetings, recommendations resolved or implemented	12 H&S inspections and meetings, recommendations resolved or implemented

Outcome	Outputs	Output indicators	Actual/audited	
			2016/17	2017/18
Expert and capacitated workforce	Human resources training and development	Number of training opportunities	New indicator, no baseline	18
Workplace free of gender-based violence	Workplace structure	Structure set up as part of human resources development	New indicator, no baseline	New indicator, no baseline
	Awareness-raising workshops			
A digitised, cutting-edge organisation	Digitised administrative archive	New file system developed and implemented	New indicator, no baseline	New indicator, no baseline
	Catalogue of collections accessible and available online	Functioning online catalogue of collections	New indicator, no baseline	New indicator, no baseline
	Online booking systems	Functioning online booking system	New indicator, no baseline	New indicator, no baseline
A enhanced public profile and image of Amazwi	Marketing and communication plan	Number of media releases and/or media appearances	New indicator, no baseline	New indicator, no baseline
	New website	Website design and content	New indicator, no baseline	New indicator, no baseline
	Presence at literary/cultural festivals, tourism expos etc.	Number of literary/cultural festivals, tourism expos etc. attended	8	5
Enhanced collaboration with other museums, educational institutions, and non-governmental organisations	Co-branded museum programmes, festivals and events	Number of co-branded events	New indicator, no baseline	New indicator, no baseline
Increased collaboration with government departments and government structures at national, provincial and local levels	Participation in government programmes, festivals and events	Number of government events	New indicator, no baseline	New indicator, no baseline

performance	Estimated performance	Annual targets MTEF period		
		2018/19	2019/20	2020/21
12	12	3	12	12
New indicator, no baseline	New indicator, no baseline	Set up structure	Monitor structure	Monitor structure
		1 awareness-raising workshop	2 awareness-raising workshops	2 awareness-raising workshops
New indicator, no baseline	New indicator, no baseline	File system developed and approved	System applied to digital storage Staff trained	60% implemented
New indicator, no baseline	New indicator, no baseline	-	60% implemented	100% implemented
New indicator, no baseline	New indicator, no baseline	Development of system commenced	60% implemented	100% implemented
New indicator, no baseline	New indicator, no baseline	6	18	18
New indicator, no baseline	New indicator, no baseline	Basic website completed	Dynamic, interactive features implemented	Updating and maintenance
8	4	1	6	6
New indicator, no baseline	New indicator, no baseline	1	4	6
New indicator, no baseline	New indicator, no baseline	1	3	4

Quarterly targets	Number	Output indicators
	1	Number of compliance documents submitted
	2	Internal audit findings of non-compliance corrected
	3	Number of audit findings of non-compliance
	4	25A Worcester Street User Asset Management Plan for infrastructure maintenance developed/updated Implementation of maintenance plans
	5	Schreiner House Development plan/architectural sketch plans Construction of new buildings/structures at Schreiner House
	6	Eastern Star Repair and renovation
	7	Number of health and safety committee meetings and reports
	8	Number of training opportunities
	9	Number of awareness-raising workshops about gender-based violence
	10	Administrative archival plans and implementation
	11	Functioning online catalogue of collections
	12	Functioning online booking system
	13	Number of media releases and/or media appearances
	14	Website design and content
	15	Number of literary/cultural festivals, tourism expos etc. attended
	16	Number of co-branded events
	17	Number of government events

Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
6	1	2	1	2
All internal audit findings of non-compliance corrected	Receive bi-annual internal audit report	Resolve all findings	Receive bi-annual internal audit report	Resolve all findings
No findings of non-compliance, i.e. unqualified audit	-	Final preparations for audit	Receive audit report, unqualified	-
UAMP updated	-	UAMP updated	-	-
Quarterly reports on implementation	1	1	1	1
Quarterly progress reports	1	1	1	1
Construction commenced	-	Bid specification completed	Bid advertised and awarded	Construction commenced
Investigation into building flaws Repair/renovation plan	-	-	Investigation into building flaws	Receive report into building flaws
Covid-19 task team constituted, recommendations for return to work and re-opening of museum resolved or implemented	Covid-19 task team constituted, guidelines for return to work developed and implemented	Plan for re-opening of museum to the public developed and approved	3 H&S inspections and meetings, including Covid-19 risk monitoring; recommendations resolved or implemented	3 H&S inspections and meetings, including Covid-19 risk monitoring; recommendations resolved or implemented
3	-	-	1	2
Structure set up 1 awareness-raising workshop	-	Structure set up	-	1 awareness-raising workshop
File system developed and approved	-	-	File system developed	File system approved
-	-	-	-	-
Development of system commenced	-	-	Desktop research on available systems	Decision to purchase system or develop own
6	1	1	2	2
Basic website completed	-	-	Updated text and pictures incorporated	-
1	-	-	-	1
1	-	-	-	1
1	-	-	1	-

## 5.2 Programme: Curatorial Division

Purpose: Research, collections development, documentation and preservation

Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Actual/audited	
			2016/17	2017/18
A growing body of knowledge on South African literary and cultural heritage	Research articles	Number of research articles published	4	4
	Research papers	Number of research papers presented	8	10
	Meetings of experts	Number of meetings of experts hosted	New indicator, no baseline	New indicator, no baseline
Dynamic collections of historic and contemporary literary artefacts	Cataloguing records Valuation of assets	Number of artefacts catalogued and valued	6 398	7 776
Professionally curated and preserved collections	Systems for monitoring and controlling environmental conditions	Daily conditions recorded Remedial action documented	New indicator, no baseline	New indicator, no baseline
Catalogue of collections accessible and available online	Available collections management systems investigated New/updated system procured and implemented	Report of findings New/updated system procured Data cleaned and prepared	New indicator, no baseline	New indicator, no baseline

Quarterly targets	Number	Output indicators
	18	Number of research articles published
	19	Number of research papers presented
	20	Number of meetings of experts hosted
	21	Number of artefacts catalogued and valued
	22	Daily conditions recorded Remedial action documented Quarterly reports compiled
	23	Report of findings New/updated system procured Data cleaned and prepared



performance	Estimated performance	Annual targets MTEF period		
2018/19	2019/20	2020/21	2021/22	2022/23
6	4	4	6	8
12	6	2	8	8
New indicator, no baseline	New indicator, no baseline	1 (virtual meeting)	2	3
14 453	4 500	2 000, of which minimum 250 from backlog	5 000, of which minimum 250 from backlog	5 000, of which minimum 250 from backlog
New indicator, no baseline	New indicator, no baseline	Daily/weekly conditions recorded; plan for remedial action developed	Standards and operating procedure revised and tested	Standards and operating procedure implemented
New indicator, no baseline	New indicator, no baseline	Investigation into available collections management systems	Procure system for all users and prepare data for publication	Liaise with ICT manager to achieve launch Catalogue prepared for online launching

Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4	-	1	1	2
2	-	-	1	1
1 (virtual meeting)	-	-	1	-
2 000, of which minimum 250 from backlog	-	500	1 000	1 500
Daily/weekly conditions recorded; plan for remedial action developed	1 report	1 report	1 report	Remedial action plan tested and reported
Investigation into available collections management systems	-	-	Commence investigation into available collections' management systems	Recommend best available collections' management system for Amazwi's needs

### 5.3 Programme: Education and Public Programmes Division

Purpose: Exhibitions, educational services and events

Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Actual/audited	
			2016/17	2017/18
An enhanced profile of South African literary and cultural heritage through exhibitions	Travelling exhibitions	Number of new travelling exhibitions developed per year	New indicator, no baseline	New indicator, no baseline
	Temporary exhibitions	Number of new temporary exhibitions developed per year	New indicator, no baseline	2
	Display rotation	Number of showcases rotated per year	New indicator, no baseline	New indicator, no baseline
	Permanent exhibitions	Revision of permanent exhibition sub-themes	-	-
The popularisation of South African literary and cultural heritage	Popular publications	Number of popular publications	New indicator, no baseline	New indicator, no baseline
	Popular events	Number of popular events	28	32
Mutually beneficial relationships with educators and education officials	Educator engagements	Number of engagements/ meetings per year	New indicator, no baseline	New indicator, no baseline
Students and learners at all levels with knowledge of South African literature	Education programmes	Number of students and learners involved in education programmes per year	7 798	3 157
Changed norms and behaviours through gender-based violence prevention efforts and advocacy platforms	Public programmes	Number of public programmes to raise awareness of gender, positive masculinities and gender-based violence	New indicator, no baseline	New indicator, no baseline

Quarterly targets	Number	Output indicators
	24	Number of new travelling exhibitions developed per year
	25	Number of new temporary exhibitions developed per year
	26	Number of showcases rotated per year
	27	Revision of permanent exhibition sub-themes

performance	Estimated performance	Annual targets MTEF period				
		2018/19	2019/20	2020/21	2021/22	2022/23
New indicator, no baseline	New indicator, no baseline			1	3	3
2	1			-	1	1
14	15			15	15	15
-	-			Feasibility study/ project plan	IsiXhosa literary heritage incorporated in permanent exhibitions	-
New indicator, no baseline	New indicator, no baseline			3	8	12
32	32			4	32	32
New indicator, no baseline	New indicator, no baseline			1	16	24
6 936	4 000			1 000	7 000	8 000
New indicator, no baseline	New indicator, no baseline			1	2	2

Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1	-	-	-	1
-	-	-	-	-
15	-	-	-	15
Feasibility study/ project plan	-	Commence feasibility study	-	Present feasibility study/project plan

Quarterly targets	Number	Output indicators
	28	Number of popular publications
	29	Number of popular events
	30	Number of engagements/meetings per year
	31	Number of students and learners involved in education programmes per year
	32	Number of public programmes to raise awareness of gender, positive masculinities and gender-based violence

## 6. Planned performance over the medium term period

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

Within the planning process the emphasis on disaggregation of beneficiaries ensures that a constant focus is on redress especially in the focus on women, youth and people with disabilities, and the contribution to spatial transformation.

Improving education, training and innovation is the focus of the government priority 2, NDP chapter 9 and African Union goal 2, which speaks of well-educated citizens and a skills revolution underpinned by science, technology and innovation. The contributions of Amazwi include encouragement and support of the study and teaching of South African literature at school and university levels, mutually beneficial relationships with educators and education officials and enhanced collaboration with other museums, educational institutions, and non-governmental organisations. Research undertaken at Amazwi adds to the body of knowledge while exhibitions, talks, articles and programmes make South African literary and cultural heritage accessible to a popular audience. The work of the museum will advance the worldwide appreciation of the quality and diversity of South African literature as well as recognition of Amazwi as a research centre of excellence. The museum provides information services to staff, academics, educators and the public. Technological innovation will be embraced to develop into a digitised, cutting-edge organisation and ensure that the catalogue of collections is accessible and available online.

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

Social cohesion is an area where arts and culture can make a valuable contribution. Government priority 5 speaks of social cohesion and safe communities while the NDP 15 refers to nation building and social cohesion. Amazwi contributes through its dynamic collections of historic and contemporary literary manuscripts as well as programmes and activities which enhance knowledge and appreciation of the quality and diversity of South African literature. Literature is a vehicle for capacity building and critical thinking, and can raise awareness of social issues and enhance empathy.

Annual target	-	-	Quarter 3	Quarter 4
3	-	1	1	1
4	-	-	2	2
1	-	-	-	1
1 000	-	-	300	800
1 public programme to raise awareness of gender, positive masculinities and gender-based violence	-	Consult with colleagues and other stakeholders	-	Present 1 public programme

Promoting the reading of literature by South Africans can contribute to nation building, and highlighting the worldwide appreciation of the quality and diversity of South African literature can contribute to national pride. Social cohesion focuses on active citizenship, national symbols and national days, recreation and leisure, awareness of South African history, and so on, can be addressed through literature and can be incorporated into research projects, exhibitions and programmes, for example the life and work of Sol Plaatje can be used to raise awareness of literature, history, journalism, memoir, politics etc. Recreational activities at the museum and encouraging the consumption of literary and cultural heritage as well as reading and writing for pleasure contribute to well-being.

One aspect of social cohesion is redress of inequalities. United Nations Sustainable Development Goal 5 speaks of achieving gender equality while the African Union goals speak of gender equality as well as engaged and empowered youth and children. Amazwi will be mindful of the gender make-up of our internal and external stakeholders. While museums offer services to all, and accessibility and inclusion are important, there will be activities targeted specifically at women, youth and people with disabilities. The theme for International Museum Day in 2020 is "Museums for diversity and inclusion" and this will inform much of the programmes during that year.

In line with the government emphasis on building a capable, ethical and developmental state and fighting corruption, Amazwi is committed to sound corporate governance and financial compliance as well as increased collaboration with government departments and government structures at national, provincial and local levels.

Government priority 7 focusses on a better Africa and world, while the NDP 7 looks at South Africa in the region and the world. Amazwi is a museum with a global reach and worldwide recognition for its dynamic collections of historic and contemporary literary manuscripts, and position as a research centre of excellence. The public profile and image of the museum will be enhanced through its work to make South African literary and cultural heritage accessible to a popular audience. Enhanced collaboration with other museums, educational institutions, and organisations enable us to reach a broader audience and generate links between South African and world literature.

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

Current museum trends focus on the concept of museums as cultural hubs, with the theme for International Museum Day in 2020 being museums for diversity and inclusion. Collaboration with other museums, educational institutions, and non-governmental organisations broadens our reach and adds to the awareness of the importance of museums. While Amazwi will benefit from collaborations we will also work with small institutions or organisations where we can offer support and specialised services.

## 7. Revenue

Description	Actual/audited			Estimated outcome	MTEF projections		
	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
DSAC subsidy	9 935	10 012	11 341	12 975	12 971	14 242	14 766
DSAC transfer/payment for municipal charges	301	494	423	161	170	179	186
DSAC special grant GRAP103 compliance	-	512	4,605	-	-	-	-
Inxuba Yethemba Municipality	144	137	157	168	240	254	267
Self-generated income: user charges	108	132	68	2 125	137	192	192
Self-generated income: other than user charges	94	153	131	98	31	55	55
Sale of redundant assets	15	-	-	2	5	5	5
Donation boxes	21	31	31	63	37	28	32
Non-exchange: audit fees defrayed	-	1 041	1 996	-	-	-	-
Property, plant & equipment acquired by gift/donation	7 249	-	604	-	-	-	-
Heritage assets acquired by gift/donation	-	-	880	775	200	500	500
Interest and dividends	134	204	160	100	160	160	160
Utilisation of reserves/surplus/interest	51	-	352	-	590	35	100
<b>Total</b>	<b>18 052</b>	<b>12 716</b>	<b>16 143</b>	<b>16 467</b>	<b>14 541</b>	<b>15 649</b>	<b>16 263</b>

In 2019/20 Amazwi's baseline subsidy was increased by 14% on a historical average of about 5.5%. After an initial estimate of a 6% subsidy increase for 2020/21, Amazwi's final allocation increases only by 4% in 2020/21 as a result of government-wide budget cuts. [As a result of government re-prioritisation to deal with the Covid-19 pandemic, Amazwi's subsidy was cut by a further R500 000] In addition to the subsidy from the department, Amazwi generates income from user charges, royalties, sales and donations. [No visitors no sales and income from user charges]

Amazwi receives a grant from Inxuba Yethemba Municipality equivalent to half the salary of the Curator of Schreiner House.

DSAC Capital works allocation	Actual/audited			Estimated outcome	MTEF projections		
	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
Schreiner House development	-	1 000	-	2 000	1 000	1 055	-
25A Worcester Street	-	-	3 000	-	-	TBC	TBC

## 8. Programme resource considerations

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

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

Catering is limited to museum events and external meetings where snacks only are provided. Entertainment is limited to R2 500 per annum. In line with National Treasury Instructions, alcoholic beverages are not purchased for these events and may also not be claimed as entertainment or subsistence and travelling expenses. Amazwi does plan to host meetings and conferences of literary and museum professional associations in coming years but these are substantially self-funded.

Amazwi will continue to be prudent regarding attendance at conferences and events by employees, both locally and internationally. However, capacity building and professional development remain a priority and presenting papers at conferences speaks to Amazwi's goal of contributing to the body of knowledge on South African literary and cultural heritage. We have noted the benchmark costs published by the National Treasury and are confident that any expenditure incurred is way less. Instructions regarding cost containment relating to subsistence and travelling are also noted and we will continue to implement appropriate and cost-effective measures. Amazwi is disadvantaged by not being situated in Pretoria or Cape Town; consequently subsistence and travelling expenses are high for both the Council and management. Amazwi also endeavours to deliver museum services over a large geographic area which necessitates staff travelling.

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

Description	Actual/audited			Estimated outcome	MTEF projections		
	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
Personnel expenditure	2 632	2 963	3 368	3 834	3 960	4 183	4 356
Goods and services	1 747	3 119	2 425	2 314	1 654	2 058	2 106
Transfers: post-retirement medical benefits	147	140	150	163	169	180	180
Depreciation	653	352	358	338	338	338	338
<b>Total</b>	<b>5 179</b>	<b>6 574</b>	<b>6 301</b>	<b>6 888</b>	<b>6 121</b>	<b>6 759</b>	<b>6 980</b>
Percentage of budget	46%	50%	35%	46%	42%	43%	43%

Description	Actual/audited			Estimated outcome	MTEF projections		
	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
Capital works expenditure	41	57	-	1 750	3 050	3 316	207

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

Major expenditure items in this division are advertising, board costs, fuel and subsistence and transport.

## 8.2 Budget allocation for programme 2: Curatorial Division

Description	Actual/audited			Estimated outcome	MTEF projections		
	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
Personnel expenditure	3 519	3 692	3 821	3 875	4 536	4 792	4 992
Goods and services	241	639	4 892	449	227	260	260
Transfers	-	-	-	-	-	-	-
Depreciation	10	474	338	338	338	338	338
<b>Total</b>	<b>3 770</b>	<b>4 805</b>	<b>9 051</b>	<b>4 900</b>	<b>5 101</b>	<b>5 391</b>	<b>5 589</b>
<b>Percentage of budget</b>	<b>34%</b>	<b>36%</b>	<b>51%</b>	<b>33%</b>	<b>35%</b>	<b>34%</b>	<b>34%</b>

The purpose of the Curatorial Division is to develop, document and care for the museum's collections, to undertake scholarly research and to provide physical and intellectual access to the collections. This ensures that Amazwi upholds its position and reputation as a major national museum and internationally-recognised centre of expertise in the study and display of South African literary heritage.

Eleven of Amazwi's 28 permanent staff members are employed in this division. The nature of the work is labour intensive and involves the preservation and interpretation of the collections, and generating and disseminating knowledge. The spike in expenditure from 2017/18 to 2018/19 was for the valuation of heritage assets to comply with GRAP 103. Artefacts acquired over 30 years of collecting were valued in those years and now only new acquisitions are valued each year at a cost of about R150 000. Capital expenditure is primarily for the acquisition of new heritage assets.

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

All curatorial staff are encouraged to participate in the identification of possible acquisitions, based principally on research needs and the necessity of wide-ranging representation of the South African literary canon.

Incoming collection items are accessioned and catalogued. In the case of unsolicited, but suitable material, cataloguing affords the opportunity for spontaneous research. The museum will upgrade its database



(information management system) to a sophisticated one which allows for infinite flexibility and regulated web access by the public. A long-term digitisation strategy has been developed and is being implemented.

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

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

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

Description	Actual/audited			Estimated outcome	MTEF projections		
	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
Personnel expenditure	1 694	1 785	2 065	1 967	2 736	2 913	3 039
Goods and services	503	80	213	1 410	415	417	486
Transfers	-	-	-	-	-	-	-
Depreciation	4	18	169	169	169	169	169
<b>Total</b>	<b>2 201</b>	<b>1 883</b>	<b>2 447</b>	<b>3 136</b>	<b>3 320</b>	<b>3 499</b>	<b>3 694</b>
<b>Percentage of budget</b>	<b>20%</b>	<b>14%</b>	<b>14%</b>	<b>21%</b>	<b>23%</b>	<b>22%</b>	<b>23%</b>

Personnel expenditure, on average, accounts for over 80% of current expenditure in this division. The nature of the work is service oriented and eight of Amazwi's 28 staff are employed in this division.

The purpose of the Education and Public Programmes Division is the presentation of exhibitions, educational programmes and public events derived from the collections and heritage in general. The strategic focus is fostering audience development and participation in the programmes of the museum by previously disadvantaged groups and individuals. Amazwi delivers services to rural and farm schools in the Eastern Cape and has provided strong support for the teaching of English set works.

The move to the new building has afforded Amazwi the opportunity to install a permanent display with an expansive storyline in the main exhibition area. There are a further two spaces for temporary and travelling exhibitions.

Amazwi hosts a lively programme of public events including a childrens storytelling festival, book launches and talks aimed at the general public.

The significant increase in expenditure in 2020 is for events important to Amazwi that co-incidentally take place within a short space of time: the celebration of the 80<sup>th</sup> birthday of J.M. Coetzee, commemoration of the centenary of Olive Schreiner's death, arrival of Thomas Pringle at the Cape, 30<sup>th</sup> anniversary of the publication of Sindiwe Magona's *To My Children's Children*, the 90<sup>th</sup> anniversary of the publication of Sol Plaatje's *Mhudi*, and Amazwi's 40<sup>th</sup> anniversary.

## 9. Key risks

Outcome	Key risk	Risk mitigation
<b>Compliance with the Cultural Institutions Act</b>	<ul style="list-style-type: none"> <li>Poorly functioning council</li> </ul>	<ul style="list-style-type: none"> <li>Effective council induction (by the DSAC)</li> <li>Foster productive relationship between council members and management</li> <li>Maintain open lines of communication between council members and secretariat</li> </ul>
<b>Compliance with the Public Finance Management Act</b>	<ul style="list-style-type: none"> <li>Poor audit outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Capacitated supply chain management unit</li> <li>Rigorous internal controls</li> <li>Engaged audit committee</li> <li>Staff training</li> </ul>
<b>Museum premises support administrative, curatorial and service delivery needs</b>	<ul style="list-style-type: none"> <li>System failures</li> <li>Some maintenance not controlled by the museum</li> <li>Failing infrastructure of local municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Effective and responsive local security services</li> <li>System of monitoring maintenance contracts managed by DPW</li> </ul>
<b>Expert and capacitated workforce</b>	<ul style="list-style-type: none"> <li>Aging workforce</li> <li>Staff turnover in both administrative and core functions</li> <li>Procuring training services in museum functions</li> </ul>	<ul style="list-style-type: none"> <li>Staff retention strategy</li> <li>Proactive career planning and succession planning</li> </ul>
<b>A digitised, cutting-edge organisation</b>	<ul style="list-style-type: none"> <li>Lack of internal stakeholder buy-in</li> <li>Internal infrastructure failure</li> <li>Obsolescence</li> </ul>	<ul style="list-style-type: none"> <li>Foster a culture of innovation and collective ambition</li> <li>Internal control of ICT development and maintenance</li> </ul>
<b>Public profile and image of Amazwi</b>	<ul style="list-style-type: none"> <li>Perception that Amazwi is still a custodian of colonial heritage</li> <li>Unauthorised external communication by staff</li> <li>Geographic footprint</li> </ul>	<ul style="list-style-type: none"> <li>Keep up media campaign on new name and mandate</li> <li>Communication policy</li> </ul>
<b>Enhanced collaboration with other museums, educational institutions, and non-governmental organisations</b>	<ul style="list-style-type: none"> <li>Unbalanced partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Clear scope of engagement in formalised memoranda etc.</li> </ul>
<b>Increased collaboration with government departments and government structures at national, provincial and local levels</b>	<ul style="list-style-type: none"> <li>Lack of co-operation and buy-in from stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Nurture relationships between stakeholders and museum</li> </ul>
<b>A growing body of knowledge on South African literary and cultural heritage</b>	<ul style="list-style-type: none"> <li>Retention of expert staff (Makhanda not ideal place to live)</li> </ul>	<ul style="list-style-type: none"> <li>Raise profile of museum as a centre of excellence in research and desirable employer</li> <li>Foster a culture of research</li> </ul>

<b>Outcome</b>	<b>Key risk</b>	<b>Risk mitigation</b>
<b>Dynamic collections of historic and contemporary literary manuscripts</b>	<ul style="list-style-type: none"> <li>• Lack of funds for acquisitions</li> <li>• Lack of awareness of Amazwi by potential donors and/or sellers</li> <li>• Becoming irrelevant in the digital age</li> </ul>	<ul style="list-style-type: none"> <li>• Pro-active campaign targeting potential donors</li> <li>• Vibrant social media presence</li> </ul>
<b>Professionally curated and preserved collections</b>	<ul style="list-style-type: none"> <li>• Lack of internal stakeholder buy-in and lack of compliance poses risk of loss or damage to the collections</li> <li>• Failure of security and disaster prevention systems</li> </ul>	<ul style="list-style-type: none"> <li>• Rigorous system of checks</li> <li>• Disaster response and recovery protocol</li> <li>• Effective and responsive local services</li> <li>• Ongoing staff training</li> </ul>
<b>Catalogue of collections accessible and available online</b>	<ul style="list-style-type: none"> <li>• Lack of internal stakeholder buy-in</li> <li>• System incompatibility</li> <li>• Prohibitive cost</li> </ul>	<ul style="list-style-type: none"> <li>• Special fund</li> <li>• Ongoing staff training</li> </ul>
<b>An enhanced profile of South African literary and cultural heritage</b>	<ul style="list-style-type: none"> <li>• Travelling costs become prohibitive</li> <li>• IsiXhosa literary collections not affordable</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate developing digital exhibitions</li> <li>• Special fund</li> </ul>
<b>The popularisation of South African literary and cultural heritage</b>	<ul style="list-style-type: none"> <li>• People don't know how great our writers are</li> </ul>	<ul style="list-style-type: none"> <li>• Writing for popular publications</li> </ul>
<b>Mutually beneficial relationships with educators and education officials</b>	<ul style="list-style-type: none"> <li>• Lack of buy-in by educators and officials</li> <li>• Perception that Amazwi focuses only on colonial literature</li> </ul>	<ul style="list-style-type: none"> <li>• Promote museum's services more rigorously</li> <li>• Keep up media campaign on new name and mandate</li> </ul>
<b>Students and learners at all levels with knowledge of South African literature</b>	<ul style="list-style-type: none"> <li>• Teaching of South African literature a low priority</li> <li>• Sport is preferred to arts and culture as an extra-mural</li> </ul>	<ul style="list-style-type: none"> <li>• Promote teaching of other subjects though literature</li> <li>• Offer programmes focusing on film and theatre</li> <li>• Fun festivals</li> </ul>

10. Infrastructure projects

10.1 25A Worcester Street

Infrastructure and high-level building management systems' maintenance				
Outputs	Project start date	Project completion date	Estimated total cost R'000	Current year expenditure R'000
Appointment of project manager Maintenance/upgrading of all building systems	2018	2021	2,250	500

10.2 Schreiner House, Cradock

Development of museum precinct with new buildings, structures and security				
Outputs	Project start date	Project completion date	Estimated total cost R'000	Current year expenditure R'000
Architectural concept Project management Final plans: architectural and other professional services Construction Close out	2017	2022	6,130	1,250

## PART D: TECHNICAL INDICATOR DESCRIPTIONS

### Administrative Division

<b>Indicator title</b>	Governance planning and monitoring tools	
<b>Definition</b>	Refers to planning, monitoring and reporting documents prepared and submitted to DSAC	
<b>Source of data</b>	Records of submission	
<b>Method of calculation/assessment</b>	Simple count	
<b>Assumptions</b>	Functional council, management competency	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	n/a
	Target for youth	n/a
	Target for people with disabilities	n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities	n/a
	Spatial impact area	n/a
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	Current performance is satisfactory	
<b>Indicator responsibility</b>	Director	

<b>Indicator title</b>	Audit outcomes	
<b>Definition</b>	Refers to the outcome of an audit undertaken by the Auditor-General, e.g. unqualified audit outcome	
<b>Source of data</b>	Audit report	
<b>Method of calculation/assessment</b>	Simple count	
<b>Assumptions</b>	Reasonableness of audit process, staff capacity	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	n/a
	Target for youth	n/a
	Target for people with disabilities	n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities	n/a
	Spatial impact area	n/a
<b>Reporting cycle</b>	Annually	
<b>Desired performance</b>	Better performance, i.e. an unqualified audit, must be achieved	
<b>Indicator responsibility</b>	Chief Financial Officer	

<b>Indicator title</b>	Infrastructure management and development	
<b>Definition</b>	Maintenance of 25A Worcester Street, development of Schreiner House precinct, major repairs at the Eastern Star	
<b>Source of data</b>	UAMP, Consultants' reports, visual inspection	
<b>Method of calculation/assessment</b>	Museum premises support needs of the museum	
<b>Assumptions</b>	Competent consultants	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	to be determined
	Target for youth	to be determined

	Infrastructure projects have the potential to create, or at least retain, employment It is not yet known how many workers will be women or youth Target for people with disabilities n/a
Spatial transformation (where applicable)	Contribution to spatial transformation priorities Schreiner House is located in Cradock, a small town in the Karoo Spatial impact area Eastern Cape
Reporting cycle	Quarterly
Desired performance	Lack of capacity has caused delays in the past, better performance is desirable
Indicator responsibility	Chief Financial Officer

Indicator title	Human resources development
Definition	Occupation specific training and professional development for staff offered by external service providers, in-house or self-directed learning
Source of data	Staff reports/records of participation
Method of calculation/assessment	Simple count
Assumptions	Ongoing availability of specialist museum training programmes
Disaggregation of beneficiaries (where applicable)	Target for women at least 60% of trainees/attendees Target for youth staff members in this category to benefit from at least 3 programmes per year Target for people with disabilities n/a
Spatial transformation (where applicable)	Contribution to spatial transformation priorities n/a Spatial impact area n/a
Reporting cycle	Quarterly
Desired performance	Current performance is satisfactory
Indicator responsibility	Human Resources Officer

Indicator title	Addressing gender-based violence in the workplace
Definition	Workplace structures, strategies and services to respond to and prevent sexual harassment and other forms of violence in the workplace
Source of data	Staff reports/records of participation
Method of calculation/assessment	Simple count
Assumptions	Availability of experts to conduct workshops
Disaggregation of beneficiaries (where applicable)	Target for women n/a Target for youth n/a Target for people with disabilities n/a
Spatial transformation (where applicable)	Contribution to spatial transformation priorities n/a Spatial impact area n/a
Reporting cycle	Quarterly
Desired performance	New indicator
Indicator responsibility	Human Resources Officer

<b>Indicator title</b>	Paperless administrative archive
<b>Definition</b>	Administrative records of the museum digitally archived and retrievable
<b>Source of data</b>	Staff reports
<b>Method of calculation/assessment</b>	System signed-off by ITC manager and operational
<b>Assumptions</b>	System will meet the needs of users
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women n/a Target for youth n/a Target for people with disabilities n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities n/a Spatial impact area n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	New indicator
<b>Indicator responsibility</b>	Director

<b>Indicator title</b>	Catalogue of collections accessible and available online
<b>Definition</b>	Refers to the information about collections/collection items that are captured on a database independently accessible by stakeholders
<b>Source of data</b>	Staff reports
<b>Method of calculation/assessment</b>	System signed-off by ITC manager and operational System meeting the needs of users
<b>Assumptions</b>	Capability to publish current database to web or, cost and conversion to new system affordable
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women n/a Target for youth n/a Target for people with disabilities n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities n/a Spatial impact area n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	New indicator
<b>Indicator responsibility</b>	Director

<b>Indicator title</b>	Online booking systems
<b>Definition</b>	Refers to a system accessed by the public, from the museum's website, to book museum services, respond to invitations etc.
<b>Source of data</b>	Launch of online system
<b>Method of calculation/assessment</b>	System signed-off by ITC manager and operational
<b>Assumptions</b>	System will meet the needs of clients/stakeholders
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women n/a Target for youth n/a Target for people with disabilities n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities n/a Spatial impact area n/a

Reporting cycle	Quarterly
Desired performance	New indicator
Indicator responsibility	Director

Indicator title	Implementation of marketing and communication plan	
Definition	Refers to a plan to raise the public profile of the museum and increase visitor numbers	
Source of data	Staff reports	
Method of calculation/assessment	Simple count	
Assumptions	Public programmes will meet the needs of stakeholders	
Disaggregation of beneficiaries (where applicable)	Target for women	n/a
	Target for youth	n/a
	Target for people with disabilities	n/a
Spatial transformation (where applicable)	Contribution to spatial transformation priorities	n/a
	Spatial impact area	n/a
Reporting cycle	Quarterly	
Desired performance	New indicator	
Indicator responsibility	Director	

Indicator title	Presence at literary festivals, tourism expos etc.	
Definition	Literary festivals, tourism expos etc. attract diverse audiences that may be interested in Amazwi's services	
Source of data	Staff reports	
Method of calculation/assessment	Simple count Stakeholder/participant feedback	
Assumptions	Full staff establishment in division	
Disaggregation of beneficiaries (where applicable)	Target for women	n/a
	Target for youth	n/a
	Target for people with disabilities	n/a
Spatial transformation (where applicable)	Contribution to spatial transformation priorities	n/a
	Spatial impact area	n/a
Reporting cycle	Quarterly	
Desired performance	Current performance is satisfactory	
Indicator responsibility	Manager: Education and Public Programmes Division	

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



<b>Assumptions</b>	Full staff establishment in division
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women n/a Target for youth at least one per year Target for people with disabilities n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities At least one programmes presented in a small town or rural area Spatial impact area Eastern Cape
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	New indicator
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

<b>Indicator title</b>	Meaningful participation in government programmes, festivals and events
<b>Definition</b>	Refers to cultural programmes convened by any sphere of government in which Amazwi participates
<b>Source of data</b>	Staff reports
<b>Method of calculation/assessment</b>	Simple count Stakeholder/participant feedback
<b>Assumptions</b>	Full staff establishment in division
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women n/a Target for youth n/a Target for people with disabilities n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities n/a Spatial impact area n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	New indicator
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

#### Curatorial Division

<b>Indicator title</b>	Research articles published
<b>Definition</b>	Refers to the publication of research articles in peer-reviewed journals
<b>Source of data</b>	Staff reports and journal contents
<b>Method of calculation/assessment</b>	Simple count Peer-reviewed journals
<b>Assumptions</b>	An expert corps of academically trained staff
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women n/a Target for youth n/a Target for people with disabilities n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities n/a Spatial impact area n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Current performance is satisfactory; relates to output per staff member
<b>Indicator responsibility</b>	Manager: Curatorial Division

<b>Indicator title</b>	Research papers presented	
<b>Definition</b>	Refers to the presentation of research papers at meetings of experts, e.g. conferences, colloquiums	
<b>Source of data</b>	Staff reports and meeting programmes	
<b>Method of calculation/assessment</b>	Simple count Meetings of experts	
<b>Assumptions</b>	An expert corps of academically trained staff	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	n/a
	Target for youth	n/a
	Target for people with disabilities	n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities	n/a
	Spatial impact area	n/a
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	Current performance is satisfactory; relates to output per staff member	
<b>Indicator responsibility</b>	Manager: Curatorial Division	

<b>Indicator title</b>	Meetings of experts hosted	
<b>Definition</b>	Refers to the hosting by Amazwi of meetings of experts from similar organisations or institutions	
<b>Source of data</b>	Staff reports and meeting programmes	
<b>Method of calculation/assessment</b>	Simple count and attendance at meetings	
<b>Assumptions</b>	An expert corps of academically trained staff	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	female staff will be given preference
	Target for youth	staff in this category will be given preference
	Target for people with disabilities	n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities	n/a
	Spatial impact area	n/a
<b>Reporting cycle</b>	Annually	
<b>Desired performance</b>	Current performance is satisfactory	
<b>Indicator responsibility</b>	Manager: Curatorial Division	

<b>Indicator title</b>	New acquisitions	
<b>Definition</b>	Refers to the acceptance of historic and contemporary literary manuscripts, letters and diaries, photographs, theatre and publishing archives etc. for the museum collection	
<b>Source of data</b>	Staff reports and catalogue entries	
<b>Method of calculation/assessment</b>	Simple count	
<b>Assumptions</b>	Literary material offered for donation or purchase Purchase prices within budget limits	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	n/a
	Target for youth	n/a
	Target for people with disabilities	n/a

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

<b>Indicator title</b>	Collections' environmental conditions	
<b>Definition</b>	Refers to the optimal environmental conditions in collections' stores and exhibition areas determined by museum experts from time to time	
<b>Source of data</b>	Staff reports	
<b>Method of calculation/assessment</b>	Policies, plans and procedures approved and implemented	
<b>Assumptions</b>	Functional HVAC systems An expert corps of curatorial staff	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women Target for youth Target for people with disabilities	n/a n/a n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities Spatial impact area	n/a n/a
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	Current performance is satisfactory	
<b>Indicator responsibility</b>	Manager: Curatorial Division	

<b>Indicator title</b>	Updated catalogue of the collections	
<b>Definition</b>	Refers to the ongoing process of capturing information about collections/collection items on a database that can be published on the web	
<b>Source of data</b>	Staff reports and catalogue entries	
<b>Method of calculation/assessment</b>	Simple count Evaluation of available collections management systems	
<b>Assumptions</b>	An expert corps of curatorial staff	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women Target for youth Target for people with disabilities	n/a n/a n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities Spatial impact area	n/a n/a
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	Catalogue accessible and available online	
<b>Indicator responsibility</b>	Manager: Curatorial Division	

## Education and Public Programmes Division

<b>Indicator title</b>	Travelling exhibitions	
<b>Definition</b>	Special exhibitions based on Amazwi's collections with a topical or commemorative theme that are mobile	
<b>Source of data</b>	Staff reports, portfolio and travelling programme	
<b>Method of calculation/assessment</b>	Simple count of new travelling exhibitions produced Stakeholder feedback	
<b>Assumptions</b>	Cooperation with curatorial division	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	n/a
	Target for youth	n/a
	Target for people with disabilities	n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities Exhibitions travel to small towns and rural areas Spatial impact area Eastern Cape mostly	
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	Current performance is satisfactory	
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division	

<b>Indicator title</b>	Temporary exhibitions	
<b>Definition</b>	Special exhibitions from Amazwi collections, or incoming loans, installed at any one of the museum's sites for less than one year	
<b>Source of data</b>	Staff reports and portfolio	
<b>Method of calculation/assessment</b>	Simple count of new temporary exhibitions produced	
<b>Assumptions</b>	Cooperation with curatorial division	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	n/a
	Target for youth	n/a
	Target for people with disabilities	n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities	n/a
	Spatial impact area	n/a
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	Current performance is satisfactory	
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division	

<b>Indicator title</b>	New displays	
<b>Definition</b>	Artefacts on display are rotated at least once a year to prevent deterioration	
<b>Source of data</b>	Staff reports and portfolio	
<b>Method of calculation/assessment</b>	Simple count Condition of artefact(s)	
<b>Assumptions</b>	Cooperation with curatorial division	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	n/a
	Target for youth	n/a
	Target for people with disabilities	n/a

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

<b>Indicator title</b>	Permanent exhibitions	
<b>Definition</b>	Permanent exhibitions are expected to last for 5-10 years but the current installation requires revision to include IsiXhosa literary material	
<b>Source of data</b>	Staff reports and portfolio	
<b>Method of calculation/assessment</b>	Simple count Consultations with stakeholders	
<b>Assumptions</b>	Expert input from curatorial division	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women Target for youth Target for people with disabilities	n/a n/a n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities Spatial impact area	n/a n/a
<b>Reporting cycle</b>	Annually	
<b>Desired performance</b>	Current performance is satisfactory	
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division	

<b>Indicator title</b>	Popular publications	
<b>Definition</b>	Refers to general interest articles, short monographs or exhibition catalogues on South African literary and cultural heritage	
<b>Source of data</b>	Staff reports and copies of publications	
<b>Method of calculation/assessment</b>	Simple count	
<b>Assumptions</b>	Competent staff	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women Target for youth Target for people with disabilities	n/a n/a n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities Spatial impact area	n/a n/a
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	Higher performance is desirable	
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division	

<b>Indicator title</b>	Popular events	
<b>Definition</b>	Refers to book launches and public readings, performances, commemorative events, talks and workshops etc., presented by the museum for a general audience	
<b>Source of data</b>	Staff reports	

<b>Method of calculation/assessment</b>	Simple count Stakeholder/participant feedback
<b>Assumptions</b>	Competent staff
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women at least two per year Target for youth at least two per year Target for people with disabilities at least two per year
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities n/a Spatial impact area n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Current performance is satisfactory
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

<b>Indicator title</b>	Educator engagements
<b>Definition</b>	Refers to collaboration with educators and education officials to develop programmes and content based on Amazwi's specialist resources
<b>Source of data</b>	Staff reports and meeting attendance
<b>Method of calculation/assessment</b>	Simple count Feedback from officials
<b>Assumptions</b>	Competent staff
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women n/a Target for youth n/a Target for people with disabilities n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities n/a Spatial impact area n/a
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Higher performance is desirable
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

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

<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Higher performance is desirable
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division

<b>Indicator title</b>	Advocacy programmes	
<b>Definition</b>	Refers to public programmes, readings, talks and workshops etc., presented by the museum for a general audience to raise awareness about gender-based violence	
<b>Source of data</b>	Staff reports	
<b>Method of calculation/assessment</b>	Simple count Stakeholder/participant feedback	
<b>Assumptions</b>	Competent staff	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women	at least one per year
	Target for youth	at least one per year
	Target for people with disabilities	n/a
<b>Spatial transformation (where applicable)</b>	Contribution to spatial transformation priorities	n/a
	Spatial impact area	n/a
<b>Reporting cycle</b>	Quarterly	
<b>Desired performance</b>	New indicator	
<b>Indicator responsibility</b>	Manager: Education and Public Programmes Division	





## VISION, MISSION AND VALUES

### Vision

To be a world-class museum that celebrates South Africa's literary heritage.

### Mission

To preserve the literary heritage of South Africa, promote its narrative to the world, and foster a culture of reading, writing and storytelling for education and enjoyment. We will do this by collecting, preserving and researching the tangible and intangible manifestations of South African literature and sharing it nationally and internationally through publications, exhibitions and public programmes.

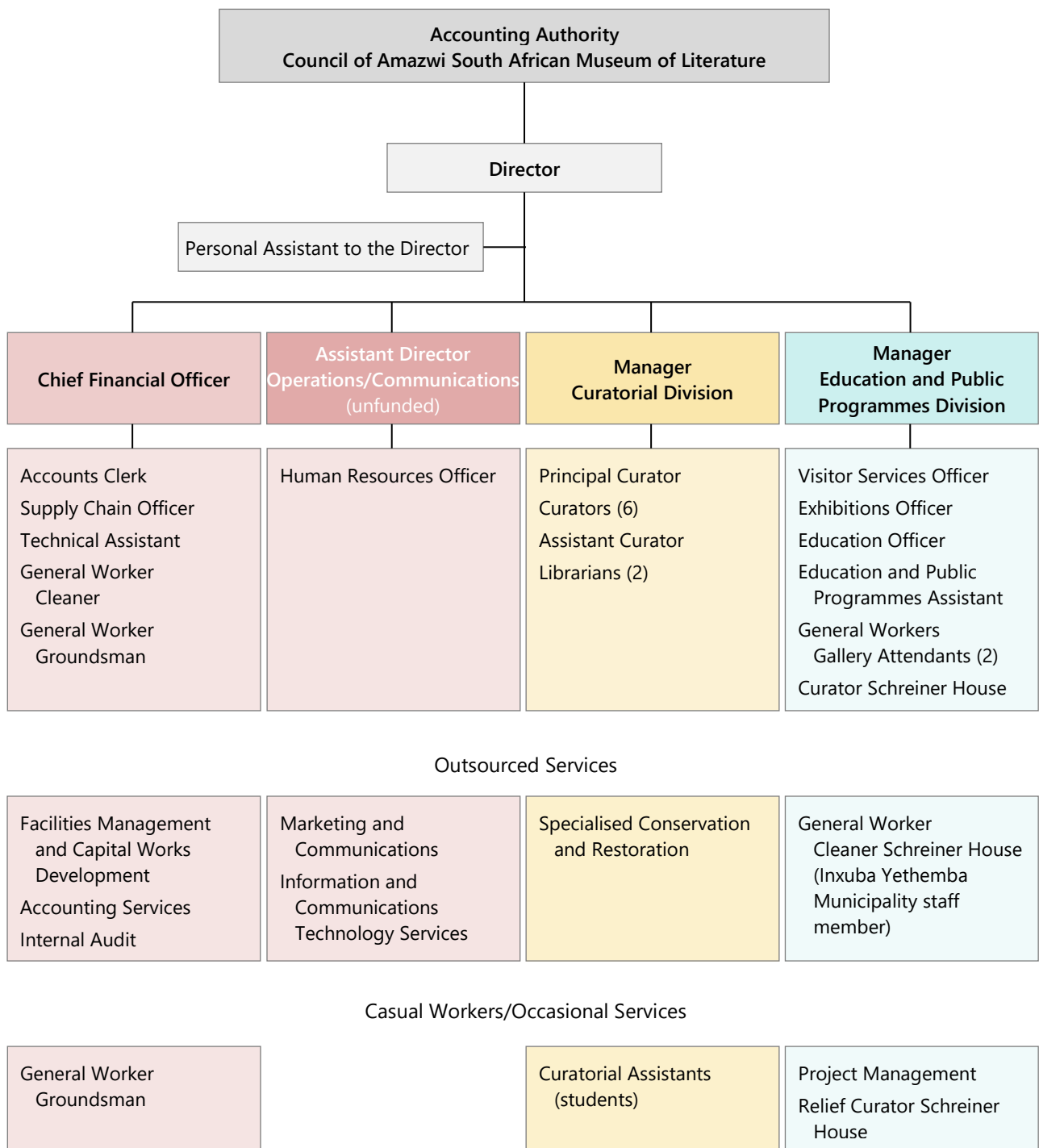
### Values

**Our external stakeholders recognise that we value** service excellence, accessibility and cultural diversity.

**With our internal stakeholders we value** professionalism, inclusivity and sustainability.

# ANNEXURE B

## ORGANISATIONAL STRUCTURE



## MATERIALITY AND SIGNIFICANCE FRAMEWORK

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

Section of PFMA	Description of materiality and significance	Levels of materiality and significance
55 (2)	<p>The Annual Report and Financial Statements must include particulars of:</p> <p>(a) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;</p> <p>(b) any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</p> <p>(c) any losses recovered or written off; and</p> <p>(d) any financial assistance received from the state and commitments made by the state on the Accounting Authority's behalf.</p>	<p>All instances will be included in the Accounting Authority's Annual Report – amount greater than 1% of the total value of assets per audited financial statements.</p> <p>All instances will be included in the Accounting Authority's Annual Report.</p> <p>All instances will be included in the Accounting Authority's Annual Report – amount greater than 1% of the total value of assets per audited Financial Statements.</p> <p>All instances will be included in the Accounting Authority's Annual Report.</p>
54 (2)	<p>Before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its Executive Authority for approval of the transaction:</p> <p>(a) establishment or participation in the establishment of a company;</p> <p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;</p> <p>(c) acquisition or disposal of a significant shareholding in a company;</p> <p>(d) acquisition or disposal of a significant asset;</p> <p>(e) commencement or cessation of a significant business activity;</p> <p>(f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.</p>	<p>Each and every instance.</p> <p>Each and every instance.</p> <p>Each and every instance.</p> <p>Above R500 000.</p> <p>Each and every instance.</p> <p>Each and every instance.</p>

## ANNEXURE D

### COUNCIL CHARTER

#### BACKGROUND

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

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

Public entities are required to:

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

#### 1. Legislative mandate and policy mandates

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

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

Intergovernmental Relations Framework Act, Act No. 15 of 2005.

Public Audit Act, Act No. 25 of 2004.

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

National Heritage Resources Act, Act No. 25 of 1999.

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

White Paper on Arts, Culture and Heritage, 1996.

Revised White Paper on Arts, Culture and Heritage, 2018.

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

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

King Code and Report on Governance for South Africa (King III), 2009.

ICOM Code of Ethics for Museums, 2006.

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

#### 2. Purpose

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

#### 3. Scope

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

#### 4. The Executive Authority

The role of the Executive Authority, the Minister of Arts and Culture, is to exercise policy control over Amazwi consistent with their accountability to Parliament and the public. The Executive Authority should set clear

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

## 5. Application of the Cultural Institutions Act

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

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

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

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

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

The Council also:

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

## 6. Application of the Public Finance Management Act

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

### *Part 2: Accounting Authorities for Public Entities*

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

(2) If the public entity—

- (a) has a board or other controlling body, that board or controlling body is the accounting authority for that entity; or
- (b) does not have a controlling body, the chief executive officer or the other person in charge of the public entity is the accounting authority for that public entity unless specific legislation applicable to that public entity designates another person as the accounting authority.

(3) The relevant treasury, in exceptional circumstances, may approve or instruct that another functionary of a public entity must be the accounting authority for that public entity.

(4) The relevant treasury may at any time withdraw an approval or instruction in terms of subsection (3).

(5) A public entity must inform the Auditor-General promptly and in writing of any approval or instruction in terms of subsection (3) and any withdrawal of an approval or instruction in terms of subsection (4).

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

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

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

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

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

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

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

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

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

- (2) Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction:
  - (a) establishment or participation in the establishment of a company;
  - (b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;
  - (c) acquisition or disposal of a significant shareholding in a company;
  - (d) acquisition or disposal of a significant asset;



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

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

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

*Part 3: Other Officials of Public Entities*

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

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

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

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

## **7. Sub-committees and task teams**

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

These sub-committees and task teams may be made up of Council members, Amazwi staff, and if necessary, consultants and community members. As the only liaison between the Council and the staff, the Director will have a standing invitation to all sub-committees and task teams.

## **8. Standing committees**

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

### **8.1 Executive Committee**

The Executive Committee is delegated to:

- approve quarterly performance and financial reports;

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

## 8.2 Audit Committee

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

## 8.3 Literature and Culture Committee

The Literature and Culture Committee is delegated to:

- develop and make recommendations to Council on policy relating to the core functions of the museum, especially collections development;
- in co-operation with the Director, nurture relationships with donors and potential donors; and
- monitor the delivery of core functions as detailed in the Annual Performance Plan.

## 8.4 Finance and General Purposes Committee

The finance and general purposes committee is delegated to:

- develop and make recommendations to Council on financial, human resources and administrative policy;
- monitor the financial, human resources and administrative aspects of the Annual Performance Plan; and
- assess and report on the performance of the Audit Committee.

## 8.5 Schreiner House Advisory Committee

The Schreiner House advisory committee is delegated to:

- liaise with the local community;
- build and maintain links with local government structures; and
- consider development plans for Schreiner House and make recommendations to Council.

Furthermore, the Chairperson of Council may delegate the Chairperson of the Schreiner House Advisory Committee to represent him/her at meetings and events.

## 9. Meetings

### 9.1 Scheduling

9.1.1 Council will meet at least twice a year.

9.1.2 The Executive Committee will meet at least twice a year, unless a full Council meeting is convened.

9.1.3 Sub-committees and task teams will meet as required in order to accomplish any assignments with which they have been charged.

9.1.4 Meeting dates will be communicated to all members at the start of the financial year.

9.1.5 All meetings will be convened by the Secretariat in consultation with the Chairperson/Chairperson of the sub-committee or task team and the Director.

9.1.6 If the Chairperson is unable to chair a meeting, the meeting will be chaired by the Deputy Chair. If both the Chairperson and the Deputy Chair are absent, the members present will appoint a chair for the meeting.

## **9.2 Attendance**

- 9.2.1 All members of the Council, its sub-committees and task teams have an obligation to attend all meetings.
- 9.2.2 Any absence of a member for whatever reason must be reported by way of an apology forwarded to the Secretariat at least a day before the scheduled meeting.
- 9.2.3 All members of Council and the Executive Committee of Council will be required to sign a "declaration of interest" at the start of every meeting.

## **9.3 Agenda**

- 9.3.1 The Secretariat will develop a draft agenda.
- 9.3.2 The draft agenda will be approved by the Chairperson and timeously circulated to all members.
- 9.3.3 All documents for the meeting will be attached to the agenda.
- 9.3.4 Proposed agenda items from members should reach the Secretariat seven days before the scheduled meeting. Supporting documents should also be attached.
- 9.3.5 After consultation with the Chairperson, any member may place urgent and exceptional matters on the agenda at the commencement of a meeting.

## **9.4 Quorum**

A majority of members shall constitute a quorum.

## **9.5 Decision Making**

- 9.5.1 Decision making shall be through majority vote.
- 9.5.2 The Chairperson shall have both a casting and a deliberative vote.

## **9.6 Minutes**

- 9.6.1 The Secretariat should keep proper record of all decisions and procedures of meetings.
- 9.6.2 The official minutes shall consist of those duly signed by the Chairperson after ratification by members.

## **9.7 In-attendance members**

- 9.7.1 The following staff members have standing invitations to meetings of Council and the Executive Committee of Council:
  - Chief Financial Officer.

## **10. Ethics/code of conduct**

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