



an agency of the
Department of Arts and Culture

DITSONG: MUSEUMS OF SOUTH AFRICA

FIVE-YEAR STRATEGIC PLAN

for the period
2020/21–2024/25

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ACCOUNTING AUTHORITY STATEMENT

DITSONG: Museums of South Africa (DITSONG), is a schedule 3A public entity accountable to the Executive Authority, the Minister of Sport, Arts and Culture (DSAC), and Parliament in terms of financial and performance management as required by legislation. As an Accounting Authority, the DITSONG Council has fiduciary responsibilities towards the Institution, which includes the development of a five-year strategic plan that is aligned with the five-year Medium Term Strategic Framework (MTSF).

I am pleased to present the DITSONG: Museums of South Africa's (DITSONG) Strategic Plan for the 2020-2025 planning period, outlining the mandate, strategic focus and priorities as approved by the Council as the entity's accounting authority.

This Strategic Plan has been developed at a time where the world is increasingly becoming polarised along religious, cultural, ethnic, economic and gender lines. We are experiencing the rise of fascism and far right politics, both nationally and internationally. These divisions into contrasting groups are currently at levels that should have all of humanity concerned.

It is now, more than ever, important for museums to preserve and protect our cultural and natural history. UNESCO (the United Nations Education, Scientific and Cultural Organization) confirms that "*The protection and promotion of cultural and natural diversity are major challenges of the 21st century. In this respect, museums and collections constitute primary means by which tangible and intangible testimonies of nature and human cultures are safeguarded.*"¹

Museums offer more than collections acquired over centuries. They are significant cultural institutions that contribute to social cohesion, nation building, learning and intercultural dialogue. They also mirror values in society, and present opportunities for societal reflection and introspection, while introducing visitors to alternative visions of the world. Importantly, museums and cultural heritage sites are powerful assets for local development, and contribute to defining the social and cultural fabric of our cities.

The Strategic Plan was developed in the context of a negative economic outlook. Council had to take a long-term view of running a public entity and the imperative to ensure the sustainability of DITSONG, beyond our term of office and the desire to remain a well-performing cultural institution. In support of the National Development Plan, this Strategic Performance Plan reflects DITSONG's contribution to the Medium-Term Strategic Framework (MTSF) 2020-2025 priorities of:

- 1) Priority 1: A Capable, Ethical and Developmental State.
- 2) Priority 2: Economic Transformation and Job Creation.
- 3) Priority 3: Education, Skills and Health.
- 4) Priority 5: Spatial integration, Human Settlements and Local Government.
- 5) Priority 6: Social Cohesion and Safer Communities.

Informed by the Cultural Institutions Act No. 119 of 1998, Council has identified six (6) outcomes for the 2020-2025 planning period:

- 1) Outcome 1: Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant.

¹ UNESCO 2015 Recommendation Concerning the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society.

- 2) Outcome 2: Heritage assets preserved in accordance with international guideline standards,
- 3) Outcome 3: Increased visibility, accessibility and awareness of heritage assets.
- 4) Outcome 4: Increased participation of historically disadvantaged groups in the heritage sector.
- 5) Outcome 5: Improved financial sustainability;
- 6) Outcome 6: A compliant and responsive organisation.

The intended impact of achieving the above outcomes is “*increased awareness, knowledge and appreciation for the heritage of South Africa through accessible, relevant and sustainable museums*”.

In addition, we have interrogated other national and international policies and strategies to ensure that DITSONG’s strategy is holistic, with the intention of contributing to:

- 1) African Union Agenda 2063.
- 2) Sustainable Development Goals (SDGs).
- 3) Growing Gauteng Together: Our Roadmap to 2030.
- 4) The City of Tshwane’s Tourism Strategy.

However, as we prepare DITSONG for the ‘Museum of the Future’, it is important that we explore the opportunities presented by the Fourth Industrial Revolution (4IR). The world we know is changing at such a rapid pace that museums have to embark on this 4IR journey if we are to remain relevant and accessible. The sustainability of DITSONG depends on our ability to take the opportunities presented by the technologies available today. Since the introduction of the Internet, digital extensions of the physical museum have been viewed as non-traditional spaces to museum practise, largely due to the costs associated with digitisation and cyber security. However, a museum’s online presence must be an integral extension of the museum’s strategy to grow new audiences and reach communities beyond its geographic location.

Sustainability is a key consideration for any organisation and the development of this strategy is underpinned by the imperative to be a sustainable organisation. Sustainability is about ensuring posterity for future generations, and adopting sustainable practices in our daily operations, taking into account that our natural resources are under increasing pressure from a growing population. More importantly, sustainability is about DITSONG’s ability to function in the event that the fiscus is unable to meet our operational needs. This scenario is something that is on Council’s dashboard. Optimising our property portfolio to be able to generate own income revenue is a key strategic intervention and we will be monitoring Management’s ability to increase own revenue to 20% (and above). During the 2014-2019 MTSF, Council focused on strengthening the institution’s governance performance, obtaining a positive audit outcome and stabilising the core leadership team. The focus for the next five-years is on stakeholder management, resource mobilisation and growing the DMSA brand with a view of sustaining DITSONG into the future.

The NDP calls for government to have achieved certain milestones by 2030 in improving the lives of all South Africans. This is a national call to action for all South Africans across all sectors. Museums will make a contribution through the social cohesion programme, employment practices, procuring spending towards black-owned business, producing research output that contributes to national and international issues, partnering with stakeholders across the scope of our operations, and ensuring that our museums are world-class, with relevant and accessible collections.

Council has also considered the Revised White Paper and the opportunities presented by the structural reconfiguration of the entities. We trust that this process will conclude in the short-term as the Arts, Culture and Heritage Sector needs to operate within a stable policy environment in order to thrive.

In closing, the Council affirms its commitment to providing strategic guidance to the Management team that will see DITSONG develop into a sustainable, high performing entity that is well positioned and resourced to deliver on our shared vision of “*Sustainable museums, accessible and relevant to all*”.

While we acknowledge the incredible work that lies ahead, we believe that this 2020-2025 Strategic Plan reflects a sound response to the many factors and critical issues presented by the external and internal environments. The plan contains the right ideas, stretch targets with the concomitant resource allocations to deliver the intended impact.

As the Council of DITSONG, we fully endorse this plan as the guiding document for the work and focus of DITSONG for the five-year period and assure the Minister, as the Executive Authority, of our commitment to oversee the delivery of the commitments outlined in the Strategic Plan.

A handwritten signature in black ink, appearing to read "K. Rapoo".

Ms K. Rapoo (Chairperson of Council)

Accounting Authority

DITSONG: Museums of South Africa

ACCOUNTING OFFICER STATEMENT

With the advent of the 6th Administration, post the national and provincial elections in May 2019, and in line with the Revised Framework for Strategic Plans and Annual Performance Plans (DPME, 2019), DITSONG presents its Strategic Plan for the 2020-2025 planning period that is aligned with the period of the MTSF.

Museums are the caretakers and custodians of society's collective memory and are tasked with preserving society's legacy for future generations. The role of museums in the 21st century is becoming increasingly important, as society struggles with many social ills among them the 'othering' of people from different cultures, religions, race groups, ethnic groups and countries. Museums are places of cultural significance that can assist society to reflect and learn about the other. They are spaces for intercultural dialogue, as society navigates daily challenges presented by a globalised and polarised society.

The care, preservation and display of heritage assets and research will always be our core function. However, museums are increasingly recognising their role as agents of social and economic change. They generate knowledge for and about society, are places for social interaction and dialogue, and a source of creativity and innovation.

Museums also play a crucial role in addressing contemporary societal issues. They address diverse and challenging issues, such as globalisation, migration, polarisation, inequality, populism, gender equality, ageing societies, decolonisation and climate change. They are platforms where restorative justice, intercultural and intergenerational dialogue and cultural diplomacy principles can be applied.

DITSONG museums seek to be the cultural hubs that are accessible and relevant to all; presenting the past, while providing a glimpse of the future as informed by our collections and research. The need to be relevant and accessible is expressed in our vision statement, ***Sustainable museums, accessible and relevant to all***. We are fortunate to have amassed incredible collections over the decades, and these assets reflect our expertise and years of collection practices, which attest to our reputation as an institution. In the future DITSONG will focus on growing our collections to represent a diverse society, thus paying homage to the diverse cultures in South Africa and across the continent.

This representation is important if we want to attract more and new audiences. Museums across the world struggle with attracting young audiences into our spaces, because of the perceptions that these spaces offer nothing of interest to the youth market. The museum of the 21st century is about connecting with this segment of society, in ways that are meaningful, but also maintaining the hopes and aspirations of young people. Community engagement has been identified as a critical component to achieving our intended outcomes. Most of our museums are located within close proximity to communities and, in order to be relevant and accessible, we have to offer programmes that speak directly to the hopes and aspirations of our communities. During the strategic period, our focus on community engagement will be supported by a 'co-curating and co-creating' programme, together with establishing a community liaison office that will seek to achieve extensive community engagement.

Our museums are landmarks and contribute to the cultural fabric in the cities in which they are located. In developing the strategy, we have considered the direct relationship between DITSONG and the broader tourism strategies. The location of our museums in the Johannesburg and Tshwane metropolitan areas supports a holistic cultural ecosystem in both cities, and the relationship with tourism is inseparable.

The measurement of our performance and progress in delivering on our mandate will be through the following strategic medium-term results (outcomes) for the 2020-2025 planning period:

- 1) Outcome 1: Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant.
- 2) Outcome 2: Heritage assets preserved in accordance with international guideline standards.
- 3) Outcome 3: Increased visibility, accessibility and awareness of heritage assets.
- 4) Outcome 4: Increased participation of historically disadvantaged groups in the heritage sector.
- 5) Outcome 5: Improved financial sustainability.
- 6) Outcome 6: A compliant and responsive organisation.

Towards achieving these outcomes over the planning period, DITSONG will engage in strategies that:

- 1) Address Agenda 2063 of the African Union and, in particular, aspiration 5: "Our diversity in culture, heritage, languages and religion shall be a cause of strength, including the tangible and intangible heritage of Africa's island states".
- 2) Contribute to the sustainable development goals.
- 3) Transform our collection practices to be reflective and representative of society broadly.
- 4) Engage more directly and comprehensively to develop a greater degree of community engagement and buy-in.
- 5) Tackle the issues of sustainability by diversifying our income streams.
- 6) Place research at the centre of our contribution to the knowledge economy.
- 7) Exploit the assets at our disposal to create opportunities to learn more about South Africa and the world.
- 8) Build sustainable partnerships.
- 9) Contribute to challenges of inequality, poverty and unemployment.
- 10) Support the growth and development of our staff.

The DITSONG and South Africa we seek to leave behind is one which celebrates our collective achievements, but one that is steeped in the appreciation of South Africa's rich heritage and diversity. The strategy that we have set is bold and achievable. Council, Management and staff are committed to this brand and everything it represents. There is a deep understanding of the role of museums in society, as it is through museums that public awareness of the value of cultural and natural heritage can grow.

I thank the staff of DITSONG for their hard work and outstanding commitment. Together, we can only grow from strength to strength and ensure lasting impact for the beneficiaries of our services. I affirm my commitment to lead DITSONG with passion and commitment as we strive to implement the priorities and outcomes reflected in this Strategic Plan.

Lebethe

Ms. A. Lebethe (Chief Executive Officer)

Accounting Officer

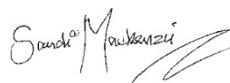
DITSONG: Museums of South Africa

OFFICIAL SIGN-OFF

It is hereby confirmed that this Strategic Plan for DITSONG: Museums of South Africa:

- 1) Was developed by the Management team, under the guidance of the Council;
- 2) Takes into account all the relevant policies, legislation and other mandates for which DITSONG: Museums of South Africa is responsible;
- 3) Accurately reflects the Impact, Outcomes and Outputs which DITSONG: Museums of South Africa will endeavour to achieve over the period 2020/21–2024/25.

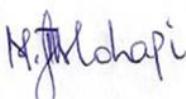
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Date: 31 January 2020

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Ms A. Lebethe

Date: 31 January 2020

CHIEF EXECUTIVE OFFICER

RECOMMENDED FOR APPROVAL:



Ms K. Rapoo
CHAIRPERSON OF THE COUNCIL

Date: 31 January 2020

APPROVED BY:

Mr N. Mthethwa
EXECUTIVE AUTHORITY
MINISTER OF SPORTS, ARTS AND CULTURE

Date: _____

ABBREVIATIONS AND ACRONYMS

3D	Three-dimensional
4IR	4 th Industrial Revolution
ACH	Arts, Culture and Heritage
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
AR	Augmented Reality
Avg.	Average
B-BBEE	Broad-Based Black Economic Empowerment
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector
CBD	Central Business District
CCI	Cultural and Creative Industry
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CSD	Central Supplier Database
DAC	Department of Arts and Culture
DKM	DITSONG:: Kruger Museum
DITSONG	DITSONG: Museums of South Africa
DNMCH	DITSONG: National Museum of Cultural History
DNMMH	DITSONG: National Museum of Military History
DNMNH	DITSONG: National Museum of Natural History
DPM	DITSONG: Pioneer Museum
DPME	Department of Planning, Monitoring and Evaluation
DSMM	DITSONG:: Sammy Marks Museum
DSAC	Department of Sports, Arts and Culture
DWPAM	DITSONG: Willem Prinsloo Agricultural Museum
EIA	Environmental Impact Assessment
GDP	Gross Domestic Product
GEP	Global Economic Prospects
GGT2030	Growing Gauteng Together 2030
GIAMA	Government Immovable Asset Management Act
GRAP	Generally Recognised Accounting Practice
HDI	Historically Disadvantaged Individual

HR	Human Resources
HRM	Human Resources Management
ICOM	International Council of Museums
ICT	Information and Communication Technology
IMF	International Monetary Fund
LHR	Liberation Heritage Route
MoA/U	Memorandum of Agreement/Understanding
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NAP	National Action Plan
NDP	National Development Plan
NEMA	National Environmental Management Act
NRF	National Research Foundation
OHS	Occupational Health and Safety
PESTEL	Political, Economic, Social, Technological, Environmental, Legislative
PFMA	Public Finance Management Act
PHRA	Provincial Heritage Resources Authority
PPP	Public-Private Partnership
PR	Public Relations
PwD(s)	People With Disability/ies
Q	Quarter
SA	South Africa
SAC	Sports, Arts and Culture
SAHRA	South African Heritage Resources Agency
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SMME	Small, Medium and Micro Enterprise
SONA	State of the Nation Address
SP	Strategy Plan
TID	Technical Indicator Description
UBPL	Upper-Bound Poverty Line
UJ	University of Johannesburg

UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UP	University of Pretoria
VR	Virtual Reality
ZAR	Zuid-Afrikaansche Republiek

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INTRODUCTION AND CONTEXT

DITSONG: Museums of South Africa (DITSONG) is one of the two National Flagship Institutions constituted in terms of the Cultural Institutions Act, No. 19 of 1998. DITSONG is a Schedule 3A Public Entity accountable to Parliament in terms of its oversight and financial management, as required by legislation. The DITSONG Council, as the Accounting Authority, has fiduciary responsibility for the Institution.

“Ditsong” is a Sesotho word meaning “a point where cultures converge”, which is appropriate given the range and extent of specimens and artefacts that DITSONG houses, both numerically and in diversity. DITSONG develops, manages and administers some of the largest and most significant Southern African heritage assets in the fields of fauna, palaeontology, cultural history, anthropology, archaeology and military history; to ensure sustainable and responsible management of these irreplaceable national heritage assets on behalf of the people of South Africa. It is the Institution’s responsibility to ensure access to the museums by children, the youth, students, tourists (foreign and local), researchers and the public in general.

Situated in the Gauteng Province, DITSONG is an amalgamation of eight national museums, seven in Tshwane and one in Johannesburg. These are constituted by three flagship museums, together with aligned site museums, as follows:

- 1) **DITSONG: National Museum of Natural History (DNMNH)** acts as a custodian and documentation centre of South Africa’s natural heritage. It is the only natural history museum in Gauteng, and one of the largest in South Africa. The Museum’s collections and exhibits include hominid fossils, mammal-like reptiles, reptiles, skins, animal skeletons, birds, beetles, moths and butterflies, arachnids and other insects. The DNMNH curates more than two million specimens, and active research programmes investigate aspects of the biodiversity of southern Africa using these collections.
- 2) **DITSONG: Tswaing Meteorite Crater (a satellite museum of the DNMNH)**. Scientific research concluded that about 220 000 years ago, a meteorite the size of half a football field slammed into the earth’s crust, forming an impact crater 1.4 km in diameter and 200 m deep. This crater is one of the best preserved meteorite impact craters in the world. The name Tswaing means “Place of Salt” in Setswana and refers to the unique saline lake that covers the crater floor. Besides the crater, major attractions include an extensive wetland area, a large variety of plant species of Sourish-Mixed Bushveld, a variety of game and 240 species of birds.
- 3) **DITSONG: National Museum of Cultural History (DNMCH)** explores South Africa’s cultural diversity in various permanent and temporary exhibitions. The exhibitions include rock paintings and engravings of the San people; thousand-year-old Iron Age figurines from Schroda in the Limpopo Province (described as “the best known artefacts indicating ritual behaviour in the Early Iron Age”); the Objects with Stories Exhibition, which presents objects and themes relating to the Museum’s collection; and an exhibition on Marabastad that is a true example of a cosmopolitan and fully integrated rainbow nation before apartheid. DNMCH is the custodian of heritage objects and the collection can be considered one of the largest in South Africa.
- 4) **DITSONG: Kruger Museum (DKM)**. The Kruger house was built in 1884 and was the original home of Paul Kruger, President of the former Zuid Afrikaansche Republiek (ZAR). The house has been refurbished to reflect the time when the President and his wife, Gezina

Kruger, lived there. The two exhibition halls house exhibitions illustrating the international admiration for Paul Kruger during the ZAR's struggle for freedom from British imperialism, and his journey to and his eventual exile in Europe. The two railway coaches on the site were originally the "government on wheels" when the British took over Pretoria and Kruger left for Machadodorp.

- 5) **DITSONG: Pioneer Museum (DPM)**. The historical pioneer house was built from clay and local materials by David Botha on the farm Hartebeestpoort in about 1848. The house has a thatched roof and earthen floors. It is the last remaining dwelling of this period in the Apies River region and is furnished in traditional 19th century rural style. The stable complex , a stone building, dating back to 1875, was built by the last owner of Hartebeestpoort, Hans Mundt. The structure was used as overnight rooms and tired horses were replaced in order to continue their journey towards the postal route to Maputo.
- 6) **DITSONG: Willem Prinsloo Agricultural Museum (DWPAM)** preserves and presents South African agricultural history in a unique manner. The Museum showcases the history of the development of agriculture in South Africa from the Stone Age until 1945. The Museum's historic farmyard (1880-1920) hosts indigenous domesticated farm animals such as Nguni and Afrikaner cattle, Colebrook pigs, Painted Persian sheep and indigenous poultry . The Museum performs various demonstrations, including candle making, milking of cows, roasting of coffee beans and baking bread.
- 7) **DITSONG: Sammy Marks Museum (DSMM)** is a heritage site on the farm Zwartkoppies, east of Pretoria and consists of the principal mansion surrounded by formal gardens, the extended farmyard with outbuildings and five cottages. The farmstead is located along the northern banks of the Pienaars River. Sammy Marks arrived in South Africa from England in 1868, with a case of silver knives as his only valuable possession, and became one of the country's first entrepreneurs, playing a significant role in the mining, industrial and agricultural sectors of South Africa. Of the household contents in the DSMM, 98% originally belonged to the Marks family.
- 8) **DITSONG: National Museum of Military History (DNMMH)** is a memorial for all South Africans who have died in, or as a result of military actions and preserves military heritage for future generations. The Museum has diverse collections covering the Eastern Cape Cattle Wars in the 17th Century to the current role of South African troops in the United Nations Peace Keeping forces.

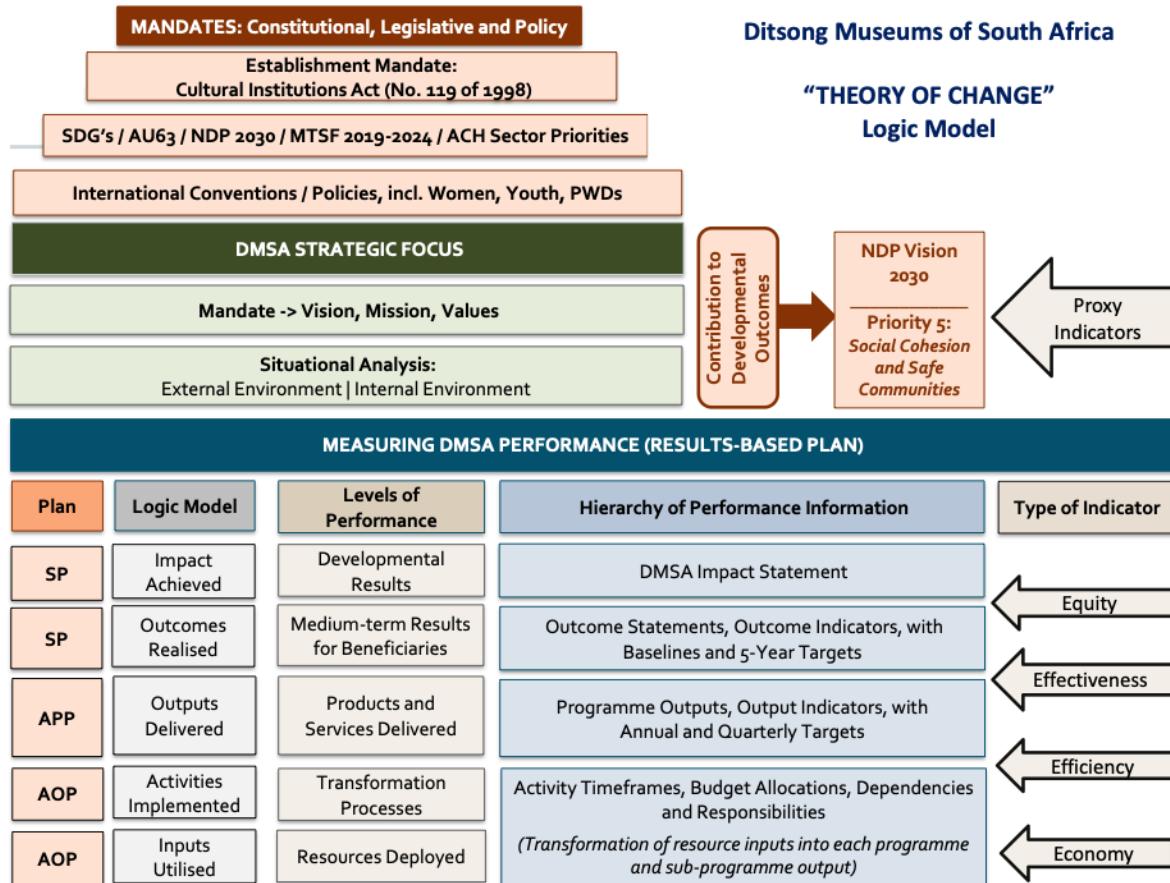
Collectively, the museums' collections, research, exhibitions, education and public programmes play a vital role in building an inclusive society and in contributing to the building of a united nation, and as important platforms for enhancing democracy. As windows that reflect the nation's heritage, DITSONG seeks to play a critical educational role in redressing the skewed narrative of the inherited history of the country, and aims to display the history of all the people of the country through the utilisation of social narratives and personal histories.

With the advent of the 6th Administration of a democratic South Africa, post the national and provincial elections in May 2019, the Department of Planning, Monitoring and Evaluation (DPME) has issued the revised Framework for Strategic Plans and Annual Performance Plans (2019). In terms of the Public Finance Management Act (No.1 of 1999) (PFMA) and the Framework, all government departments, components and entities are required to produce and table a 2020-2025 strategic plan and the aligned annual performance plan.

Based on the above, the Council of DITSONG convened a strategic review and planning process during October 2019. Through the process, there was a need to examine, synthesise and

assimilate the various strategic, policy and related documents, consider the changes in the performance environment and policy intent, and to develop a strategic plan that is progressive in nature and practical to implement. In facilitating the process, a “Theory of Change Logic Model” was followed, and informed the approach to the various discussions and to the packaging of the arising strategic data, as follows:

Figure 1: The Theory of Change Logic Model Informing the Planning Approach



The planning process was necessarily iterative and focused on critically examining the strategic framework, impacts, outcomes and related performance metrics; to ensure that they are specific, measurable, achievable, realistic and time-bound – in accordance with “SMART” principles.

The outcomes of the process are reflected in the sections below, in the form of the DITSONG: Museums of South Africa Five-Year Strategic Plan for the period 2020/21-2024/25.

PART A – OUR MANDATE

The DITSONG: Museums of South Africa’s Five-Year Strategic Plan, for the period 2020/21-2024/25, is built from the foundation of a sound appreciation of the mandate of the entity, derived from legislation (static mandates) and policy frameworks (dynamic mandates), outlined in the sections that follow.

1. CONSTITUTIONAL MANDATE

The constitutional mandate of DITSONG: Museums of South Africa emanates from the “Bill of Rights”, Chapter 2, Section 31 of the Constitution of the Republic of South Africa of 1996, (Act No. 108 of 1996), which reads as follows:

“31. Cultural, religious and linguistic communities.

- (1) Persons belonging to a cultural, religious or linguistic community may not be denied the right, with other members of that community to-
 - (a) enjoy their culture, practise their religion and use their language; and
 - (b) to form, join and maintain cultural, religious and linguistic associations and other organs of civil society.
- (2) The rights in subsection (1) may not be exercised in a manner inconsistent with any provision of the Bill of Rights.”

2. LEGISLATIVE AND POLICY MANDATES

Whereas the Constitution provides the broad context to the mandate of DITSONG, the specific establishment, legislative and policy mandates of the DITSONG are outlined in the sections below.

2.1. LEGISLATIVE MANDATES

DITSONG: Museums of South Africa (DITSONG) is established in terms of the Cultural Institutions Act 1998 (No. 119 of 1998, as amended). In terms of Section 8 of the Act, the primary objects of DITSONG, through a Council appointed by the Minister of Arts and Culture, are:

- 1) to formulate policy (for the institution);
- 2) 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;
- 3) to receive, hold, preserve and safeguard all specimens, collections or other movable property placed under its care and management under Section 10(1);
- 4) to raise funds for the institution;
- 5) 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;
- 6) 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;
- 7) to determine, subject to the Act, and with the approval of the Minister, the objectives of the declared institution; and
- 8) to generally carry out the objects of the declared institution.

DITSONG is further established in terms of the Public Finance Management Act (No.1 of 1999) (PFMA), as amended, through which it is listed as a Schedule 3A Public Entity, accountable to the

Department of Sports, Arts and Culture (DSAC) and Parliament. As such, all prescripts and regulations arising from the PFMA are applicable to its governance and operations.

Whereas the Cultural Institutions Act and the PFMA listing provides the establishment mandate for DITSONG, various national and sectoral legislation and regulations direct how DITSONG should give effect to its establishment mandate, as follows:

Specific sectoral legislation and regulations	<ul style="list-style-type: none"> ▪ South African Heritage Resources Act, No. 25 of 1999 ▪ National Heritage Council Act, No. 11 of 1999 ▪ Military Veterans Act, No. 18 of 2011 ▪ National Environmental Management Act, No. 107 of 2011 ▪ National Environmental Management: Waste Act, No. 59 of 2008 ▪ National Environmental Management: Biodiversity Act, No. 10 of 2004 ▪ Gauteng Provincial Environmental Management Framework ▪ Government Immovable Asset Management Act, No. 19 of 2007 ▪ Protected Areas Act, No. 57 of 2003 ▪ The Intellectual Property Rights from Publicly Financed Research and Development Act, No. 51 of 2008 ▪ Patents Act, No. 57 of 1978 ▪ Copyright Act, No. 98 of 1978 ▪ Trademarks Act, No. 194 of 1993 ▪ Guidelines published in terms of the NEMA EIA Regulations ▪ Various regulations and policy informing research and development in South Africa, including the policy framework of the Higher Education Ethics Committee and the standards and protocols for research
Broad governance legislation and regulations, inter-alia	<ul style="list-style-type: none"> ▪ Intergovernmental Relations Framework Act, No. 13 of 2005 ▪ Occupational Health and Safety Act, No. 85 of 1993 ▪ Labour Relations Act, No. 66 of 1995 ▪ National Archives Act, No. 43 of 1996 ▪ Basic Conditions of Employment Act, No. 75 of 1997 ▪ Promotion of Access to Information Act, No. 2 of 2000 ▪ Employment Equity Act, No. 55 of 1998 ▪ Prevention and Combating of Corrupt Activities Act, No. 12 of 2004 ▪ Use of Official Languages Act, 2012, No. 12 of 2012 ▪ Broad-Based Black Empowerment Act, No. 53 of 2003 ▪ Preferential Procurement Policy Framework Act, No. 5 of 2000 ▪ Promotion of Administrative Justice Act, No. 3 of 2000 ▪ Treasury Regulations and Guidelines (as published) ▪ South African National Policy Framework for Women Empowerment and Gender Equality, December 2000 ▪ White Paper on the Rights of Persons with Disabilities, 2015

▪ National Youth Policy, 2015-2020

The abovementioned acts and regulations are not exhaustive, and it is recognised that DITSONG must comply with all national and provincial legislation and regulations, and all municipal by-laws applicable to its functions, or the areas in which it operates.

2.2. POLICY MANDATES

Whereas the above legislation and regulations define the scope of the mandate and regulate how DITSONG must operate, various national and provincial policy and strategy frameworks give effect to how the mandate should be implemented, and have direct bearing on the priorities and focus areas of DITSONG for the 2020-2025 period of this Strategy Plan.

The policy and strategy context of DITSONG is broadly represented as follows:

Figure 2: DITSONG: Museums of South Africa Policy and Strategy Context



While not attempting to replicate the full detail, salient features of the above policies and strategies relevant to the DITSONG are summarised below.

2.2.1. INTERNATIONAL AND NATIONAL POLICY CONTEXT

International and National Policy Frameworks	Implication
Longer Range (Developmental) Priorities:	
UN Sustainable Development Goals (SDGs)	Adopted by the United Nations in 2015, the 17 SDGs and their 169 key indicators based on the Millennium Development Goals, and including new areas, such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among others.

International and National Policy Frameworks	Implication
	<p>The SDGs set a common sustainable development agenda for pursuit by all signatory nations, including South Africa. South Africa's contribution to the SDG negotiation process was informed by the priorities of its National Development Plan (NDP).</p> <p>Echoing the intent of the NDP, in support of the SDGs, South Africa can realise the high impacts by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the State, and promoting leadership and partnerships throughout society.</p> <p>The key SDGs relevant to DITSONG include:</p> <ul style="list-style-type: none"> 1) Goal 2 – Zero hunger. 2) Goal 3 – Good health and well-being. 3) Goal 4 – Quality education. 4) Goal 5 – Gender equality. 5) Goal 6 – Clean water and sanitation. 6) Goal 8 – Decent work and economic growth. 7) Goal 9 – Industry, innovation and infrastructure. 8) Goal 11 – Sustainable cities and communities. 9) Goal 12 – Responsible production and consumption. 10) Goal 13 – Climate action. 11) Goal 15 – Life of land. <p>There are seven proposed activities for Museums in response to the SDGs²:</p> <ul style="list-style-type: none"> 1) Protect and safeguard the world's cultural and natural heritage, both within museums and more generally. 2) Support and provide learning opportunities in support of the SDGs.; 3) Enable cultural participation for all. 4) Support sustainable tourism. 5) Enable research in support of the SDG's; 6) Direct internal leadership, management and operations towards the SDG's. 7) Direct external leadership, collaboration and partnerships towards the SDGs.
African Union Agenda 2063	<p>Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics, aspires that by 2063:</p> <ul style="list-style-type: none"> 1) Pan-Africanism will be fully entrenched. 2) The African Renaissance has reached its peak. 3) Our diversity in culture, heritage, languages and religion shall be a cause of strength, including the tangible and intangible heritage of Africa's island states.

² Free Guide: *How can museums support the Sustainable Development Goals*, Henry McGhie, 2019.

International and National Policy Frameworks	Implication
	<p>Pan-Africanism and the common history, destiny, identity, heritage, respect for religious diversity and consciousness of African peoples and her diaspora will be entrenched.</p> <p>African ideals or paradigms will be taught in all school curricular and Pan-African cultural assets (heritage, folklore, languages, film, music, theatre, literature, festivals, religions and spirituality) will be enhanced.</p> <p>The African creative arts and industries will be celebrated throughout the continent, and the diaspora, and contribute significantly to self-awareness, well-being and prosperity, and to world culture and heritage.</p> <p>African languages will be the basis for administration and integration. African values of family, community, hard work, merit, mutual respect and social cohesion will be firmly entrenched.</p>
National Development Plan, Vision 2030	<p>Chapter 15 of the NDP asserts that through nation-building and social cohesion, both as an end-state and as a facilitator; the Arts, Culture and Heritage Sector is a powerful driver of creating a sense of inclusiveness and encouraging interaction between South Africans from different social backgrounds and, importantly, mobilising an active and responsible citizenry.</p> <p>The strategy of Chapter 15 of the NDP, Vision 2030, is based on three themes:</p> <ol style="list-style-type: none"> 1) Reducing poverty and inequality by broadening opportunity through economic inclusion, education and skills, and specific redress measures. 2) Promoting mutual respect, inclusiveness and cohesion by acting on the constitutional imperative that South Africa belongs to all who live in it, and that all are equal before the law. 3) Deepening the national appreciation of the responsibilities and obligations that citizens have towards one another. <p>Chapter 3 of the NDP highlights that the economic value and contribution of the Arts, Culture and Heritage Sector is increasingly recognised; and that strategies must be developed and implemented to exploit its potential on a global scale.</p>
Revised White Paper on Arts, Culture and Heritage (2018)	<p>The Revised White Paper on Arts, Culture and Heritage was adopted by Cabinet on 22 August 2018 and tabled in Parliament.</p> <p>It envisages the reconfiguration of the ACH institutional landscape and raises questions in terms of policy positions and envisaged changes, including:</p> <ol style="list-style-type: none"> 1) The possible amalgamation of institutions and the constitution of a Monolithic Council. But how will it function? 2) A feasibility study that includes engagement sessions with institutions is currently underway. <p>The intended design should be less about individual interests and more about achieving economies of scale, alignment, reduction of duplications and better sector performance.</p> <p>DITSONG is acutely aware of the possibility of merging with other museums and views it as an opportunity rather than a threat, and would be responsive to the final decision(s) of the Revised White Paper.</p>

International and National Policy Frameworks	Implication
National Priorities for Next Five Years:	
State of the Nation Address (June 2019) (6th Administration Apex Priorities)	<p>Seven areas identified by the President as priorities in the next five years are:</p> <ol style="list-style-type: none"> 1) A capable, ethical and developmental State. 2) Economic transformation and job creation. 3) Education, skills and health. 4) Consolidating the social wage through reliable and quality basic services. 5) Spatial integration, human settlements and local government. 6) Social cohesion and safe communities. 7) A better Africa and world. <p>The five high-impacts the State aims to achieve by 2030 (NDP timeline):</p> <ol style="list-style-type: none"> 1) No person in South Africa will go hungry. 2) The economy will grow at a much faster rate than the population. 3) Two million more young people will be in employment. 4) Schools will have better educational outcomes and every 10-year-old be able to read for meaning. 5) Violent crime will be halved or better.
Medium-Term Strategic Framework 2019-2024 (MTSF)	<p>The MTSF is a high-level strategic document and is the central organising framework to guide the five-year implementation and monitoring of the NDP, 2030.</p> <p>In line with the electoral mandate and the seven priorities of SONA (listed above), the 2019-2024 MTSF sets targets for implementation of the priorities and interventions for the five-year period, and states the outcomes and indicators to be monitored over the medium-term, as a milestone towards the achievement of the NDP 2030 vision.</p> <p>The MTSF has committed that within the 2019-2024 period, government will:</p> <ol style="list-style-type: none"> 1) Eradicate learning under the trees through the Department of Basic Education. 2) Eradicate mud schools through the Department of Basic Education. 3) Eradicate inadequate sanitation backlog in schools through the Department of Basic Education. 4) Eradicate the backlogs of issuing title deeds. 5) Eradicate wasteful and fruitless expenditure. <p>Specific focus areas arising from the MTSF are discussed in Section 3 below.</p>
National Department of Sports, Arts and Culture (DSAC)	<p>Towards the attainment of its impact statement – “a transformed, creative, active and winning nation”, the DSAC defines five outcomes for the period 2020-2025, as follows:</p>

International and National Policy Frameworks	Implication
Strategic Plan 2020-2025	<ul style="list-style-type: none"> 1) Increased market share of and job opportunities created in sport, cultural and creative industries. 2) Transformed, capable and professional sport, arts and culture sector. 3) Integrated and accessible infrastructure and information. 4) A diverse socially cohesive society with a common national identity. 5) Compliant and responsive governance. <p>Specific focus areas arising from the DSAC Strategic Plan are discussed in Section 3 below.</p>
Resistance and Liberation Heritage Route: (Department of Sport, Arts and Culture, and the Department of Tourism)	<p>The Resistance and Liberation Heritage Route (LHR) is a national memory project aimed at commemorating and providing an enduring statement of South Africa's road to independence. It seeks to identify and develop precincts on the sites of historical and heritage significance. It reflects on the supreme sacrifice for the freedom of the country by South Africans, recognises the people, communities and icons that laid down their lives for freedom.</p> <p>DSAC intends to transform the national heritage landscape through heritage legacy projects; provincial resistance and liberation heritage route sites will be developed and managed.</p> <p>DITSONG's Ga-Mohle site is included as part of the LHR in Gauteng.</p>
International Conventions and Agreements:	
International Conventions and Agreements	<ul style="list-style-type: none"> 1) 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage. 2) Tshwane Minute on the preservation of Africa's documentary heritage (2007). 3) 2015 UNESCO recommendation concerning the preservation of and access to documentary heritage, including in digital form. 4) 2018 Communiqué on Roads to Independence African Liberation Heritage. 5) Convention of the Rights of Persons with Disabilities, 2008.

2.2.2. PROVINCIAL AND MUNICIPAL POLICY CONTEXT

Provincial Policy Framework	Implication
Plan for the 6th Administration – “Growing Gauteng Together: Our Roadmap to 2030”	<p>The delivery agenda of the Gauteng 6th Administration is themed “Growing Gauteng Together: Our Roadmap to 2030” (GGT2030). GGT2030 is positioned as the regional version of the NDP, and comprises 7 provincial priorities and 18 aspirations of the Gauteng we want in 2030.</p> <p>Located in the Gauteng Province, the DITSONG Museums are role-players of GGT2030, especially in terms of the following priorities:</p>

Provincial Policy Framework	Implication
	<p>1) <u>Economy, jobs and infrastructure</u>, with initiatives that include building economic inclusion through supporting township economies (e.g. trades, SMME's, co-operatives, informal economy).</p> <p>2) <u>Safety, social cohesion and food security</u>, which focuses on protecting those that are most vulnerable and growing a safer, more inclusive and equal Gauteng for all by:</p> <p>a) Creating a platform for youth ownership through the co-production of social spaces – building sporting, arts, cultural and development opportunities.</p> <p>DITSONG contributes to the priorities and initiatives through support for township-based businesses closest to its museums.</p>
Gauteng Provincial Heritage Resources Management Policies and Processes	<p>The Gauteng Provincial Heritage Resources Authority is responsible for the management of heritage resources that are of provincial significance (as stipulated in Section 8(1) of the National Heritage Resources Act).</p> <p>The Authority is responsible for permit applications, heritage site nominations and declarations; and the approval of heritage impact assessment reports.</p> <p>DITSONG needs to comply with these processes.</p>
Tshwane Tourism Strategy, May 2019	<p>The Vision of the Tshwane Tourism Strategy is:</p> <p><i>"To support a growing and inclusive tourism economy that leverages Tshwane's competitive advantages as a capital city with a rich offering in culture, heritage, lifestyle and nature that is sustained by innovative products and professional service"</i></p> <p>The strategy expounds the City of Tshwane's unique selling propositions and aims to maximise the attraction of limited investments into the sector through a targeted approach, which includes a strong focus on heritage and cultural tourism by leveraging the heritage resources on offer in the province, including the many museums.</p>

The above sections reflected DITSONG's alignment to legislation and the national and provincial policy stance for the 6th Administration. The longer-term policy and strategy trajectory of DITSONG: Museums of South Africa, as it informs the 2020-2025 Strategic Plan, is outlined below.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

The table below provides specific detail on DITSONG's contribution to the 2019-2024 MTSF at national level and how DITSONG, in this Strategic Plan, has considered its alignment to and support of the Department of Sports, Arts and Culture's strategic focus.

Relevant 2020-2025 MTSF Priorities	Relevant MTSF Outcomes and Interventions	DSAC MTSF-Aligned Outcomes and Interventions	DITSONG Alignment and Response to MTSF and DSAC
Primary Contribution			
<p>Priority 6: Social cohesion and safe communities</p> <p>2024 Impact:</p> <ol style="list-style-type: none"> 1) A diverse socially cohesive society with a common national identity. 2) Improved investor perception (confidence). 	<p>Promoting social cohesion through increased interaction across space, race and class:</p> <ol style="list-style-type: none"> 1) Promote access to cultural facilities/community arts centres and participation in arts, culture and heritage programmes. <p>Increased feelings of safety in communities:</p> <ol style="list-style-type: none"> 1) Reduction in violence against women. 2) Reduction in violence against children. 3) Implementation of the National Action Plan (NAP) to combat racism, racial discrimination, xenophobia and related intolerance. 	<p>A diverse socially cohesive society with a common identity:</p> <ol style="list-style-type: none"> 1) Increase awareness of charter of positive values and national symbols. 2) Equalising opportunities, inclusion and redress. 3) Increase interaction across space, race and class. 	<ol style="list-style-type: none"> 1) Conduct and disseminate research outputs that are inclusive and relevant. 2) Increase in the number of NRF rated scientists. 3) Acquire and preserve collections in line with international standards. 4) Transform the narrative of museums to become inclusive spaces. 5) Digitise the collections for the purposes of preservation. 6) Increase accessibility to museums and collections by emphasizing DITSONG's relevance to stakeholders and society, especially the youth. 7) Implement public programmes that address the social ills of society, including violence against women and children, racism and xenophobia.

Relevant 2020-2025 MTSF Priorities	Relevant MTSF Outcomes and Interventions	DSAC MTSF-Aligned Outcomes and Interventions	DITSONG Alignment and Response to MTSF and DSAC
Secondary Contribution:			
<p>Priority 1: A capable, ethical and developmental state</p> <p>2024 Impact:</p> <p>1) Public value and trust.</p> <p>Active citizenry and partnerships in society.</p>	<p>Improved governance and accountability:</p> <ol style="list-style-type: none"> 1) Strengthen the governance system of state-owned entities. <p>Functional, efficient and integrated government:</p> <ol style="list-style-type: none"> 1) Enhance productivity and functionality of public sector institutions in supporting people-centred service delivery. 2) Measures taken to reduce wasteful and fruitless expenditures, and irregular expenditure in the public sector. <p>Professional, meritocratic and ethical public administration:</p> <ol style="list-style-type: none"> 1) Programme for building a professional public administration (job competency framework). <p>Mainstreaming of gender, youth and disability, empowerment and development institutionalised.</p>	<p>Compliant and responsive governance/ administration:</p> <ol style="list-style-type: none"> 1) Performance and financial oversight. 2) Capacitated human resources. 3) Integrated stakeholder management. 4) Strengthen public entity oversight mechanisms; 5) Service delivery. 	<ol style="list-style-type: none"> 1) Achieve and maintain a clean audit outcome. 2) Financial sustainability: <ul style="list-style-type: none"> a) Increased revenue through diversified sources. b) Costs contained and resources directed towards the core business. 3) Increased brand visibility and awareness. 4) Digital transformation and modernisation of systems and processes. 5) DITSONG an employer of choice. 6) Effective stakeholder and partnerships management.

Relevant 2020-2025 MTSF Priorities	Relevant MTSF Outcomes and Interventions	DSAC MTSF-Aligned Outcomes and Interventions	DITSONG Alignment and Response to MTSF and DSAC
<p>Priority 2: Economic transformation and job creation</p> <p>2024 Impact:</p> <p>1) Unemployment reduced to 20%-24% with 2 million new jobs, especially for youth.</p> <p>Economic growth of 2%-3% and growth in levels of investment to 23% of GDP.</p>	<p>Reduce concentration of monopolies and expanded small business sector:</p> <ol style="list-style-type: none"> 1) Facilitate the increase in the number of functional small businesses with a focus on township economies and rural development; 2) Ensure inclusion of SMME's in localisation and buy local campaigns. <p>Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities:</p> <ol style="list-style-type: none"> 1) Expand government spend on women, youth and persons with disabilities through preferential procurement. 	<p>Increased market share of and job opportunities created in sport, cultural and creative industries:</p> <ol style="list-style-type: none"> 1) A well-researched, regulated and funded SAC sector. 2) Support a range of sport, cultural and creative sector initiatives. 3) Expansion in new and traditional creative industry markets. <p>Increased economic participation by historically disadvantaged groups.</p>	<ol style="list-style-type: none"> 1) Increased procurement spend on businesses owned by women, the youth and persons with disabilities. 2) Young entrepreneurs (within the heritage and related sectors, such as tourism) to be supported in DITSONG public programmes.

Relevant 2020-2025 MTSF Priorities	Relevant MTSF Outcomes and Interventions	DSAC MTSF-Aligned Outcomes and Interventions	DITSONG Alignment and Response to MTSF and DSAC
<p>Priority 3: Education, skills and health</p> <p>Education, Skills – 2024 Impact:</p> <ul style="list-style-type: none"> 1) Access to pre-schooling expanded to 95 and quality improved. 2) More children in foundation phase acquire levels of literacy and numeracy required for meaningful lifelong learning by 2024. 3) Improved quality of learning outcomes in the intermediate and senior phases with inequality reduced by 2024. 4) More learners obtain National Senior Certificates with excellent marks in critically important subjects by 2024. <p>Learners and teachers feel respected and learning improved by 2024.</p>	<ul style="list-style-type: none"> 1) Youths better prepared for further studies, and the labour market beyond Grade 9. 2) Youths leaving the schooling system more prepared to contribute towards a prosperous and equitable South Africa. 	<p>Transformed, capable and professional sport, arts and culture sector:</p> <ul style="list-style-type: none"> 1) Transformed, capable and professional sport, arts and culture sector. 2) Increased awareness of and capacity building in SAC sector. 3) SAC practitioners achieve success at international events. <p>Capacitate, organise and professionalise the SAC sector.</p>	<ul style="list-style-type: none"> 1) Expansion of the DITSONG internship programme to build the pool of skilled black women and youth heritage practitioners; 2) Co-curating and co-creating programmes for the youth by providing spaces within facilities for talent development and youth related programmes. 3) Outreach programmes that are linked to curriculum statements.

Relevant 2020-2025 MTSF Priorities	Relevant MTSF Outcomes and Interventions	DSAC MTSF-Aligned Outcomes and Interventions	DITSONG Alignment and Response to MTSF and DSAC
<p>Priority 5: Spatial integration, human settlements and local government</p> <p>2024 Impact:</p> <p>1) Institutionalise spatial/territorial integration to fast-track transformation and resilience of sub-national regions.</p> <p>Shared national spatial vision and frames to support integration between sector departments, provinces and regions.</p>	<p>Coordinated, integrated and cohesive national spatial development guidance to enable economic growth and spatial transformation.</p>	<p>Integrated and accessible infrastructure and information:</p> <p>1) SAC infrastructure programme. Multipurpose SAC hubs and/or precincts.</p>	<ol style="list-style-type: none"> 1) Maintain and upgrade the infrastructure of museums and implement technological advancements. 2) Ensure facilities comply with OHS requirements, and the heritage assets are safe and secure. 3) Integration of museums with broader spatial development strategies and plans across the ACH and tourism sectors.

4. RELEVANT COURT RULINGS

At the time of developing the 2020-2025 Strategic Plan there are no specific court rulings impacting on DITSONG's operations or business obligations.

PART B: OUR STRATEGIC FOCUS

In response to the legislative mandates and policy frameworks outlined in Part A above, and in developing its Strategic Plan for 2020/21–2024/25, DITSONG began by reviewing and defining its mandate, or statement of purpose, as follows:

Informed by instructing legislation (the Cultural Institutions Act No. 119 of 1998), national policy, and international good practice, DITSONG defines its mandate, as follows:

- To conduct research and disseminate knowledge that is inclusive and relevant to museums and the diversity of South African society.
- To acquire and preserve heritage assets through effective collections management.
- To exhibit, display and educate the public on cultural, military and natural heritage.
- To contribute to socio-economic transformation by providing opportunities to historically disadvantaged groups and entrepreneurs to participate, grow and develop within the sector.
- To ensure the financial sustainability of the museums by generating sufficient revenue and optimising costs.

The impact of fulfilling the mandate of DITSONG is:

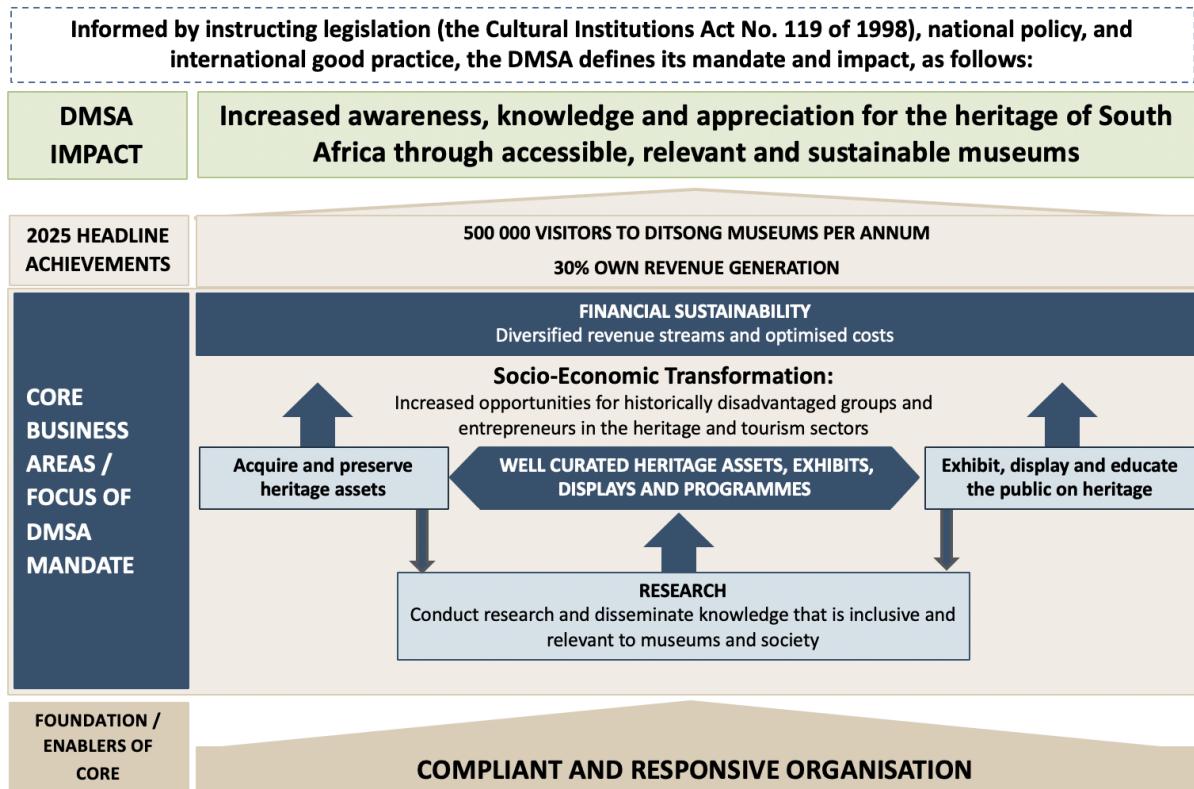
- Increased accessibility, awareness, knowledge and appreciation of South Africa's heritage through relevant and sustainable museums:
 - *Thus, contributing meaningfully to building a diverse, socially cohesive society and socio-economic transformation.*

The foundation of DITSONG's mandate is:

- A compliant and responsive organisation.

Visually, the mandate and impact of DITSONG: Museums of South Africa may be illustrated as follows:

Figure 3: The Mandate and Impact of DITSONG: Museums of South Africa for the 2020-2025 Planning Period



Aligned to this mandate and impact, DITSONG: Museums of South Africa articulates its strategic focus for the planning period as follows:

5. VISION

Sustainable museums, accessible and relevant to all.

6. MISSION

To acquire and preserve, research, exhibit and display heritage assets, and educate the public on cultural, military and natural heritage in a sustainable and transformational manner.

7. VALUES

In working towards the achievement of its vision and mission, DITSONG: Museums of South Africa subscribes to the following internal values, which are in line with the *Batho-Pele* principles.

Value	Description – What it means in practise
Teamwork	<ul style="list-style-type: none"> ▪ We are committed to working as a team and creating synergies for shared learning and improved efficiencies across all our museums. ▪ As a team, we support each other and work tirelessly at building the reputation of our brand as the place “where cultures meet”.
Accountability	<ul style="list-style-type: none"> ▪ We are responsible and answerable that the products and services provided by our museums are of the best possible quality, given our resources and

Value	Description – What it means in practise
	<p>capabilities, and are delivered in accordance with the principles of good governance.</p> <ul style="list-style-type: none"> ▪ When mistakes are made, we take corrective action and resolve the situation quickly, ensuring that lessons learnt inform new, improved approaches to how we work.
Ethical Behaviour	<ul style="list-style-type: none"> ▪ We view our responsibility for preserving, creating awareness and building knowledge about our cultural heritage in a serious light. ▪ Our decisions and actions are therefore considered and based on what is the correct action to take. ▪ Our ethical behaviour means that we have zero-tolerance towards unfairness and discrimination of any form.
Excellence	<ul style="list-style-type: none"> ▪ We strive for excellence in all that we do. We know that our impact and sustainability is dependent on putting people first, especially our customers and employees. ▪ We therefore benchmark ourselves with international best practices, as we move towards being a digitally transformed, accessible and relevant group of museums.
Professionalism	<ul style="list-style-type: none"> ▪ We execute our duties with utmost professionalism to improve the reputation of the Institution. ▪ We continually strive towards acquiring more knowledge and expertise, and by growing and developing our competencies and capabilities we strive to be thought leaders in the knowledge and heritage sectors; ▪ We advance the rights of vulnerable groups and promote access to our programmes and facilities.
Value our people	<ul style="list-style-type: none"> ▪ To count and be counted, our people are the heartbeat of DITSONG. ▪ Each person matters, they are valued, they are developed, their opinion is important and their contributions are recognised.

8. SITUATIONAL ANALYSIS

DITSONG executes its mandate, and seeks to achieve its vision and mission, in a complex environment, impacted by global, national and provincial events, which directly affect the pursuit of its desired impact and in delivering on its mandate.

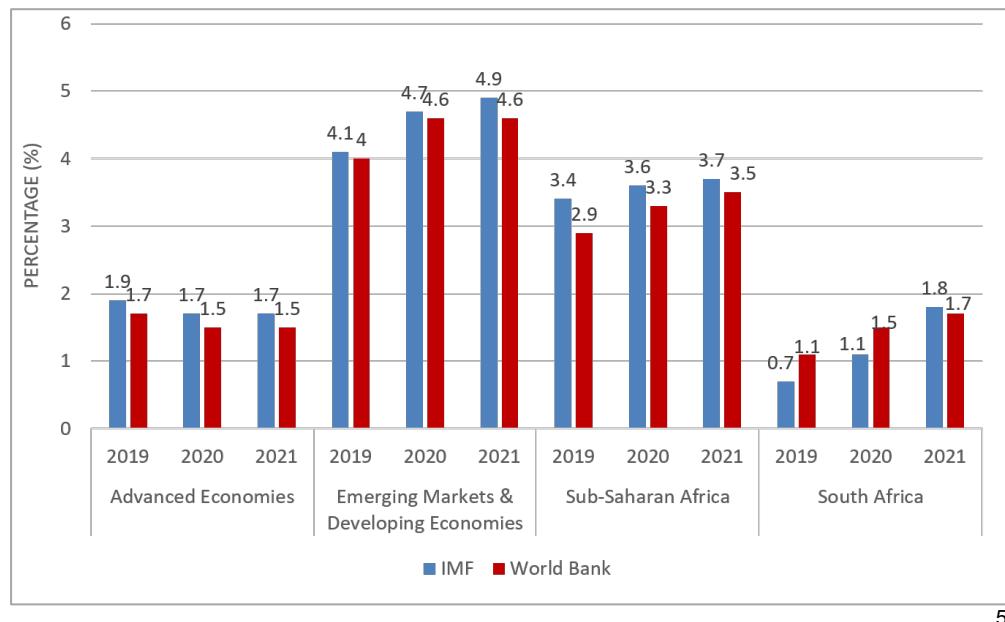
8.1. EXTERNAL ENVIRONMENT ANALYSIS

8.1.1. MACRO SOCIO-ECONOMIC ENVIRONMENT

According to the World Bank's Global Economic Prospects (GEP), the outlook for the global economy has significantly worsened amid slowing activity and heightened risks. Global growth is

expected to slow to 2.6% in 2019 (0.3% down from the estimate earlier in the year), slowly rising to 2.8% in 2021.³ The International Monetary Fund (IMF) had world output at 3.6% in 2018, down from 3.8% in 2017. The IMF's forecast of a growth rate of 3% for 2019 is the lowest since the global financial crisis.⁴

Figure 4: GDP Growth Forecasts 2019-2021



In South Africa, the expected national revenue for 2019/20 is R1.58 trillion. Committed expenditure is R1.83 trillion for the year, creating a deficit of R243 billion. There is a persistent budget deficit over the MTEF, averaging at around 4%. Part of the medium-term spending plan includes reducing national and provincial compensation by R27 billion over the next three years, and budget cuts across the board of 4-6% should be expected.

For DITSONG, this raises the spectre of possible reductions in State funding, making the establishment of alternative funding sources an absolute imperative to the survival of the Institution. Part of the organisational mandate is to ensure the financial sustainability of the museums by generating sufficient revenue and optimising costs. DITSONG understands that in order to justify State funding in a constrained fiscal environment, the Institution must make tangible, measurable contributions to the national priorities in the execution of its mandate.

Unemployment

The official unemployment rate increased by 1.4 percentage points to 29% half way through 2019. Youth unemployment (under 34's) is around 40%.⁶ Part of the DITSONG mandate is to contribute to socio-economic transformation by providing opportunities to historically disadvantaged groups and entrepreneurs to participate, grow and develop within the sector.

³ www.worldbank.org: Global Economic Prospect.

⁴ IMF, 2019.

⁵ Data: World Bank and IMF. Graph: Gauteng Economic Barometer, Board Strategic Planning Session, August 2019.

⁶ Statistics South Africa, Quarterly Labour Force Survey, Quarter 2, 2019.

DITSONG creates employment directly by procuring goods and services from small and micro enterprises owned and operated by previously disadvantaged peoples. There is a sustained and systematic approach to increasing such procurement practise wherever possible.

But DITSONG's greater and far more significant contribution to fighting unemployment is a little more abstract, and involves enhancing the employability of future generations. There is a strong correlation between the level of education and unemployment, with 90.4% of the country's 6.7 million unemployed having matric or less. Aside from valuable artefacts, DITSONG Museums possess invaluable knowledge in a number of key fields; knowledge that can be used to empower future generations.

Poverty

Close to 2.3 million South Africans escaped poverty between 2006 and 2015, and the poverty rate fell from 51% to 40% during this period. However, despite some improvements at the bottom end of the poverty scale (\$1.90 / R28,17 per day), in 2015 approximately half (49.2%) of the adult population were still living below the upper-bound poverty line (UBPL)⁷, which was last defined as R1,227 (in April 2019 prices) per person per month⁸.

DITSONG has the resources to make a direct impact on the problem of poverty through specific areas, such as the dissemination of knowledge of effective agricultural processes and practices in impoverished communities. A poorer local population means that DITSONG will need to include a marketing focus on international markets in order to improve attendance revenue streams. It is critical to develop and implement new permanent exhibitions over the planning period.

Inequality

Inequality facilitates and entrenches unemployment and poverty, and is therefore the key obstacle to creating an inclusive, equitable and sustainable economy. Inequality has actually increased since the end of apartheid. The Gini coefficient is used as a gauge of economic inequality, measuring income distribution among a population. The Living Conditions Survey 2014/15 found that the country had a Gini coefficient of 0.63, the highest in the world⁹.

A central aspect of DITSONG's mandate is to conduct research and disseminate knowledge that is inclusive and relevant to the diversity of the South African society. Knowledge leads to understanding, and DITSONG uses its considerable resources to open dialogue and facilitate reconstructive discussion.

Nowhere in the world is a museum considered a lucrative business opportunity - in fact, just the opposite. Whilst they are able to generate some income through avenues like admissions, merchandise sales and educational and expert services, museums are expensive to run and ubiquitously rely on State support and/or private philanthropy for their survival.

Realistically, DITSONG is highly unlikely to ever become a money spinner, but many avenues and opportunities exist to create much greater financial self-reliance, thus a target of 30% own revenue generation by the end of the planning period in 2025.

A vast proportion of the value created by the Institution cannot be directly monetised, or translated into a balance sheet entry. DITSONG's commitment to education, empowerment through

⁷ Men, Women and Children: Findings of the Living Conditions Survey 2014/15.

⁸ Statistics South Africa, 2019.

⁹ Overcoming Poverty and Inequality in South Africa, An Assessment of Drivers, Constraints and Opportunities, March 2018.

knowledge and building social cohesion ultimately contributes to more capable and productive communities, which should impact positively on the country's long-term bottom line.

8.1.2. ARTS, CULTURE AND CREATIVE INDUSTRIES LANDSCAPE

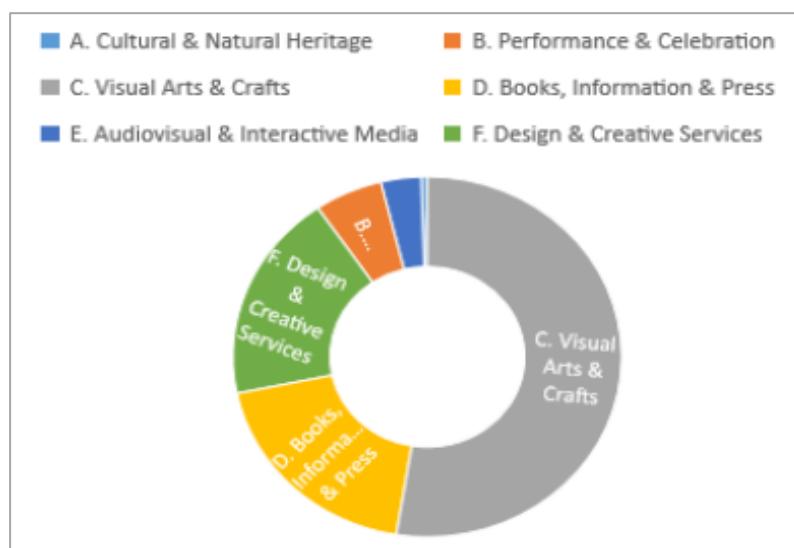
Chapter 15 of the NDP sets the 2030 vision for *Transforming Society and Uniting the Nation*: "We feel we belong. We celebrate all the differences among us. The welfare of each of us is the welfare of all."

Arts, Culture and Heritage (ACH) play a critical role in shaping a country's identity, its perception of itself and how it relates to the international community of nations. The ACH sector must play a role as a powerful driver for creating a sense of inclusiveness and encouraging interaction between South Africans from different social backgrounds.

In African countries, there has been an increase in interest in the Cultural and Creative Industries (CCIs) as drivers of economic growth, employment and the development of a post-colonial cultural identity. A recent report by the World Economic Forum on *The Future of Jobs and Skills in Africa* published in May 2017 listed the creative industries as one of the "trending" professions, which had a growth rate of 7% between 2011 and 2016. South Africa's NDP 2030 aims to create 11 million new jobs by 2030 through, amongst other things, targeting specific sectors, which could include the CCI's.¹⁰

In 2015, 2.52% of employed South Africans were identified as working in cultural occupations. Cultural occupations account for slightly fewer jobs in South Africa than the mining sector (2.89%), and just under half as many as agriculture (5.59%).

Figure 5: Share of Cultural Occupations by Domain



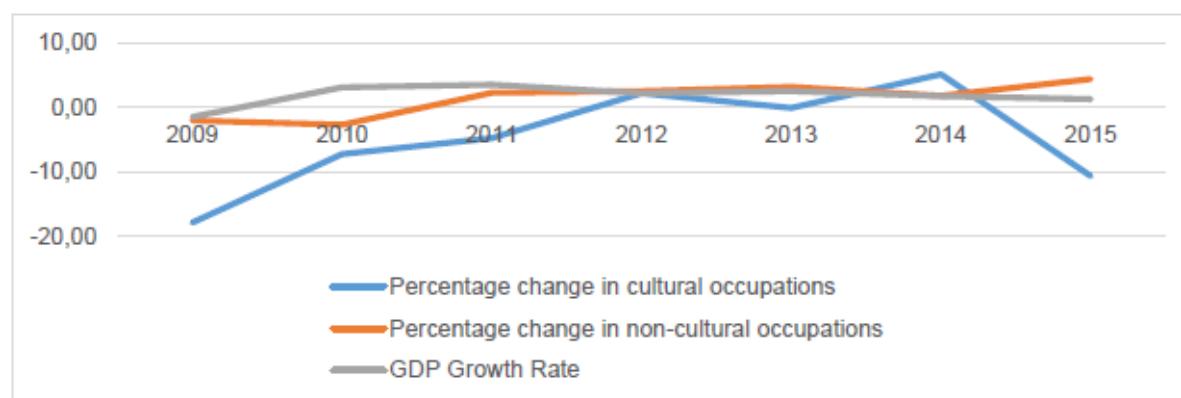
The largest domain in terms of employment is Visual Arts and Crafts (Domain C), which accounts for 53% of creative and cultural jobs. This is followed by Books, Information and Press (Domain D) and Design and Creative Services (Domain F), which account for 19% each. Much smaller

¹⁰ *The Mapping of South Africa's Cultural and Creative Industry (CCI) and Creative Economy: A baseline, SA Cultural Observatory, December 2017*.

contributions come from Performance and Celebration (6%), Audio-visual and Interactive Media (3%), and Cultural and Natural Heritage (1%)¹¹.

Cultural employment tends to be far more volatile than jobs found in the non-cultural sector. For example, as a response to the 2008/9 financial crisis, employment in both sectors declined in South Africa. However, where non-cultural employment declined by only 2%, cultural employment reduced by nearly 18%. Similarly, in response to the slow-down of GDP growth rates in 2015, cultural employment declined sharply, even though there was a small positive growth in the number of non-cultural jobs.

Figure 6: Percentage Change in Cultural and Non-cultural Employment and GDP Growth 2008–2015



These figures reflect the reality that the arts, cultural and creative industries are still seen as ‘nice to have’ rather than an essential contributor to nation building and job creation. During times of fiscal tightening, the sector often finds itself first in line for funding cuts.

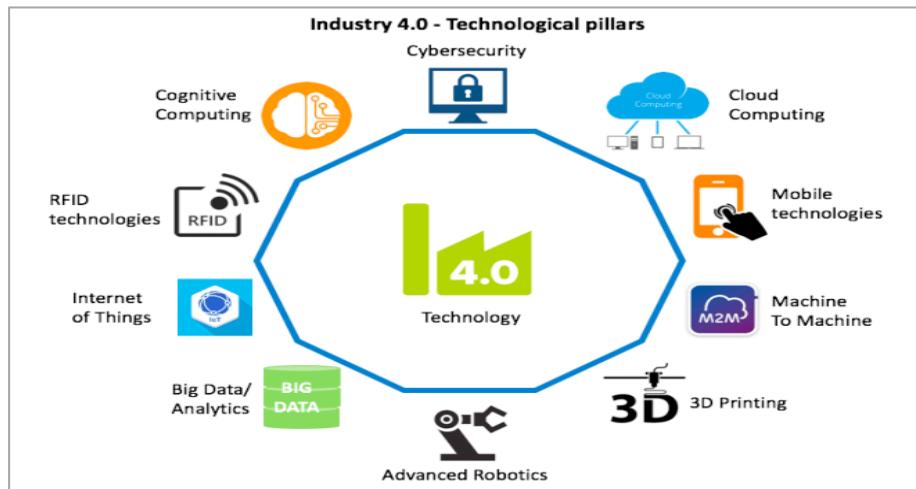
8.1.3. THE CHANGING TECHNOLOGICAL LANDSCAPE (4IR)

The 4th Industrial Revolution is the convergence and integration of new and existing technologies that are transforming the digital world and extending its reach into the physical world in ways that most people have only begun to contemplate. The 4IR represents entirely new ways for technology to embed itself in our society, in our bodies and in our minds. It’s the advent of cyber-physical systems, where the boundaries between the physical and the digital, the natural and the engineered, quickly begin to blur.

New forms of machine intelligence and automation, advanced robotics, genome editing, new medical knowledge and technology, and blockchain – any one of these would have a world reshaping impact all on its own. Yet they and other paradigm shattering advances are all converging on our society at once.

¹¹ *The Mapping of South Africa's Cultural and Creative Industry (CCI) and Creative Economy: A baseline, SA Cultural Observatory, December 2017.*

Figure 7: Industry 4.0 - Technological Pillars



Certain emerging technologies hold exciting possibilities for DITSONG, and allow a complete reimagining of what a museum can be. Suggestions for possible application of technology within DITSONG include the following:

- 1) Support the utilisation of handheld devices and wearables by providing free WiFi and charging stations.
- 2) Integrate content into handheld digital devices and wearables.
- 3) Develop Augmented Reality (AR) components to exhibitions. Digital enhancements to physical displays will create a more engaging and immersive experience, particularly for younger visitors.
- 4) Create Virtual Reality (VR) tours of exhibits to widen public access to DITSONG's valuable assets. Through virtual reality, the museum experience can be taken out of the buildings and into the community.
- 5) Digitise all assets and create a virtual museum.
- 6) Use 3D printing to create replicas of artefacts, for educational purposes and for sale.
- 7) Thoughtfully review DITSONG's existing presentation of artworks and repackaging them to better resonate with a new generation of audiences. Produce high-quality prints of DITSONG's art collections available for purchase.

The 4th Industrial Revolution is already in progress. Despite tightening financial constraints, DITSONG must formulate a digital strategy and find innovative ways to integrate emerging technologies if the museums are to remain relevant.

8.1.4. NEW LANDSCAPES: SOCIAL MEDIA AND MILLENNIALS

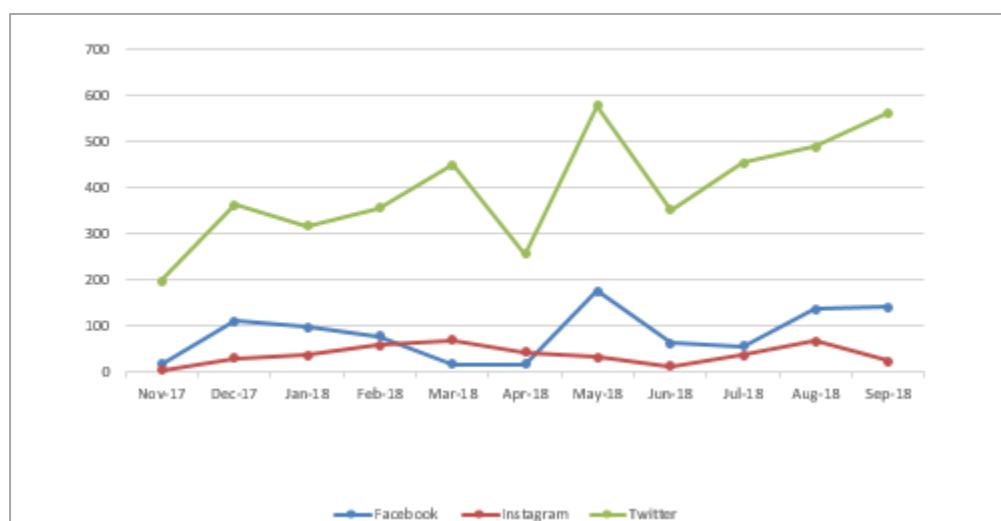
Where DITSONG is struggling to get feet through the doors of the physical museums, people are beginning to use their fingers to find DITSONG online, with traffic to the website consistently exceeding targets. Over half of South Africa's population is connected to the internet and 40%, or around 23 million people, are active social media users (Twitter, Facebook, Instagram, Snapchat,

etc.) - the vast majority of whom are in the 18 to 34 age bracket. Teenagers are the next biggest single group.

Social media opens up a variety of opportunities for DITSONG to engage in meaningful conversation with younger audiences. It is about fostering relationships and sharing interests; listening, not listing products on sale.

DITSONG has had a presence on Twitter, Instagram and Facebook since November 2017, but there has yet to be a properly coordinated approach to exploiting maximum benefit from social media.

Figure 8: Social Media Exposure



Posting content to one or all of the social media platforms costs nothing, but creating content to post that conforms to a comprehensive communication strategy, online identity and of a consistent tone requires a specialised skill set. It should be a core focus of marketing, not a task left to the least-experienced persons in the Institution. Social media opens up a global community of potential patrons, whilst also connecting intimately at local level. It is not an add-on or nice to have. It is a pivotal marketing function, requiring an approach called “social listening”.

People on social media are looking for validation/recognition, especially from big brands with high relevancy. People are looking for someone like them and with similar interests. It is the perfect platform for the promotion of heritage and culture, provided that it is approached professionally. Listening to a museum's audience will assist management in making data-driven decisions.

The millennial market is all about “experiences”. Millennials want to interact with an exhibit, not only view it. Whilst there are exciting possibilities with regard to AR and VR, most technological enhancements to museum exhibits might prove to be cost-prohibitive initially, which means that DITSONG has to become creative in developing exhibitions that will have millennial audiences snapping selfies and sharing them online.

DITSONG’s online presence is one of the most underutilised opportunities to build brand awareness, boost connectedness with the community and increase the number of people attending the physical museums. Certainly, the exhibits and a museum visit experience will have to fulfil the expectations of a younger audience, and that part of the equation will probably be costlier than creating an engaging Twitter post.

8.1.5. THE MUSEUM OF THE 21ST CENTURY

The publication *Museums and the Sustainable Development Goals*¹² suggests seven activities for museums in response to the United Nations Sustainable Development Goals (SDGs):

- 1) Protect and safeguard the world's cultural and natural heritage, both within museums and more generally.
- 2) Support and provide learning opportunities in support of the SDGs.
- 3) Enable cultural participation for all.
- 4) Support sustainable tourism.
- 5) Enable research in support of the SDGs.
- 6) Direct internal leadership, management and operations towards the SDGs.
- 7) Direct external leadership, collaboration and partnerships towards the SDG's.

In addition, the New Trends in Museums of the 21st Century¹³ Report identifies six global factors influencing modern museums:

- 1) **The century of centenarians:** In 2012 there were 316,000 people aged over 100 years. In 2050, there will be 3,200,000. At the moment, only one out of nine people is over 60 years old. In 2050, people over 60 will outnumber people aged under 14. This is good news for museums, which tend to attract older audiences.
- 2) **The millennium of cities:** According to a UN Habitat Report in 2007, more than 53% of the planet's population lived in a town with fewer than half a million inhabitants, while 22% lived in a town with one to five million inhabitants. This marked the first time in human history that the majority of the world's population lived in a town or city.
- 3) **The age of networking and ICT:** Over 4.33 billion people were active internet users as of July 2019, encompassing 56% of the global population. As of the second quarter of 2019, Facebook had 2.41 billion active monthly users. It is estimated that 5 billion people have mobile devices, over half of which are smart phones. In July 2017, a cumulative 180 billion apps had been downloaded from the Apple App Store.
- 4) **The growth of population:** Projections recently issued by the United Nations suggest that the world population could reach 8.9 billion by 2050. Alternative scenarios have the figure as high as 10.6 billion.
- 5) **The era of mobility:** In 2010, the total number of international migrants worldwide was estimated to be 214 million. This figure has remained relatively stable as a share of the global population at around 3%. Cultural heritage is affected by this phenomenon, especially in relation to the general growth of tourism, which includes a relevant portion of travellers interested in historic sites and cultural institutions, such as museums.

¹² McGhie, H.A. (2019). *Museums and the Sustainable Development Goals: a how-to guide for museums, galleries, the cultural sector and their partners*. Curating Tomorrow, UK.

¹³ The Learning Museum Network Project, Report 7: *New Trends in Museums of the 21st Century*.

- 6) **Focus on sustainability:** The economic recession, growing environmental awareness and the effects of climate change are forcing public institutions, as well as private organisations, to focus on the problem of the sustainability of their businesses.¹⁴

Museums offer significant value to their countries and communities. They preserve cultural and natural heritage in the form of collections and associated knowledge, which in turn forms the basis of a wide range of learning and research programmes that can support the preservation of cultural and natural heritage beyond the museums themselves.

Museums reach very large numbers of people through formal and informal learning, and can play a crucial role in enhancing public education and participation in the Sustainable Development Goals (SDGs). Museums can support cultural participation and ensure that people of all abilities, and from all backgrounds, have the opportunity to participate fully in society. Museums have a high level of trust in society and, as such, can provide “safe spaces” to explore broader societal challenges and discuss issues, such as inequality, xenophobia, and fair and just societies.

8.1.6. THE DITSONG PERFORMANCE ENVIRONMENT CONSIDERATIONS INFORMING THE 2020-2025 STRATEGIC PLAN

In developing the 2020-2025 Strategic Plan, DITSONG conducted a performance environment analysis in the form of a PESTEL analysis and assessed the challenges and emerging in the heritage sector impacting on planning in the context of a museum.

“PESTEL” Analysis: Consolidated Performance Environment Considerations

Factor	Consideration	Planning Implications for DITSONG
Political	<ul style="list-style-type: none"> ▪ Lack of shared vision by sub-sector funding organisations in the ACH sector. ▪ Lack of shared Pan-African vision for the ACH. ▪ Cross-cutting mandates: Tourism, Science and Technology, Environment and Agriculture, Forestry and Fisheries. ▪ Political currency of museums and the ‘colonial heritage’ embedded in them. 	<ul style="list-style-type: none"> ▪ Establishment and maintenance of partnerships across the ACH sector, and with sectors that have cross-cutting mandates. ▪ Transform the narrative of museums through exhibitions, displays and public programmes that promote inclusivity.
Economic	<ul style="list-style-type: none"> ▪ Low economic growth impacting on budget allocations.; ▪ Low economic growth impacting on household budgets. ▪ Reduced disposable income. 	<ul style="list-style-type: none"> ▪ Growth in external revenue generation. ▪ Costs containment. ▪ Providing opportunities for HDIs to participate and grow within the sector.
Social	<ul style="list-style-type: none"> ▪ Low societal understanding of the 	<ul style="list-style-type: none"> ▪ Outreach programmes.

¹⁴ Ibid.

Factor	Consideration	Planning Implications for DITSONG
	<ul style="list-style-type: none"> ▪ relevance of museums.; ▪ The recurring xenophobic attacks. ▪ High levels of crime. ▪ Unemployment. ▪ Competitive market: malls gaining social currency, casinos – setting up exhibitions. 	<ul style="list-style-type: none"> ▪ Mobile museums. ▪ Make museums more relevant and appealing to diverse society, especially the youth. Implement public programmes that address the social ills of society, including violence against women and children, racism and xenophobia.
Technological	<ul style="list-style-type: none"> ▪ Poor ICT infrastructure (connectivity, data) nationally. ▪ Lack of understanding of the impact of 4IR on museums. ▪ Availability of smart phones provides opportunities for greater access to a wider audience. ▪ ICT infrastructure challenges. ▪ The emergence of smart phones = remote access: virtual exhibitions/virtual reality. 	<ul style="list-style-type: none"> ▪ Adoption of 4IR – modernised exhibitions. ▪ WiFi in all museums. ▪ Creation of online virtual museums ▪ Leveraging of social media.
Environmental	<ul style="list-style-type: none"> ▪ Poaching and illegal harvesting of wood and medicinal plants. ▪ Climate change/global warming. ▪ Hot and dry weather dictates that museums must improve their climate control. ▪ Occasional flooding exposing the museum to flood water. ▪ Organic material being infected by pests. ▪ Emphasis on green environment. 	<ul style="list-style-type: none"> ▪ Ensuring compliance with environmental legislation.; ▪ Development and implementation of environmental/climate change mitigation plans.
Legislative	<ul style="list-style-type: none"> ▪ The Cultural Institutions Act gaps in relation to the PFMA, i.e. role of Accounting Authority vs. Accounting Officer. ▪ The cumbersome requirements for maintenance and for renovation of heritage buildings; and ▪ Legislation does not enable or incentivise the public and or private sector to provide funds/sponsorships to government-owned entities. 	<ul style="list-style-type: none"> ▪ Recommend legislative changes as part of the rationalisation of entities process/implementation of the White Paper on ACH.

There are many challenges and trends within the heritage sector that DITSONG has to consider in planning, including:

- 1) Human resource/capacity deficit and declining budget allocations due to fiscal constraints.;
- 2) Salary disparities across and within the sector, including disparities between salaries and qualifications.;
- 3) Insufficient vigilance in partnerships with the private sector.
- 4) Out-dated policies, not responding to 21st century/universal and government imperatives.
- 5) Rising levels of intolerance, including the abuse of symbols, vandalism and defacement of commemorative symbols/structures. Divisions within South African society becoming increasingly blatant.
- 6) Unlawful selling of archival materials on the internet. More people understand the value of records; hence records are being sold for a profit on websites of individuals/organisations involved in the “trading” of heritage materials and objects.
- 7) Valuation of assets for heritage sites exposes them to potential theft.
- 8) Post-retirement benefits for staff in entities posing a going concern challenge.
- 9) Growing demand for transformation of the heritage landscape.
- 10) Collections management (backlogs in archives, which limits preservation for access).
- 11) Inadequate safe and secure storage space.
- 12) Ageing workforce in the sector.
- 13) Ageing and obsolete infrastructure.
- 14) Limited access and possible loss of archival information, due to obsolescence of audio-visual formats.
- 15) The costs of GRAP 103 compliance.

The above performance environment factors, issues and trends served to inform and provide context to the discussions on DITSONG’s organisational (internal) environment.

8.2. INTERNAL ENVIRONMENT ANALYSIS

The sections below provide an overview of past performance and lessons learned over the 2014–2019 period using audited financial statements, annual reports and end of term strategic reviews, in addition to DITSONG Council and Management deliberations on the internal/organisational environment and past performance considerations, which have bearing on the formulation of the 2020–2025 Strategic Plan.

8.2.1. FINANCE AND GOVERNANCE OVERVIEW

Financial sustainability and good governance is the foundation and enabler of the core business and mandate of DITSONG Museums, and contributes to Chapter 13 of the NDP – building a capable and developmental State.

For various reasons, including leadership instability and an approved organisational structure that was too expensive, DITSONG was struggling to fulfil its mandate at the beginning of the 2014-2019 term, receiving adverse audit opinions in both the 2015/16 and 2016/17 financial years. A turnaround plan was instituted to reposition the Institution, and to address all compliance and governance matters that had caused the adverse audit outcome, including GRAP 103 compliance for heritage assets, and the elimination of instances of irregular and fruitless and wasteful expenditure.

DITSONG received a qualified audit opinion for the 2017/18 and 2018/19 financial years, which was an improvement from the adverse audit opinion received in the previous two financial years. Lack of generally accepted asset valuation criteria and the sheer volume of assets in DITSONG custody posed challenges for GRAP 103 compliance, and negatively impacted the audit outcomes.

A clean audit outcome is expected for the 2019/20 financial year. In pursuit of that strategic objective, the Institution has increased its focus on optimising revenue streams and also ensuring good quality financial statements to obtain unqualified audit outcomes. The following initiatives were implemented during the 2018/2019 financial year:

- 1) Appointment of a debt collector to ensure all revenue due to DITSONG has been collected.
- 2) Approval of the Admission Fees Policy, which will act as a catalyst to improve revenue streams.
- 3) Approval of the Resource Mobilisation Strategy, which will bring uniformity in the way DITSONG generates revenue from its assets through the letting of its restaurants, conference venues and other spaces.;
- 4) The injection of the infrastructure grant and the balance from the GRAP 103 grant (for heritage assets) has contributed to the liquidity ratio remaining positive at 1.40.
- 5) The high value of heritage assets has resulted in a low debt to equity ratio of 0.11. Heritage assets were valued at R892,648,475 as at 31 March 2018.

It should be noted that the valuation of heritage assets has created an additional security burden for DITSONG. Now that the value of objects and specimens is publicly known, collections are more likely to be targeted by criminals for theft.

Figure 9: Revenue Sources for DITSONG

Sources of revenue	2018/2019			2017/2018		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Rental of facilities	3 262	2 382	880	3 186	3 015	(171)
Entrance fees	4 254	4 176	78	4 445	4 264	(181)
Fundraising	-	14	(14)	13	8	(5)
Interest received	2 398	3 027	(629)	2 727	3 043	316
Business ventures	1 293	829	464	978	876	(102)
Total	11 207	10 428	779	11 349	11 206	(143)

In 2018/19, admission fees decreased by a further 1.5% to R4,176,903. Rental income dropped to R2,382,400. Underperformance of these main revenue sources is partly due to deteriorating infrastructure and ageing exhibits, which could not attract visitors to the museums. Rental income has come under pressure in recent years, due to the loss of a few big tenants.

Much of what DITSONG does is educational and developmental in nature, and therefore does not earn the Institution significant revenue. Big-ticket, modernised, relevant and appealing exhibitions are what is needed for revenue growth from admissions. DITSONG has a number of key projects, which require funding, particularly with regard to the preservation of heritage assets and becoming a modern, technologically integrated museum.

Own Revenue

Financial sustainability is to be achieved by growing the percentage of own revenue generated in order to reduce the reliance of the Institution on the subsidy received from the Department. A strong focus of the financial strategy is on revenue diversification, backed up by strict implementation of cost optimisation.

The proportion of own revenue to total revenue increased to 13% in the 2016/17 financial year, largely due to a spike in visitor numbers. The effect of lower visitor numbers in 2017/18 resulted in a decline of own revenue to 12.1% of total revenue. The target for 2018/19 was 13%, but only 9% was achieved. The Institution aims to reach 30% own revenue generation by the end of the period of this strategic plan.

Infrastructure

DITSONG has eleven infrastructure sites under its control. All of these facilities are museums with old and dilapidated infrastructure, requiring renovations and ongoing repairs and preventive maintenance. In addition, most of the buildings are over 60 years old, which requires any renovations to be approved by the Provincial Heritage Resources Agency.

Investment in systems and physical infrastructure upkeep remain fundamental to support the turnaround and stabilisation of DITSONG. National Treasury, through DAC, allocated a R21 million infrastructure grant to DITSONG for the 2018/19 financial year. R25.5 million of funding was secured for 2019/2020 and ring-fenced towards the refurbishment of DITSONG sites.

Unfortunately, these grants fall somewhat short of the amounts required to address the scale of infrastructure challenges faced by DITSONG. A condition-based assessment of buildings is being undertaken to determine the extent of repairs and renovations required, which will inform a budget.

Supply Chain Management (SCM)

SCM plays its role to ensure that goods and services are procured from black-owned and Level 1 B-BBEE compliant service providers to address the economic injustices of the past.

The Institution's contribution towards the South African economy in 2018/19 amounted to R30,795,670. Through supply chain management, R3,118,213 worth of contracts below R30,000 were awarded to HDIs, for example restaurant services contracts at DNMCH and DNMNH and the curio shop at DNMCH. DITSONG has overachieved in terms of government's Preferential Procurement Policy.

The Supply Chain unit has in the past three years experienced capacity challenges and lack of trained and skilled staff, especially at a management level, which led to irregular and fruitless and wasteful expenditure. Consequently, the appointment of a Supply Chain Manager was a priority, in order to ensure a fair procurement function as required by the PFMA.

Since the appointment of a Supply Chain Manager and other key staff, contract management has been improved in order to prevent irregular expenditure, and the new management will commence with the process of automating enterprise systems in order to migrate from manual systems.

Organisational Health

DITSONG strives to be an effective and efficient organisation, adhering to the principles of good governance and enhancing operational efficiency, with a stated outcome of clean governance. To this end, key strategies and interventions over the period have included:

- 1) Implementation and monitoring of the Audit Implementation Plan.
- 2) Implementation and monitoring of the Risk Implementation Plan.
- 3) Review of the business processes of the Institution.;
- 4) Development and implementation of the DITSONG Museums Transformation Strategy.

Summary of Successes, Challenges and Improvement Areas – Finance and Governance

SUCCESSES What has worked?	CHALLENGES What has not worked?	BURNING ISSUES Critical improvement areas
Effective and Efficient Organisation		
<ul style="list-style-type: none"> ▪ Moved out of silos to address audit findings as a team – Head Office in collaboration with operational units. ▪ Greater awareness and focus on compliance – can safely say the basics are now in place and the Institution can focus more on the core business moving forward. ▪ WiFi installed at three facilities. 	<ul style="list-style-type: none"> ▪ Poor contract and contractor management. ▪ Insufficient knowledge of what contracts were in place and their deliverables. ▪ Ineffective management of records and archives. ▪ ICT remains a major weakness in the Institution – many basics are not in place, for example, uptime of systems poor, slow internet connection, no WiFi in facilities, etc. 	<ul style="list-style-type: none"> ▪ Valuation of heritage assets – requires a mindset change to comply with GRAP 103 and to better leverage the assets. ▪ Get the ICT basics right – fast. Must improve the level of ICT maturity, in order to move to the next level of ICT modernisation and the adoption of 4th Industrial Revolution initiatives.

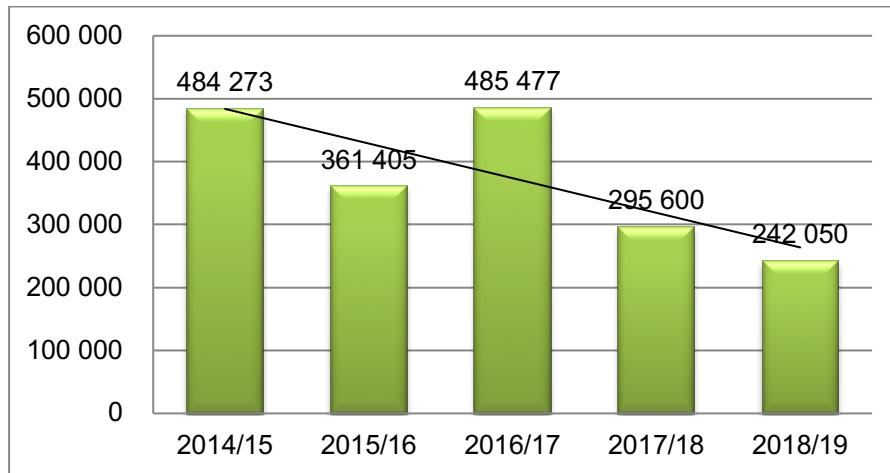
As a first step towards better ICT integration, WiFi was installed at the National Museums of Cultural, Natural and Military History.

8.2.2. CORE BUSINESS PERFORMANCE OVERVIEW

A core business focus for DITSONG is to increase the **accessibility and relevance of museums** through outreach, guided and educational tours, events, lectures, exhibitions, publications and online content.

While visitor numbers gradually increased from a low of 208,025 visitors in 2010/11 to almost 490,000 in 2014/15, the past term has seen more volatility in annual visitor numbers, with an overall declining trend. In 2017/18, the total number of visitors was just under 300,000. The target for 2018/19 was 280,000. Actual visitor numbers were 242,050 or 37,950 under target.

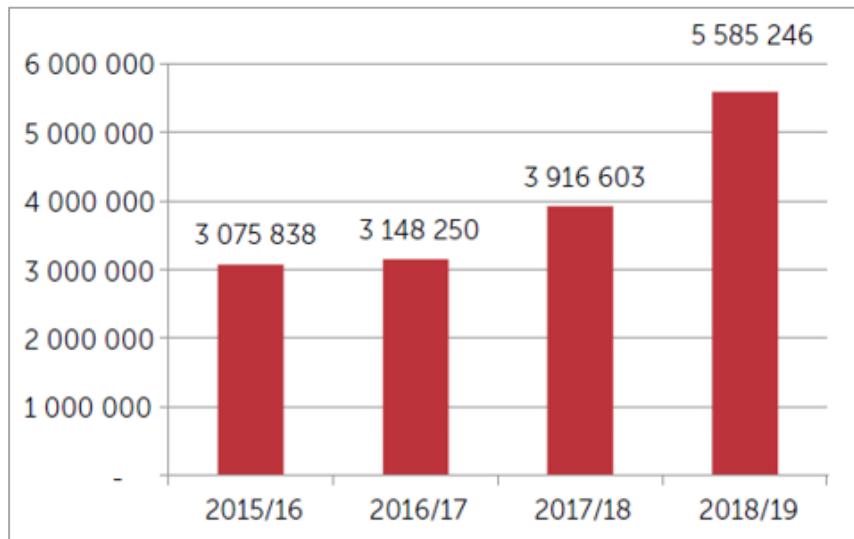
Figure 10: DITSONG Museums Visitor Numbers 2014/15–2018/19



The effect of lower visitor numbers in 2017/18 resulted in a decline of own revenue to 12.1% of total revenue.

In contrast to the falling numbers visiting the physical museums, **virtual visitor numbers** are rising faster than forecast, from just over 3 million in 2015/16 to over 5.5 million in 2018/19. The increased numbers are due to improvements in website content, the promotion of museum programmes on the website and the rollout of digital campaigns.

Figure 11: DITSONG Museums Virtual Visitor Numbers 2015/16–2018/19



The Institution has aimed to increase awareness and knowledge of heritage, with measures relating to growing the number of partnerships, increasing the number of visitors and improving the relevance of the DITSONG Museums through events, outreach and public programmes and exhibitions that appeal to a broader demographic and support the transformation imperatives of government.

In terms of **partnership development and collaborations**, a range of cooperation agreements have been concluded, including with the metropolitan municipalities in which the DITSONG Museums are located. MoUs have also been concluded with a number of fraternal institutions for mutual benefit and growth, such as museums in Tzaneen, Namibia, Scotland and Russia. Partnerships have been pursued with diplomatic missions, such as the Kuwaiti Embassy hosting

an art display at the DITSONG: National Museum of Cultural History, as well as a range of local collaborations.

The annual targets for **hosting of events** have been overachieved each year. A total of 157 events were hosted between 2014/15 and 2017/18, compared to the plan of 123 events hosted. A further 24 events were hosted in 2018/19 against the plan of 17 for the full year. The events include commemorative programmes that drive nation building and social cohesion and contribute to increasing the number of visitors to the DITSONG Museums. Examples of events include Heritage Day, National Science Week, Environmental Day, Women's Day, Africa Day and Museums Week, as well as a number of topical lectures and festivals.

Outreach programmes have also played an important role in promoting the DITSONG Museums at various locations. This has included the mobile outreach programmes (natural, cultural and military) for CBD, rural and other underprivileged communities.

Targets for **developing new educational programmes** have mostly been achieved, with an average of four new educational programmes developed per year between 2014/15 and 2017/18. The bar was raised significantly for the 2018/19 financial year, with an annual target set for developing a total of eleven new educational programmes. That target was achieved.

Targets for **creating exhibitions and displays** have mostly been exceeded, with a total of 61 exhibitions and displays created against a target of 53 between 2014/15 and 2017/18. There was an overachievement of one by the end of 2018/19, at 22.

Challenges have been reported as being in the areas of suppliers, funders and a lack of curators. Available resources are not adequate to drive the exhibitions programme at the scale needed to give the museums the “total refresh” necessary.

In terms of Collection Management, object and specimen backlogs at museums were **accessioned**, and in 2018/19 the number of **objects digitised** exceeded the target by 1 226.

The expansion of the research team has resulted in an increase in the number of **peer-reviewed articles** published and the number of **popular articles** written. Research targets may need to be revised upwards moving forward.

Public lectures offered and **conference presentations** delivered were perfectly in line with expectations.

Summary of Successes, Challenges and Improvement Areas – Core Business Functions

SUCCESSES What has worked?	CHALLENGES What has not worked?	BURNING ISSUES Critical improvement areas
Increased Accessibility and Relevance of Museum		
<ul style="list-style-type: none"> ▪ Solid partnerships established through MoUs managed by the museums. ▪ Military: events, with value-adding stakeholders that bring projects. 	<ul style="list-style-type: none"> ▪ DITSONG's focus has been more on resolving governance issues than on core functions. ▪ Lack of an implementation plan to ensure the approved Stakeholder Management Strategy is implemented. ▪ Lack of taking forward opportunities to leverage 	<ul style="list-style-type: none"> ▪ Capacity challenges have prevailed there is a need to urgently capacitate the new structure – shortage of curators is a major hurdle. ▪ Only 10% of budget allocation has been allocated to core

SUCCESSES What has worked?	CHALLENGES What has not worked?	BURNING ISSUES Critical improvement areas
<ul style="list-style-type: none"> ▪ Approved Stakeholder Management Strategy in place, since July 2017. ▪ Career days and bringing DITSONG Museums together to collaborate on big events is beginning to break down silos. ▪ Strength of DITSONG's outreach programmes. ▪ Good relationship with DAC, who draws projects/partners towards DITSONG. ▪ Increase in virtual visitor numbers, due to improved online content and availability of digital platforms. ▪ Improving brand awareness, due to implementation of the Brand Revitalisation Plan. 	<ul style="list-style-type: none"> ▪ museums through partnerships, e.g. study tour to the Netherlands. ▪ Need a holistic view in collective interrogation of programmes in terms of the impact across the group. ▪ Flaws in planning between curators, educators, designers and exhibition developers. ▪ Unreliability of suppliers and funders to support the implementation of planned exhibitions. ▪ Lack of responsiveness to the needs of customers – not measuring satisfaction levels of visiting customers. 	<ul style="list-style-type: none"> ▪ functions, thus no blockbuster exhibitions. ▪ However, more needs to be done to partner with external stakeholders (across 8 sites), including travelling exhibitions. ▪ Need to develop, budget for and implement multi-year projects – high-impact, large exhibitions that drive the transformation agenda. ▪ Contract management issues – poor performance of suppliers.
Well-Curated and Preserved Heritage Assets		
<ul style="list-style-type: none"> ▪ GRAP 103 compliance means that DITSONG now has full knowledge of its heritage asset base, the value of the assets, and their condition. The focus can now turn to leveraging the asset base in support of the mandate to preserve and showcase SA's heritage. ▪ Process underway to digitise all objects. Used interns in the past and made progress through the GRAP 103 project. 	<ul style="list-style-type: none"> ▪ Digitisation has not been done properly in terms of the required template – mainly photos, which is not adequate, must be in correct format and template; ▪ Conservation plans developed, but not fully implemented. ▪ Market and customer segmentation is not undertaken. 	<ul style="list-style-type: none"> ▪ Lack of understanding of the competitive advantage of each museum – each museum has a "Big 5" that can be leveraged.
Increased Research Outputs		
<ul style="list-style-type: none"> ▪ Increase in research staff complement. 	<ul style="list-style-type: none"> ▪ Need to become more focused – transformation, previously disadvantaged groups. 	<ul style="list-style-type: none"> ▪ Up-skilling, building pool of talent, etc.

SUCCESSES	CHALLENGES	BURNING ISSUES
What has worked?	What has not worked?	Critical improvement areas
<ul style="list-style-type: none"> ▪ More than doubling of research outputs in recent years. ▪ Progressive research in the different areas – cultural, natural, military, etc. 	<ul style="list-style-type: none"> ▪ Transformation more difficult to address in terms of, e.g. natural history - depending on the nature of the type of the research. ▪ DITSONG no longer viewed as a thought leader/influencer in the sector. ▪ Insufficient partnerships with research institutions and academia. 	<ul style="list-style-type: none"> ▪ Partnership development within research fraternity needs to be strengthened. ▪ Need to focus on original research in order to build knowledge capability, supporting the transformation agenda. ▪ Need to establish a research-oriented environment – research must inform curatorship, exhibitions and displays.

8.2.3. HUMAN RESOURCES OVERVIEW

Progress has been made in positioning the Human Resources (HR) department as a business unit with objectives, rather than as a mere compliance structure. The implementation of the Remedial Action Plan to address previous audit findings formed a critical part of improving on the HR processes and controls, as well as the credibility of the HR-related financial information. The implementation of establishing a ‘talent culture’ started in 2017/18 and gained momentum in 2018/19. The following HR initiatives have been prioritised:

- 1) Implementing the approved Human Capital Strategy for DITSONG.
- 2) Continuing to implement various training and development interventions.
- 3) Overseeing the implementation of the Talent Management Strategy.
- 4) Continuing with the implementation of Organisational Change Management Programme.
- 5) Implementation of an Integrated Performance Management Framework.
- 6) Reviewing and developing policies.
- 7) Implementing a Management Development Programme.
- 8) Implementing an Employee Wellness Programme.

The workforce planning framework and key strategies to attract, recruit and retain a skilled and capable workforce include:

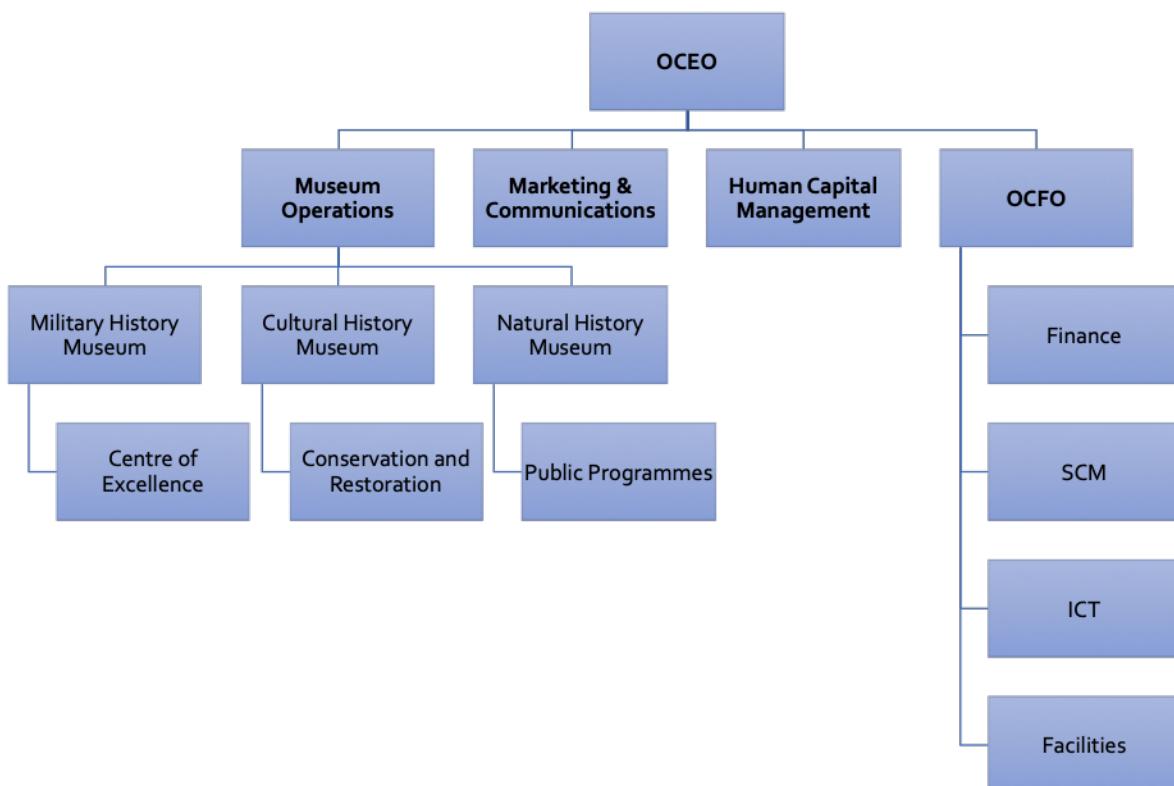
- 1) Collaborating with institutions of higher learning to enable their students to receive on-the-job training, as well as research experience.
- 2) Establishing an experiential learning programme for students studying Tourism.
- 3) Continuing with the implementation of bursary schemes.
- 4) Increasing the already established momentum on training and development.

5) Continuing to put more emphasis on improved conditions of service.

In October 2014, the DITSONG Council cancelled the organisational structure that had been developed in 2010/11. The structure created many new positions (224 in total), which remained vacant due to a lack of funding. Staff costs were already in the region of 72% of the subsidy.

During the 2017/18 financial year, a revised DITSONG 2017-2021 Strategic Plan was developed and approved. A revised organisational structure was subsequently approved in the same financial year. DITSONG has since been able to make key staff appointments, including the appointment of a permanent CEO and CFO, and full executive team. Following the conclusion of an organisational review and design process, a new structure has been finalised, and will support the implementation of this strategic plan over the next five years. Refer to figure below:

Figure 12: DITSONG Museums Organisational Structure



From a people and skills perspective, the Institution has selected to closely monitor the implementation of the annual Workplace Skills Plan, the Change Management Programme and Leadership Development Programme.

81% of the Workplace Skills Plan was implemented in 2017/18, and 97% implementation in the 2018/19 financial year. Solid progress has been made in addressing the improvement areas of the organisational climate survey.

Summary of Successes, Challenges and Improvement Areas – Human Resources

SUCCESSES What has worked?	CHALLENGES What has not worked?	BURNING ISSUES Critical improvement areas
Developed and Retained Workforce Skills		

SUCCESSES What has worked?	CHALLENGES What has not worked?	BURNING ISSUES Critical improvement areas
<ul style="list-style-type: none"> ▪ Basics of HRM in place – policies and strategies. ▪ Good working relationship with labour. ▪ A refocus on staff development in the last two years beginning to yield results. ▪ Improved people management and interpersonal relations. ▪ Breaking down of silos – elements of common purpose emerging. ▪ Internal communication improving – regular staff contact sessions. ▪ Initiation of a change management plan. ▪ Empowerment, growth and development of employees. ▪ Approved re-aligned structure. 	<ul style="list-style-type: none"> ▪ Frozen positions and moratorium on filling posts. ▪ Lost good skills to other institutions – impact on DITSONG institutional memory. ▪ Change fatigue (although positive signs in last two years). ▪ Change management viewed as a once-off intervention - lack of resources to sustain it. 	<ul style="list-style-type: none"> ▪ Consistent application of policies. ▪ Implement the approved re-aligned structure. ▪ Ageing workforce. ▪ Change management process to support new structure.

8.2.4. SUMMARY OF CRITICAL ISSUES ARISING FROM THE SITUATIONAL ANALYSIS THAT INFORMED PLANNING TO 2025

The 2014–2019 End of Term Strategic Review made the following headline findings:

- 1) The performance indicators have changed annually over the MTSF, and those currently being measured only have performance information for the 2017/18 and 2018/19 financial years. Performance is on track on this level.
- 2) Same gaps in the application of the hierarchy of performance information were noted in the past strategic plans.
- 3) DITSONG achieved GRAP 103 compliance, with over five million heritage assets inventoried and valuation targets achieved.
- 4) Implementation of organisational turnaround strategies, that focused on people, financial and governance issues has resulted in an improving audit outcome from the AGSA, and a strengthening organisational performance environment.
- 5) In contrast, the dominant internal focus has meant a lesser focus on the core functions of the institution. Transforming the narrative of heritage and increasing visitor numbers has

thus not been given adequate attention.

- 6) The financial sustainability of DITSONG has remained a challenge over the period, particularly in terms of growing the revenue base.
- 7) High levels of post-retirement benefits for staff continue to affect the going concern status of the Institution.
- 8) There are improvements in stakeholder management and partnership development. However, DITSONG is yet to optimise the full scope of opportunities that may be available;
- 9) There is a lack of visibility and awareness of the DITSONG brand in the country. More work needs to be done on building the image and reputation of the brand.
- 10) ICT modernisation and the utilisation of technology to support and enable the core functions of DITSONG are lagging significantly.

It is within this context that DITSONG conducted an organisational SWOT analysis to assist in identifying the critical issues of the 2020-2025 planning period.

DITSONG “SWOT” Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Diverse and unique collections. ▪ Accessible museums in terms of location and public transport. ▪ Workforce (core and support) expertise. ▪ Research capability and output. ▪ Dedicated committed staff and willingness to learn. ▪ Curriculum-based educational programmes. ▪ Platform for community engagement (“cultural hubs”). ▪ Solid partnership base. ▪ Good governance. ▪ Verified and valued heritage assets. ▪ Internal communications. 	<ul style="list-style-type: none"> ▪ Mostly out-dated exhibitions. ▪ Ageing physical infrastructure. ▪ Inconsistent supervisory oversight and inadequate consequence management. ▪ Sub-optimal operational structure. ▪ Limited brand awareness and visibility. ▪ Residual internal control weaknesses. ▪ Inadequate revenue generation. ▪ Inefficient and ineffective ICT infrastructure. ▪ Unexploited (orphaned) collections contributing to new knowledge. ▪ Inadequate security for heritage assets. ▪ No disaster risk management plan. ▪ Inadequate succession planning.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Contribution to the South African transformation agenda through themed public programmes. ▪ Targeted funding opportunities from ACH foundations and corporate. ▪ The revision of the White Paper. ▪ Property portfolio lends itself to PPP 	<ul style="list-style-type: none"> ▪ Declining number of visitors (out-dated exhibitions, ICT modernisation, macro-economic climate, ageing infrastructure). ▪ Associated risks, due to security challenges. ▪ Loss of life and property. ▪ Community disruption, vandalism and poaching.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> (resource mobilisation). ▪ Package and sell DITSONG collections management expertise. ▪ Capacity building and learning through partnerships. ▪ Virtual museum. ▪ Co-creating and co-curating with communities. ▪ Partnerships with tourism-related markets and events. ▪ Cross-sectoral partnerships in ACH. ▪ Possible amalgamation. 	<ul style="list-style-type: none"> ▪ Land invasion. ▪ Public entity rationalisation. ▪ Reduced allocation of DSAC.

While the major focus of the past period has been about getting the basics right of good administration, governance and financial management, the balance needs to shift to a greater focus on implementing the core functions of DITSONG's mandate over the 2020-2025 planning period.

The critical issues informing the 2020-2025 Strategic Plan include:

- 1) The governance aspect of GRAP 103 has been completed. The question now becomes how to leverage what is known about the collection. The knowledge of what DITSONG already possesses must define the collection management strategy moving forward, including:
 - a) Acquisition and preservation decisions (in line with international standards).
 - b) Digitisation of the collections for the purposes of preservation and the creation of online exhibitions.
- 2) The research agenda must improve the reputation of DITSONG as an influencer and thought leader in the relevant sectors. Research needs to be inclusive and relevant and support well-curated heritage assets, exhibits, displays and public programmes.
- 3) DITSONG facilities need to be renovated and maintained effectively in terms of the requirements of the Government Infrastructure Management Act (GIAMA). This is vital to improving the appeal of the facilities and to ensuring the safety of visitors and heritage assets. Maintenance support needs to be secured from the custodian of public fixed assets, the Department of Public Works and Infrastructure.
- 4) Despite budget constraints, DITSONG needs to find ways to keep pace with the encroachment of the 4th Industrial Revolution, creating museums that are technologically advanced, and appealing to the younger generation.
- 5) Focussed use of social media is both inexpensive and potentially highly effective for growing a younger (millennial) audience and patronage base. However, physical exhibits need to meet younger audience expectations if traction is to be gained:
 - a) DITSONG needs to identify and implement "low hanging" fruits relating to 4IR.

- b) New permanent exhibitions are required at all the museums, to advance the transformation agenda and to increase overall visitor numbers.
- 6) DITSONG needs to continue to support socio-economic transformation by targeting its procurement spend at HDIs and employing interns and providing opportunities for young entrepreneurs within the ACH and tourism sectors to be supported in DITSONG public programmes.
- 7) The Institution needs to be creative in attracting the youth to the museums through co-curating and co-creating programmes for the youth by providing spaces within facilities for talent development and youth related programmes.

There is no more money or investment that government is able to provide to subsidise institutions. DITSONG will need to be innovative in improving its self-sustainability. It means better leveraging the wealth of collections under custodianship, improving the brand awareness and visibility of DITSONG, optimising external income opportunities, and being innovative in securing strategic partnerships, especially for the development of high-impact new permanent exhibitions that will advance the transformation narrative of heritage and serve as drawcards to the different DITSONG museums.

PART C: MEASURING OUR PERFORMANCE

9. INSTITUTIONAL PERFORMANCE INFORMATION

9.1. MEASURING THE IMPACT

Informed by the mandate and strategic focus of DITSONG described above, the IMPACT statement of DITSONG for the period 2020-2025 is as follows:

Impact Statement	Increased accessibility, awareness, knowledge and appreciation of South Africa's heritage through relevant and sustainable museums
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9.2. MEASURING OUTCOMES

Aligned to the strategic focus areas of the DITSONG mandate, six (6) Outcomes have been developed to direct the effort and focus of the entity towards achieving its intended impact over the period to 2025, as follows:

Outcome (What we wish to achieve by 2025)	Outcome Indicator	Baseline (2019/20)	Five-Year target (March 2025)
Strategic Focus Area: Conduct research and disseminate knowledge			
1. Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant	1.1. Average number of citations per peer-reviewed article or conference paper within the first five-year period of publication.	New indicator.	Average of 10 citations per peer reviewed article or conference paper within the first five-year period of publication.
	1.2. Number of NRF rated scientists employed by DITSONG.	Zero.	Two NRF rated scientists employed by DITSONG.
	1.3. Percentage of research papers disseminated over the period that meet the predetermined criteria of inclusivity and relevance.	New indicator.	80% of research papers disseminated over the period that meet the pre-determined criteria of inclusivity and relevance.

Outcome (What we wish to achieve by 2025)	Outcome Indicator	Baseline (2019/20)	Five-Year target (March 2025)
Strategic Focus Area: Acquire and preserve heritage assets			
2. Heritage assets preserved in accordance with international guideline standards	2.1. Percentage of objects in the collection impaired over the five-year period.	New indicator.	<1% of objects impaired over the five-year period.
	2.2. Percentage of planned heritage assets conserved/ restored over the five-year period. <i>(In terms of 5 x annual integrated conservation plans)</i>	New indicator.	100% of planned heritage assets conserved/restored over the five-year period.
Strategic Focus Area: Exhibit, display and educate			
3. Increased visibility, accessibility and awareness of heritage assets	3.1. Cumulative number of physical visitors over the five-year period. <i>(Includes to the museums + through outreach)</i>	2015/16-2019/20: 1,598,095 (Avg. 319,619 p/a)	2020/21-2024/25: 1,750,000 (Avg. 350,000 p/a, with 500,000 achieved in final year of SP)
	3.2. Cumulative number of virtual visitors over the five-year period.	Revised indicator – change in method of calculation.	2020/21-2024/25: 12,500,000 (Avg. 600,000 p/a, with 3,000 000 achieved in final year of SP).
	3.3. Percentage increase in public awareness of the natural, military and cultural heritage exhibited, displayed and taught by DITSONG Museums.	New indicator. <i>Survey conducted in year 1 to set baseline, mid-term survey to assess progress, final survey at end of term</i>	10% improvement on previous biennial survey result.
Strategic Focus Area: Socio-economic transformation			
4. Increased participation of historically disadvantaged groups in the heritage sector	4.1. Percentage of the cumulative Rand value of procurement spent on small enterprises owned by HDIs over the five-year period.	New indicator R 12 414 595,46	Black - 60% Women - 30% Youth - 35% PwDs - 2%

Outcome (What we wish to achieve by 2025)	Outcome Indicator	Baseline (2019/20)	Five-Year target (March 2025)
	4.2. Cumulative number of youths trained through internship and experiential training programmes over the five-year period.	2015/16-2019/20: 67 youths trained through internship and experiential training programmes.	2020/21-2024/25: 150 youths trained through internship and experiential training programmes.
	4.3. Cumulative number of young entrepreneurs supported in DITSONG public programmes over the five-year period.	New indicator.	50 young entrepreneurs supported in DITSONG public programmes over the five-year period.
Strategic Focus Area: Financial sustainability			
5. Improved financial sustainability of DITSONG	5.1. Cost-to-income ratio.	95 to 100 (cost-to-income).	95 to 100 (cost-to-income).
	5.2. Percentage own revenue generation to total revenue.	9%	30% own revenue generation to total revenue.
Strategic Focus Area: Compliant and responsive governance			
6. A compliant and responsive organisation	6.1. Audit opinion from the AGSA on previous year's financial and non-financial information.	Unqualified, with findings.	Clean audit outcome.
	6.2. Overall organisational performance rating.	New indicator. 69%	100% overall organisational performance rating.
	6.3. Percentage improvement in stakeholder satisfaction survey rating.	New indicator.	10% improvement on previous biennial stakeholder satisfaction survey rating.

9.3. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

In support of DITSONG's desired impact for "**increased accessibility, awareness, knowledge and appreciation for the heritage of South Africa through relevant and sustainable museums**", the contribution and focus of the Outcomes, together with a description of the enablers to support the Outcomes, is discussed below:

9.3.1. OUTCOME 1: ENHANCED CONTRIBUTION TO KNOWLEDGE PRODUCTION WITHIN THE HERITAGE SECTOR THROUGH DISSEMINATED RESEARCH THAT IS INCLUSIVE AND RELEVANT

Outcome 1 relates to the “Research” pillar of DITSONG’s mandate and is pivotal to the Institution contributing to MTSF Priority 6: Social cohesion and safe communities, and to DSAC Outcome 1: A diverse socially cohesive society with a common identity, through its research collections, exhibitions, displays and public programmes.

The disseminated research must improve the reputation of DITSONG as an influencer and thought leader in the relevant sectors, and needs to be inclusive and relevant, thus contributing to increased knowledge of heritage in the country.

The table below provides strategic information about the Outcome and the selected Outcome indicators, which inform the Outputs of the APP’s over the planning period:

Outcome 1: Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant	
Rationale for selection of Outcome indicators	<p>Outcome indicator 1.1. Average number of citations per peer reviewed article or conference paper within a five-year period of publication:</p> <ul style="list-style-type: none"> ▪ Citation by other author(s) is important in the dissemination of knowledge and raises the profile of DITSONG researchers and the institution in the production of knowledge. It immediately positions the Institution as a reliable source of reference.
	<p>Outcome indicator 1.2. Number of NRF rated scientists:</p> <ul style="list-style-type: none"> ▪ NRF rated scientists are globally competitive. The rationale is to demonstrate DITSONG’s contribution in the field of natural sciences to society, thus reinforcing the role of museums internationally and nationally.
	<p>Outcome indicator 1.3. Percentage of research papers disseminated over the period that meet the predetermined criteria of inclusivity and relevance:</p> <ul style="list-style-type: none"> ▪ Museums are knowledge centres, and this knowledge is based on existing collections and supports a museum’s contribution to society across various topics and themes. Inclusivity and relevance of this knowledge generation underpins DITSONG’s intended impact to transform the heritage narrative.
Key interventions of the Outcome <i>(Informing outputs of the annual performance plans over the period)</i>	<ul style="list-style-type: none"> ▪ Develop and monitor the implementation of a rolling three-year research agenda, based on a transformational research paradigm comprising 3C’s: <ul style="list-style-type: none"> – Change heritage practice in support of all citizens and cultures; – Concentration on community, country and continent; and – Collaboration and cooperation. ▪ Monitor and assess that research outputs are inclusive and relevant, and result in transformed exhibitions, displays and public programmes.

Outcome 1: Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant

	<ul style="list-style-type: none"> ▪ Establish and maintain channels/platforms for sharing knowledge. ▪ Develop and maintain partnerships with national and international research institutions. ▪ Reclaim DITSONG's position within academia as a think-tank and influencer. ▪ Increase the research outputs that are disseminated, including peer reviewed articles submitted for publication, popular articles published or posted, public lectures and conferences presented. ▪ Host an international DITSONG conference. ▪ Maintain DITSONG's natural history international journal and establish a DITSONG internationally accredited journal of cultural history.
Game changing intervention / programme	<p>To increase the number of NRF rated scientists employed by DITSONG:</p> <ul style="list-style-type: none"> ▪ This will assist DITSONG to reclaim its position as an influencer within the research fraternity, to source funding for research and to increase research outputs. ▪ The benefit is improved and transformed collections, exhibitions, displays and public programmes.
Considerations in relation to women, the youth and people with disabilities	<ul style="list-style-type: none"> ▪ An inclusive and relevant research agenda must address issues related to women, the youth and people with disabilities.
Key enablers to support delivery of the Outcome	<ul style="list-style-type: none"> ▪ A functional Research Committee; fully supported by executive management and the Council. ▪ Effective monitoring and reporting processes in place with respect to the research agenda. ▪ Build knowledge management capabilities – people and systems. ▪ Research policies and procedures that are aligned to the research paradigm and support evidence-based decision making. ▪ Management of research partnering and collaboration plan – critical, as DITSONG cannot make an impact on its own. ▪ Fundraising activities to enhance the implementation of the Research Plan. ▪ Funding and partners to host the international DITSONG conference. ▪ Meet minimum requirements for the establishment of a cultural history journal.

9.3.2. OUTCOME 2: HERITAGE ASSETS PRESERVED IN ACCORDANCE WITH INTERNATIONAL GUIDELINE STANDARDS

Outcome 2 relates to the “Acquire and Preserve” pillar of DITSONG’s mandate and is a fundamental responsibility of any museum; to ensure that all specimens and objects are well-documented and catalogued, and collections are well-curated and conserved/restored.

Acquire and preserve decisions have a direct impact on DITSONG’s ability to change the narrative of heritage through transformed exhibitions, displays and public programmes. Therefore, supporting DITSONG’s contribution to MTSF Priority 6: Social cohesion and safe communities, and to DSAC Outcome 1: A diverse socially cohesive society with a common identity.

DITSONG further contributes to MTSF Priority 1: A capable, ethical and developmental state and to DSAC Outcome 5: Compliant and responsive governance/administration, by ensuring that the heritage assets are managed in compliance with GRAP 103.

Outcome 2: Heritage assets preserved in accordance with international guideline standards	
Rationale for selection of Outcome indicators	<p>Outcome indicator 2.1. Percentage of objects in collection impaired over the five-year period:</p> <ul style="list-style-type: none"> ▪ The less objects that are impaired is an indicator of good conservation practices and responsibility in the preservation of the national estate. <p>Outcome indicator 2.2. Percentage of planned heritage assets conserved/restored over the five-year period:</p> <ul style="list-style-type: none"> ▪ To ensure that each object is kept in a stable condition or optimally restored for purposes of historical interpretation and sharing of intergenerational experience and learning by future generations.
Key interventions of the Outcome (Informing outputs of the annual performance plans over the period)	<ul style="list-style-type: none"> ▪ Ensure inventory management and valuations of heritage assets are fully compliant with GRAP 103 requirements. ▪ Fully assess the ±4.8 million objects in the collection and develop a plan to strengthen the inclusivity and best use of collections. This must inform: <ul style="list-style-type: none"> – Acquisition of new collections that are representative of South African culture/heritage. – Museum-level strategies and high-impact focus areas. – Exhibition and display strategies. ▪ Conserve and restore heritage assets. ▪ Digitisation of the collection for the purposes of preservation. ▪ Develop and implement a heritage assets data management system to inform maintenance activities and to improve access. ▪ Ensure heritage assets are safe and secure.
Game changing intervention/programme	<p>Digitisation of the heritage assets collection:</p> <ul style="list-style-type: none"> ▪ For preservation purposes and in line with international best practice it has become essential to document and present

Outcome 2: Heritage assets preserved in accordance with international guideline standards

	<p>heritage assets into a digital format.</p> <ul style="list-style-type: none"> ▪ The benefits are enhanced preservation, as well as improved accessibility. ▪ It underpins the future development of a virtual museum.
Considerations in relation to women, the youth and people with disabilities	<ul style="list-style-type: none"> ▪ Promoting more women in specialist museum services – archaeology, palaeontology and taxonomy. ▪ Access and collaboration with DSAC bursary scheme for women and the youth in the heritage sector.
Key enablers to support delivery of the Outcome	<ul style="list-style-type: none"> ▪ A functional Heritage Assets Management Committee; fully supported by executive management and the Council. ▪ Resources to implement the annual integrated conservation plans. ▪ Well-equipped, appropriate and maintained, safe and secure storage facilities. ▪ Disaster risk and reduction plan. ▪ DITSONG Heritage Assets Management Strategy and Policy, reviewed regularly to remain in line with ICOM guideline standards.

9.3.3. OUTCOME 3: INCREASED VISIBILITY, ACCESSIBILITY AND AWARENESS OF HERITAGE ASSETS

Outcome 3 relates to the “Exhibit, Display and Educate” pillar of DITSONG’s mandate and reflects the primary role of museums, which is to present to and educate the public on the objects held in trust for society, thus sharing in South Africa’s collective heritage. By increasing the visibility and accessibility of heritage assets, DITSONG aims to ensure an increasing number of people are exposed to and thus become aware of South Africa’s cultural, military and natural heritage. Success is measured by an increase in the number of visitors to the DITSONG museums over time. This includes physical visitors to the museums, visitors that are reached through mobile outreach programmes, and online virtual visitors.

Outcome 3 contributes to MTSF Priority 6: Social cohesion and safe communities – Promoting social cohesion through increased interaction across space, race and class:

- 1) Promote access to cultural facilities/community arts centres and participation in arts, culture and heritage programmes.

Through its public education programmes, Outcome 3 contributes to MTSF Priority 6: Social cohesion and safe communities – Increased feelings of safety in communities:

- 1) Reduction in violence against women.
- 2) Reduction in violence against children.
- 3) Implementation of the National Action Plan (NAP) to combat racism, racial discrimination, xenophobia and related intolerance.

The Outcome also seeks to improve the integration of museums with broader spatial development strategies and plans across the ACH and tourism sectors. Thereby Outcome 3 contributes to MTSF Priority 5: Spatial integration, human settlements and local government – Coordinated, integrated and cohesive national spatial development guidance to enable economic growth and spatial transformation.

Outcome 3 is aligned with DSAC Outcome: A diverse socially cohesive society with a common identity, as well as DSAC Outcome: Integrated and accessible infrastructure and information – SAC Infrastructure Programme and multipurpose SAC hubs and/or precincts.

Outcome 3: Increased visibility, accessibility and awareness of heritage assets	
Rationale for selection of Outcome indicators	<p>Outcome indicator 3.1. Cumulative number of physical visitors</p> <ul style="list-style-type: none"> ▪ A measure of the effectiveness of DITSONG's interventions to attract physical visitors to the museums and through outreach programmes. ▪ The more visitors the better DITSONG is able to fulfil its role of presenting to and educating the public on the objects held in trust for society, thus sharing in South Africa's collective heritage.
	<p>Outcome indicator 3.2. Average number of virtual visitors per annum</p> <ul style="list-style-type: none"> ▪ In preparation for the museum of the future, virtual visitors will increase DITSONG's online profile and reach. ▪ The indicator measures the number of unique home page hits by non-DITSONG website visitors. The homepage will direct online visitors to virtual exhibitions, news and events, etc.
	<p>Outcome indicator 3.3. Percentage increase in public awareness of the natural, military and cultural heritage exhibited, displayed and taught by DITSONG Museums:</p> <ul style="list-style-type: none"> ▪ A measure of the effectiveness of DITSONG's programmes, which aims at increasing public awareness of heritage exhibited, displayed and taught, thus contributing to social cohesion and inclusivity. ▪ The survey will be conducted in year one to set the baseline, mid-term survey to assess progress, and a final survey at the end of the term.
Key interventions of the Outcome (Informing outputs of the annual performance plans over the period)	<ul style="list-style-type: none"> ▪ Rolling three-year Exhibitions Master Plan developed, costed and approved: <ul style="list-style-type: none"> – Big focus on developing new exhibitions, which requires extensive fundraising and partnerships; – Development of at least one new permanent exhibition per museum that is technologically advanced, is appealing to the youth and supports the heritage transformation agenda; – Leverage the ±4.8 million objects in the collection through an established programme of temporary, travelling and permanent exhibitions and displays;

Outcome 3: Increased visibility, accessibility and awareness of heritage assets

	<ul style="list-style-type: none"> - Create theme-based exhibition programmes on topical and societal issues, catering for different target markets. ▪ Research-based, curriculum-linked, rolling three-year Public Programmes Plan developed, implemented and monitored: <ul style="list-style-type: none"> - Facilitate dialogues and lectures on societal issues, including violence against women and children, xenophobia, etc. - Build relationships with communities through outreach programmes and community engagement. - Implement diversified and exclusive education programmes for different target markets. ▪ Establish and maintain partnerships and relations with stakeholders. ▪ Leverage the digitisation process to develop and implement web-based virtual exhibitions. ▪ Maintain and upgrade the infrastructure of museums and implement technological advancements. ▪ Integration of museums with broader spatial development programmes and strategies, for example, Tshwane Tourism Strategy. ▪ Implement non-museum related events to support the Outcome on revenue generation and sustainability. ▪ Continue to implement the “Know your Museum Campaign”.
Game changing intervention/programme	<p>Development of one new permanent exhibition at each main museum over the five-year period:</p> <ul style="list-style-type: none"> ▪ 1 x new permanent exhibition at 3 x museums. This will advance the transformation agenda and provide DITSONG with much needed visibility and exposure.
Considerations in relation to women, youth and people with disabilities	<ul style="list-style-type: none"> ▪ Women, the youth and people with disabilities as part of the co-curation and co-creation chain of value to work with DITSONG Museums in staging world-class, inclusive and relevant exhibitions.
Key enablers to support delivery of the Outcome	<ul style="list-style-type: none"> ▪ Establish a functional Exhibitions Committee; fully supported by executive management and the Council. ▪ Segmented, innovative marketing and PR strategy that includes extensive use of digital platforms. ▪ Develop and implement a fundraising plan for new exhibitions and displays that leverages the DSAC Infrastructure Grant. ▪ Modernise the museums through infrastructure development, rehabilitation and condition-based maintenance: <ul style="list-style-type: none"> - Closely manage relationship with the Department of Public Works and Infrastructure; - Improve the OHS Act compliance levels of museums. ▪ Maintain the uptime of WiFi in the Museums.

Outcome 3: Increased visibility, accessibility and awareness of heritage assets

- Source and support tour guides that speak different languages.
- Purchase of mobile truck for outreach programmes.
- Implement the brand revitalisation strategy.

9.3.4. OUTCOME 4: INCREASED PARTICIPATION OF HISTORICALLY DISADVANTAGED GROUPS IN THE HERITAGE SECTOR

Outcome 4 relates to the “Socio-Economic Transformation” focus of DITSONG’s mandate and seeks to provide increased opportunities for HDIs and entrepreneurs to participate in the heritage and tourism sectors. This is done through preferential procurement, skills development and utilisation of spaces within the museums for co-curating and co-creating.

The Outcome contributes as follows to the MTSF:

1) Priority 2: Economic transformation and job creation:

- Facilitate the increase in the number of functional small businesses with a focus on township economies and rural development.
- Ensure inclusion of SMMEs in localisation and buy local campaigns.
- Expand government spend on women, the youth and persons with disabilities through preferential procurement.

2) Priority 3: Education, skills and health

- Youths better prepared for further studies, and the world of work beyond Grade 9.
- Youths leaving the schooling system more prepared to contribute towards a prosperous and equitable South Africa.

Outcome 4 is aligned with DSAC outcome: Increased market share of and job opportunities created in sport, cultural and creative industries, as well as DSAC outcome: A transformed, capable and professional sport, arts and culture sector.

Outcome 4: Increased participation of historically disadvantaged groups in the heritage sector

Rationale for selection of Outcome indicators	Outcome 4.1. Percentage of the cumulative Rand value of procurement spent on small enterprises owned by HDI's over the five-year period:
	<ul style="list-style-type: none"> ▪ Procurement set-asides are a government policy priority to be implemented by all public sector institutions. ▪ DITSONG: Museums of South Africa will support black-owned business, particularly those owned by women, youths and people living with disabilities.

Outcome 4: Increased participation of historically disadvantaged groups in the heritage sector

	<p>Outcome 4.2. Cumulative number of youths trained through internship and experiential training programmes over the five-year period:</p> <ul style="list-style-type: none"> ▪ Lack of work experience constrains young people from finding jobs. DITSONG is an employer and can contribute to reducing the unemployment rate by providing internship opportunities for young people and preparing them for the world of work. ▪ This will also contribute to the museum talent pipeline.
	<p>Outcome 4.3. Cumulative number of young entrepreneurs supported in DITSONG public programmes over the five-year period:</p> <ul style="list-style-type: none"> ▪ The indicator reflects DITSONG's commitment to supporting the call of the National Youth Policy¹⁵ for the public sector to grow young entrepreneurs in order for young people to contribute meaningfully to society.
<p>Key interventions of the Outcome (Informing outputs of the annual performance plans over the period)</p>	<ul style="list-style-type: none"> ▪ Implement procurement set-asides by supporting black-owned businesses, particularly those owned by women, youths and people living with disabilities. ▪ Targeted allocation of projects to small enterprises owned by HDIs, with a specific focus on youths and women-owned enterprises. ▪ Youth trained through internship and experiential training programmes. ▪ Develop and implement the co-curating and co-creating youth development programme.
<p>Game changing intervention/programme</p>	<p>Co-curating and co-creating youth development programme:</p> <ul style="list-style-type: none"> ▪ Supportive of the National Youth Policy. ▪ Through a call for proposals to provide space for creative youths and women to showcase their expertise and talents. ▪ Attract communities into DITSONG spaces through weekend programmes of the creatives.
<p>Considerations in relation to women, youth and people with disabilities</p>	<ul style="list-style-type: none"> ▪ Achievement of procurement set-aside targets for the different groups. ▪ Internship programme, with a focus on women and the youth. ▪ Supporting the growth and development of women, youth and PwD entrepreneurs in the heritage and related sectors.
<p>Key enablers to support delivery of the Outcome</p>	<ul style="list-style-type: none"> ▪ Goods and services budget. ▪ Funding for the internship programme. ▪ Availability of discretionary grants from CATHSSETA.

¹⁵ National Youth Policy 2015-2020

Outcome 4: Increased participation of historically disadvantaged groups in the heritage sector

- Partnerships to support the youth development programme, including within the tourism sector.

9.3.5. OUTCOME 5: IMPROVED FINANCIAL SUSTAINABILITY

Outcome 5 relates to the “Financial Sustainability” focus of DITSONG’s mandate. This requires of DITSONG to diversify its revenue streams while optimising its key cost drivers.

The Outcome contributes to MTSF Priority 1: A capable, ethical and developmental State - Enhance productivity and functionality of public sector institutions in supporting people-centred service delivery and to the DSAC outcome: Compliant and responsive governance/administration.

Outcome 5: Improved financial sustainability	
Rationale for selection of Outcome indicators	Outcome 5.1. Cost-to-income ratio <ul style="list-style-type: none"> ▪ Measure of DITSONG’s commitment to reducing costs relative to income, in line with the Institution’s revenue generation and cost containment initiatives. Outcome 5.2. Percentage own revenue generation to total revenue <ul style="list-style-type: none"> ▪ Generating own revenue will ensure that DITSONG augments its annual government grant in order to support programming efforts, such as the cost of new permanent exhibitions.
Key interventions of the Outcome (Informing outputs of the annual performance plans over the period)	<ul style="list-style-type: none"> ▪ Develop and implement cost reduction and value for money strategy. To include: <ul style="list-style-type: none"> - Cost reduction through cost containment measures. - Cost reduction through optimising staff efficiencies. - Value for money through efficient procurement process. - Reduce employee compensation proportion of budget to 60%. - Work with Shareholder to reduce the burden of post-retirement obligations, which has a going concern impact. ▪ Develop and implement revenue enhancement strategy. To include: <ul style="list-style-type: none"> - Increased income from property portfolio and admission fees.; - Increased income from fundraising initiatives. - Increased sales of research outputs and expertise. - Increased revenue from existing and new partnerships. - Arts commercialisation strategy to be developed and implemented. - Activation of the international relations strategy

Outcome 5: Improved financial sustainability

	<p>(collaboration, partnerships and services).</p> <ul style="list-style-type: none"> - Conversion focus – anyone entering DITSONG spaces, e.g. through restaurants and dialogues, need to be attracted into the specific museum to experience the exhibitions; - Alternative revenue generation programmes, not necessarily museum-related.
Game changing intervention/programme	<p>30% own revenue generation by 2025:</p> <ul style="list-style-type: none"> ▪ Due to the constrained fiscus, it is projected that budget allocations will reduce in real terms, rather than increase over the MTEF. ▪ In order to achieve the outcomes and intended impact of this Strategic Plan, DITSONG will need to find alternative sources of revenue and contain costs.
Considerations in relation to women, youth and people with disabilities	Not applicable.
Key enablers to support delivery of the Outcome	<ul style="list-style-type: none"> ▪ Implementation of revised organisational structure. ▪ Funding and partnering strategy, policies and programmes. ▪ Lobbying of key stakeholders. ▪ Proactive management of funding applications and contracts. ▪ Improved conversions. ▪ Upgrading of facilities, particularly, the establishment of new permanent exhibitions.

9.3.6. OUTCOME 6: A COMPLIANT AND RESPONSIVE ORGANISATION

Outcome 6 relates to the foundation of DITSONG's mandate – “A compliant and responsive organisation”. This means that DITSONG has achieved and maintained a Clean Audit Outcome over the duration of the planning period; has achieved exceptional organisational performance ratings and has improving stakeholder satisfaction ratings.

The Outcome contributes to MTSF Priority 1: A capable, ethical and developmental state:

- 1) Strengthen the governance system of state-owned entities.
- 2) Enhance productivity and functionality of public sector institutions in supporting people-centred service delivery.
- 3) Measures taken to reduce wasteful and fruitless expenditure; and irregular expenditure in the public sector.
- 4) Programme for building a professional public administration (job competency framework).
- 5) Mainstreaming of gender, youth and disability; empowerment and development institutionalised.

The Outcome aligns with DSAC Outcome: Compliant and responsive governance/administration:

- 1) Performance and financial oversight.
- 2) Capacitated human resources.
- 3) Integrated stakeholder management.
- 4) Strengthen public entity oversight mechanisms.
- 5) Service delivery.

Outcome 6: A compliant and responsive organisation	
Rationale for selection of Outcome indicators	<p>Outcome 6.1. External audit outcome on previous year financial and non-financial performance improved over the five-year period:</p> <ul style="list-style-type: none"> ▪ A measure of sound financial and administrative management, and sound governance. ▪ An improved external audit outcome demonstrates DITSONG's commitment to managing public funds and delivering on its mandate. <p>Outcome 6.2. Overall organisational performance rating:</p> <ul style="list-style-type: none"> ▪ The actual output or results DITSONG achieves over the term as measured against its intended outputs. ▪ Ensures people, systems and processes are aligned to perform. <p>Outcome 6.3. Percentage improvement in stakeholder satisfaction rating</p> <ul style="list-style-type: none"> ▪ The survey will inform DITSONG of areas of improvement in managing internal and external stakeholders with the view to improving operations and service delivery.
Key interventions of the Outcome (Informing outputs of the annual performance plans over the period)	<ul style="list-style-type: none"> ▪ Improved internal control environment and financial management. ▪ Risk management. ▪ Ethics and integrity management. ▪ Business integration and optimisation and ICT support. ▪ Effective legal and contract management. ▪ Human capital management and development. ▪ Employee relations and wellness. ▪ Performance management and development.
Game changing intervention/programme	<ul style="list-style-type: none"> ▪ Achieve and maintain a clean audit outcome over the five-year period: <ul style="list-style-type: none"> - Unqualified audit of financial statements. - Zero material findings on the audit of performance objectives.

Outcome 6: A compliant and responsive organisation

	<ul style="list-style-type: none"> - Zero material findings on the audit of compliance with legislation.
Considerations in relation to women, the youth and people with disabilities	Achievement of employment equity targets for the Institution.
Key enablers to support delivery of the Outcome	<ul style="list-style-type: none"> ▪ Sound and up-to-date policies and procedures. ▪ Sound labour relations. ▪ Structure and capacitate the Institution as defined by the mandate and strategic framework. ▪ Improve performance management system, and implementation thereof, to drive performance culture. ▪ Business processes reengineering and steady roll-out of automated systems to enable core functions.

9.4. KEY RISKS

Outcome	Key Risk	Risk Mitigation
Outcome 1: Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant.	1. Decline in research output.	<ul style="list-style-type: none"> ▪ Recruit staff with research capability. ▪ Broaden stakeholder management and participation. ▪ Implement approved organisational (realignment) structure. ▪ Implement Transformation Plan and monitor.
Outcome 2: Heritage assets preserved in accordance with international guideline standards.	2. Loss of heritage assets.	<ul style="list-style-type: none"> ▪ Develop Emergency and Disaster Recovery Plan. ▪ Digitisation partnerships for natural history and military history. ▪ Creation of a digital repository (cultural history). ▪ Implementation of the new structure. ▪ Partnership with UP and UJ.
	3. Risk of security and threats.	<ul style="list-style-type: none"> ▪ Develop a Security Implementation Plan. ▪ Tender issued for securing high value assets. ▪ Appointment of a community engagement liaison officer. ▪ Emergency and Disaster Recovery Plan.

Outcome	Key Risk	Risk Mitigation
Outcome 3: Increased visibility, accessibility and awareness of heritage assets.	4. Insufficient marketing and branding of DITSONG: Museums of South Africa.	<ul style="list-style-type: none"> ▪ Develop a Communication Strategy and Plan. ▪ Customer satisfaction surveys.
	5. Failure to innovate / meet customer needs.	<ul style="list-style-type: none"> ▪ Call for proposal to augment existing public programmes. ▪ Improved capacity for out-reached programmes (i.e. mobile exhibitions). ▪ Customer satisfaction survey. ▪ Identification of initiatives from international visits.
Outcome 4: Increased participation of historically disadvantaged groups in the heritage sector.	6. Operational inefficiencies.	<ul style="list-style-type: none"> ▪ Annual operational plans. ▪ Acquisition of an Enterprise Resource Plan. ▪ Employee satisfaction surveys.
Outcome 5: Improved financial sustainability of DITSONG.	7. Financial sustainability risk.	<ul style="list-style-type: none"> ▪ Call for proposal for operators for restaurants, conferencing facilities and accommodation. ▪ Annual review of admission fees. ▪ Arts strategy (commercialisation of artworks). ▪ Activation of the International Relations Strategy (collaboration, partnerships and services).
	8. Capital availability risk.	<ul style="list-style-type: none"> ▪ Develop three-year exhibition budget. ▪ Conditional assessment of the museums. ▪ Activation of the International Relations Strategy (collaboration, partnerships and services). ▪ Timeous submission of applications for approval to SAHRA/PHRA.
6. A compliant and responsive organisation.	9. Non-compliance to laws and regulations.	<ul style="list-style-type: none"> ▪ Develop a Compliance Risk Management Plan.
	10. Low staff morale and productivity.	<ul style="list-style-type: none"> ▪ Implement Succession Planning Policy, Employer of Choice Strategy and supporting processes.
	11. Stakeholder management risk.	<ul style="list-style-type: none"> ▪ Customer response/feedback mechanism.; ▪ Implement and monitor Stakeholder Management Strategy and Implementation Plan.

Outcome	Key Risk	Risk Mitigation
	12. Fraud and corruption.	<ul style="list-style-type: none"> ▪ Procure an independent hotline. ▪ Ongoing training and awareness.

9.5. PUBLIC ENTITIES

Not applicable to DITSONG: Museums of South Africa.

9.6. DISTRICT DEVELOPMENT MODEL

Not applicable to DITSONG: Museums of South Africa.

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Outcome Indicator 1.1.	Average number of citations per peer-reviewed article or conference paper within the first five-year period of publication.
Definition	Citations on research work by other authors reflect the impact and/or quality of the research that has been conducted and disseminated. The indicator measures the average number of citations per peer-reviewed article or conference paper within the first five-years of publication of the article or paper, regardless of whether it was published during the 2020-2025 period or prior.
Source of data	Journals and/or citation records submitted to researchers.
Method of Calculation/Assessment	Straight count of the total number of citations within the reporting period.
Assumptions	DITSONG: Museums of South Africa's research outputs have a national and international track-record.
Disaggregation of Beneficiaries (where applicable)	50% output from female staff.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	Average of 10 citations per peer reviewed article, or conference paper within the first five-year period of publication.
Indicator Responsibility	Museum Directors.

Outcome Indicator 1.2.	Number of NRF rated scientists employed by DITSONG.
Definition	National Research Foundation (NRF) ratings benchmark the quality of a researcher's work against the best in the world. The indicator measures the number of NRF rated scientists in the employ of DITSONG.
Source of data	National Research Foundation (NRF) rating confirmation/certificate.
Method of Calculation/Assessment	Straight count of the number of NRF rated scientists employed by DITSONG.
Assumptions	<ul style="list-style-type: none"> ▪ Research budget available to support research projects done by DITSONG or in collaboration with partners. ▪ New staff appointments of curators with research knowledge and expertise.

Disaggregation of Beneficiaries (where applicable)	50% female researchers.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	2 x NRF rated scientists employed by DITSONG by 2025.
Indicator Responsibility	Museum Directors.

Outcome Indicator 1.3.	Percentage of research papers disseminated over the period that meet the predetermined criteria of inclusivity and relevance.
Definition	<p>The indicator measures the percentage of research papers disseminated over the period that meet the following criteria of inclusivity and relevance:</p> <ul style="list-style-type: none"> ▪ INCLUSIVITY: <ul style="list-style-type: none"> - Cross-cultural linkages; - Cross-racial linkages, etc.; and - Cross-generational linkages. ▪ RELEVANCE: <ul style="list-style-type: none"> - To DITSONG collections or to transform future collection practices; - Contributing to knowledge production; - To DITSONG partners/stakeholders; and - Changed visitor profile of DITSONG (visitor to public lectures/dialogues representative of SA society).
Source of data	<ul style="list-style-type: none"> ▪ Research topics. ▪ Journals. ▪ Partnership agreements.
Method of Calculation/Assessment	Total number of research papers disseminated over the period / Total number of research papers disseminated over the period that meet the criteria of inclusivity and relevance x 100%.
Assumptions	Research Committee approves research projects as per the Research Agenda.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.

Reporting Cycle	Annual progress against the five-year target.
Desired Performance	>80% of research papers disseminated over the period meet the predetermined criteria of inclusivity and relevance.
Indicator Responsibility	Research Committee.

Outcome Indicator 2.1.	Percentage of objects in collection impaired.
Definition	In accordance with GRAP 103, heritage assets do not depreciate in value as they have an indefinite lifespan. The indicator measures the effectiveness of DITSONG's conservation practices and responsibility in the preservation of the national estate by quantifying the percentage of objects in the collection that are impaired in terms of GRAP 103 over the period.
Source of data	Impairment reports.
Method of Calculation/Assessment	Total number of objects in the collection / The number of objects impaired over the period x 100%.
Assumptions	Active and passive conservation plans implemented will result in less objects being impaired.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	<1% of objects impaired over the period.
Indicator Responsibility	Museum Directors.

Outcome Indicator 2.2.	Percentage of planned heritage assets conserved/restored.
Definition	The indicator measures how well DITSONG: Museums of South Africa implements its integrated conservation plans, given the available funding, i.e. actual vs. planned number of heritage assets conserved/restored.
Source of data	Conservation plans for each museum and implementation report.
Method of Calculation/Assessment	Total number of objects in the collection / The number of objects impaired over the period x 100%.
Assumptions	<ul style="list-style-type: none"> ▪ All materials required for the conservation and restoration activities are readily available in the market.

	<ul style="list-style-type: none"> ▪ Expertise required for specialist conservation/restoration efforts is readily available in the market.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	100% of planned heritage assets conserved/restored.
Indicator Responsibility	Museum Directors.

Outcome Indicator 3.1.	Cumulative number of physical visitors over the five-year period.
Definition	The sum of the cumulative number of physical visitors to DITSONG Museums and the physical number of people reached through outreach programmes.
Source of data	Record of the visitor statistics maintained by each of the 3 Museums (Cultural, Natural, Military,) and the sites (Sammy Marks, Kruger, Pioneer, WP Agricultural Museums and Tswaing Meteorite Crater). Public programmes outreach reports.
Method of Calculation/Assessment	Simple count of validated records kept by the museums and sites and outreach programmes.
Assumptions	<ul style="list-style-type: none"> ▪ Marketing and publicity efforts and activities will result in increased interest in DITSONG Museums. ▪ Collaborative projects will support improved awareness of DITSONG: Museums of South Africa's brand. ▪ Activating restaurants in all museums will contribute positively to visitor numbers. ▪ Co-curation and co-creation projects extend the profile of DITSONG: Museums of South Africa to young people.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	An active museum contributes to the social and cultural fabric of the City of Johannesburg and the City of Tshwane.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	1,750,000 over the 2020-2025 period. <i>(Avg. 350,000 p/a, with 500,000 achieved in final year of SP).</i>

Indicator Responsibility	Marketing and Communications Manager.
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Outcome Indicator 3.2.	Cumulative number of virtual visitors.
Definition	The cumulative number of unique home page hits on the DITSONG website.
Source of data	Computer printout from ICT on the virtual visitors.
Method of Calculation/Assessment	Simple count from ICT report.
Assumptions	<ul style="list-style-type: none"> ▪ Revamped website. ▪ Integrated Digital Transformation Strategy. ▪ Regular uploads across all digital platforms.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	12,500,000 over the 2020-2025 period. <i>(Avg. 600,000 p/a, with 3,000 000 achieved in final year of SP).</i>
Indicator Responsibility	Marketing and Communications Manager.

Outcome Indicator 3.3.	Percentage increase in public awareness of the natural, military and cultural heritage exhibited, displayed and taught by DITSONG Museums.
Definition	The year-on-year growth in awareness of DITSONG Museums as a result of marketing and branding activities.
Source of data	<ul style="list-style-type: none"> ▪ Brand awareness report/results. ▪ Readers' choice awards (e.g. <i>Pretoria News</i> annual Readers' Choice Awards). ▪ Visitor numbers.
Method of Calculation/Assessment	Percentage public awareness rating of previous biennial survey / Percentage public awareness rating of current survey x 100%.
Assumptions	<ul style="list-style-type: none"> ▪ Budget available to undertake survey. ▪ Participants willing and available to participate in the survey.

Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Number of visitors to DITSONG Museums from within the city (Johannesburg and Tshwane), across the province and nationally as a contributing factor to the museums' accessibility, and increased awareness of the museums.
Reporting Cycle	Survey conducted in year 1 to set baseline, mid-term survey to assess progress, final survey at end of term.
Desired Performance	10% improvement on previous biennial survey result.
Indicator Responsibility	Marketing and Communications Manager.

Outcome Indicator 4.1.	Percentage of the cumulative Rand value of procurement spent on small enterprises owned by HDI's over the five-year period: <ul style="list-style-type: none"> ▪ Black, Women, the Youth and Persons with Disabilities (PwD's)
Definition	The cumulative Rand value of procurement spend on service providers that are majority owned or controlled by women, the youth and persons with disabilities, as a percentage of the total procurement spend on all service providers regardless of B-BBEE or designated group status.
Source of data	Consolidated and validated procurement records generated by the finance division, using data from the supply chain management system.
Method of Calculation/Assessment	Cumulative Rand value of procurement spend on service providers of which the majority are owned or controlled by women, the youth and persons with disabilities / Cumulative Rand value of procurement spend on all service providers (regardless of B-BBEE status) over the same period, expressed as a percentage (i.e. $\times 100$).
Assumptions	Black, women, youth-owned small enterprises registered on the Central Supplier Database (CSD).
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ Target for Women – 30%. ▪ Target for Youth – 35%. ▪ Target for PwDs – 2%.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	Percentage of the cumulative Rand value of procurement spent on small enterprises owned by HDI's over the five-year period: <ul style="list-style-type: none"> ▪ Black – 60%. ▪ Women – 30%.

	<ul style="list-style-type: none"> ▪ The Youth – 35%. ▪ PwDs – 2%.
Indicator Responsibility	Supply Chain Manager.

Outcome Indicator 4.2.	Cumulative number of youths trained through internship and experiential training programmes over the five-year period.
Definition	The cumulative number of graduates and/or students provided with work experience through DITSONG's internship programme.
Source of data	Internship agreements.
Method of Calculation/Assessment	Simple count.
Assumptions	<ul style="list-style-type: none"> ▪ Young people studying towards a career in the natural and social sciences seeking internship opportunities. ▪ Partnerships with academic institutions to channel young people to DITSONG.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ 100% youth focused, targeting 60% young women and 5% young PwDs.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	150 x youth trained through internship and experiential training programmes over the five-year period.
Indicator Responsibility	Human Capital Manager.

Outcome Indicator 4.3.	Cumulative number of young entrepreneurs supported through DITSONG public programmes.
Definition	DITSONG's contribution to supporting young entrepreneurs working in the Arts, Culture, Heritage and Tourism sectors, aligned to National Youth Policy and DITSONG's Transformation Strategy.
Source of data	<ul style="list-style-type: none"> ▪ Public programmes activity reports. ▪ Procurement report.
Method of Calculation/Assessment	Simple count.

Assumptions	Existing tourism business owned by young people and registered on the CSD.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ 100% youth focused, targeting 60% young women and 5% young PwDs.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	50 young entrepreneurs supported in DITSONG public programmes over the five-year period,
Indicator Responsibility	Public Programme Specialist.

Outcome Indicator 5.1.	Cost to income ratio.
Definition	Ratio of total costs to total income from all sources.
Source of data	Financial Management Report.
Method of Calculation/Assessment	Total costs / Total income, expressed as a ratio.
Assumptions	Cost containment strategy and revenue generation strategy effectively implemented.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	95 to 100 (Cost-to-income).
Indicator Responsibility	CFO.

Outcome Indicator 5.2.	Percentage own revenue generation to total revenue.
Definition	Total own revenue generated from sales of goods and services, rental of facilities, admission fees, interest raised, research grants, donations and fundraising as a percentage of total revenue from all sources.
Source of data	Annual Financial Report.

Method of Calculation/ Assessment	Total own revenue generated / Total revenue generated for the period, expressed as percentage (x 100%).
Assumptions	<ul style="list-style-type: none"> ▪ Restaurant /cafe operator appointed to manage all DITSONG restaurants. ▪ Improved profile of DITSONG facilities available to rent. ▪ Maintenance and renovations projects make DITSONG support.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	30% own revenue generation to total revenue, by 2025.
Indicator Responsibility	CFO.

Outcome Indicator 6.1.	Audit opinion from the AGSA on previous year's financial and non-financial information.
Definition	The audit opinion of the Auditor-General of South Africa (AGSA) or independent external audit company on the annual external audit of financial statements, performance objectives and compliance with legislation (for the previous financial year).
Source of data	Final signed External Auditor's Report, reflecting the audit outcome.
Method of Calculation/ Assessment	Audit outcome for the previous financial year stated in the signed External Audit Report.
Assumptions	<ul style="list-style-type: none"> ▪ Previous audit findings addressed. ▪ Improved internal control environment. ▪ Functioning internal audit.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annually in Q2 – audit outcome of previous financial year.
Desired Performance	Attain and thereafter maintain a clean audit outcome for the previous year's financial and non-financial performance.
Indicator Responsibility	CFO.

Outcome Indicator 6.2.	Overall organisational performance rating.
Definition	The extent of achievement of all performance targets in the Annual Performance Plan; with each target completely achieved according to its TID as confirmed through audited portfolios of evidence.
Source of data	Internal audit report on performance information.
Method of Calculation/ Assessment	Total number of APP performance indicators that were completely achieved according to predetermined targets and means of verification divided by the total number of APP performance indicators measured for the period, expressed as a percentage (i.e. x 100%).
Assumptions	Functioning integrated performance management system as per approved policy.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Reporting Cycle	Annual progress against the five-year target.
Desired Performance	100% overall organisational performance rating.
Indicator Responsibility	Manager: Executive Support

Outcome Indicator 6.3.	Percentage improvement in stakeholder satisfaction survey rating.
Definition	Results of the stakeholder perception survey conducted every two years, commencing with the establishment of a baseline perception survey rating in the 2020/21 financial year, following which improvement targets will be set for forthcoming biennial surveys.
Source of data	Stakeholder Perception Survey Report, reflecting a quantitative survey result.
Method of Calculation/ Assessment	Document verification of the stakeholder perception survey undertaken biennially, reflecting a consolidated result, expressed as a percentage.
Assumptions	Stakeholder Implementation Plan monitored and reviewed regularly.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.

Reporting Cycle	Biennial – baseline survey 2020/21; mid-term survey 2022/23; end-term survey 2024/25.
Desired Performance	10% improvement on previous stakeholder satisfaction survey rating.
Indicator Responsibility	Manager: Executive Support

ANNEXURES TO THE STRATEGIC PLAN

Annexure A: DMSA Council Charter

Annexure B: Materiality Framework

Annexure C: Strategic Risk Register