



Annual Performance Plan

For the financial years: 2023/2024 - 2025/2026



an agency of the
Department of Sport, Arts and Culture

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i. ACCOUNTING AUTHORITY STATEMENT

The Annual Performance Plan (APP) of the KwaZulu-Natal Museum reflects the Museum's commitment to addressing government and stakeholder priorities for the 2023/2024 – 2024/2025 financial years. It also gives an overview of how the Museum performed over the immediate past financial years and forecasts on expected outcomes within the MTEF period. It is the outcome of the KwaZulu-Natal Museum's five year planning process to address government's mandate during the five-year term of the current executive period of 2021 – 2025. During the midterm review report, I noted that the lifting of many Covid-19 restrictions allowed the KZN Museum to recover some of the losses incurred during the height of the Covid-19 pandemic. This APP focusses on programmes to be implemented to advance the KZN Museum's heritage mandate, through the development and management of cultural and natural heritage for nation building and social cohesion.

The development of this APP took into account various legislative frameworks, social, economic and environmental conditions prevailing at the time. While almost all Covid-19 restrictions have been lifted, the threat posed by Covid-19 still exists. Planning took into consideration the necessity to prepare for quick adjustment due to the challenges identified. South Africa has seen many challenges like the electricity crisis, natural disasters like floods and social unrest leading to negative economic growth. While the country is slowly recovering from the Covid-19 pandemic, the biggest challenge is to grow the economy and create jobs. His Excellency President Ramaphosa has highlighted job creation, investment and empowerment; infrastructure maintenance; fighting against crime and corruption and building a better Africa and world as key government programmes of actions for the 2023/2024 financial year. Through its mandate, the KZN Museum has prioritized the implementation of government priority programmes that create jobs, promote youth empowerment, promote the fight against crime and gender-based violence and lastly, creating socially cohesive communities that promote African unity and diversity.

The Museum continues to serve the people of South Africa by interpreting material evidence of the natural and cultural world in order to increase knowledge, understanding and appreciation of the nation's wealth of history and biodiversity. Through this focus, the Museum aims to contribute to economic transformation through the creation of "an efficient, effective and development-oriented public service and an empowered, fair, creative and inclusive citizenship" for the nation.

This APP focuses on the significant role that the KwaZulu-Natal Museum assumes in the conservation and promotion of the nation's heritage, the promotion of national imperatives and priorities of the Government. These include job creation; social cohesion; nation building; empowerment of women, disabled, youth and children; the awareness of HIV/AIDS and the fight against other social ills such as homophobia, human trafficking and gender-based violence.

During the 2023 – 2024 financial year, the KZN Museum expects to create about twenty internships and learnership opportunities for young professionals to gain skills and experience in various aspects of heritage. Council approved the final designs for the proposed new Museum building in December 2022. Once at implementation stage, the New Museum project is expected to create about 1 000 job opportunities. The Museum will also undertake various activities to celebrate national days like Youth Day, Heritage Day, Women's Month, and bring awareness about government priorities to advance the interests of South Africans.

The KwaZulu-Natal Museum made significant advances in technological development that enabled the Museum to minimise the impact of Covid-19 in its operations. These advances in technology, like virtual meetings and displays have saved the Museum much needed funds that were redirected to collections management and creation of opportunities for employment for young graduates. Council requests the assistance of the Honourable Minister and the Department in improving the financial allocation of the KwaZulu-Natal Museum to its pre-pandemic level projects for the MTEF period. The Council is grateful to the Minister and the Ministry for the guidance, thought leadership, support and continuation of funding and implementation of the New Museum Project. Council commits itself to supporting management of the Museum in the implementation of this Annual Performance Plan and to discharge its oversight and monitoring roles in all functions of the Museum.



Miss Khwezi Kunene

Chairperson

Date: 31 January 2023

ii. ACCOUNTING OFFICER STATEMENT

In terms of the legislation, the KwaZulu-Natal (KZN) Museum as an entity of the Department of Sport, Arts and Culture (DSAC) is required to develop a strategic plan that is aligned to the Department's program of action. The development of this KwaZulu-Natal Museum Annual Performance Plan 2023 – 2024 was also guided by the need for government and its entities to align their programs with the regulations and directive issued by the President. The 2020-2021 – 2024/2025 KwaZulu-Natal Museum's Strategic Plan highlighted the role that the KZN Museum programmes would play in addressing the government priority outcomes for the current term of government. Unfortunately, due to the various restrictions that were put in place to combat the spread of Covid-19, many such programmes could not be fully implemented. As a result of the national lockdown, there was a significant loss of generated income through visitors and outreach programs during the 2020/2021 – 2021/2022 period. Some form of normalcy returned in the 2022/2023 financial year. This APP shows a robust plan of action to grow the Museum's programmes and outputs during the 2023/2024 financial year to pre-pandemic levels.

While Covid-19 seems to have been controlled, the threat of its resurgence remains a possibility and the Museum has to exercise great caution in planning its programmes for the 2023/2024 financial year. The benefits of technological developments will continue to be utilized in order to improve the Museum's target audience reach and minimise operational costs. The Museum has seen a decrease in its budget allocation which puts pressure on it to reprioritize the budget to redirect funding to the core functions of the Museum which are the conservation and promotion of the nation's heritage, the promotion of national imperatives and priorities of the Government during this financial year. Innovative measures like collaboration with sister organisations and reducing travelling costs will be applied to limit the impact of subsidy cuts. This will allow the Museum to direct some funds to provide internships and other job creating opportunities; social cohesion; nation building; empowerment of women, disabled, youth and children; the awareness of HIV/AIDS and the fight against other social ills such as xenophobia and gender-based violence.

The KZN Museum has successfully planned its traditional programmes like research, conservation and exhibitions of both the natural and cultural heritage to be the focus of its educational outreach and youth empowerment programmes that will be the key vehicle to discharge the Minister's priorities during the 2023/2024 financial year. The Museum's projects like National Science Week and Sabalala Nolwazi Environmental Youth Club continue to provide the KwaZulu-Natal Museum with a competitive edge in reaching out to the majority of learners and the youth. The projects were offered physically until the emergence of Covid-19, and will now be offered in hybrid form to expand their reach. The Museum will celebrate all national days in hybrid form. Funds earmarked through the NRF, Natural Sciences Collections Facility Project and the JRS Biodiversity Foundation will enhance the Museum's ability to improve collections management and to create further opportunities for employment, economic self-sufficiency through internship and learnership programmes for about 20 unemployed youths.

The New Museum Project's inception phase is now at an advanced level. At its meeting on 06 December 2022, Council approved the appointment of service providers for Infrastructure Projects Management & Facilities Management. These important appointments will enhance the Museum's ability to fast track major infrastructure projects including the New Museum Project. In the 2023/2024 financial year, the New Museum Project will create employment opportunities for about 1 000 people during the full construction phase. The impact of this project for the KZN Museum's job creation initiatives will be significant. Other important projects like seed planting at places that care for the aged and youth centres will be undertaken during Arbour Week to promote food security.

The KZN Museum will bolster its programmes to address social cohesion and safe communities. The celebration and commemoration of significant national days will promote interracial and intercultural virtual and physical gatherings that are central to social cohesion. Promotion of national symbols that promote a common identity will be a central activity of the nation building agenda.

I am grateful to the Chairperson and the Council of the KwaZulu-Natal Museum for their support and active engagement in the development of this Annual Performance Plan 2023 - 2024. I also thank the Department of Sport, Arts and Culture for the support and guidance throughout this financial year.

A handwritten signature in black ink, appearing to read 'Luthando Maphasa'.

Luthando Maphasa
Date: 31 January 2023

iii. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan was developed by the management of the KwaZulu-Natal Museum under the guidance of the Council. It takes into account all the relevant policies, legislation and other mandates for which the KwaZulu-Natal Museum is responsible. It accurately reflects the strategic outcome-oriented goals and objectives which the KwaZulu-Natal Museum will endeavour to achieve over the period 2023/2024.



Executive Manager: Finance & Administration
Date: 31 January 2023



Director
Date: 31 January 2023



Chairperson
Date: 31 January 2023



MR. N.G. KODWA, MP

Approved by:
Minister: N.G. Kodwa, MP
Executive Authority
Department of Sport, Arts and Culture
Date: 30 March 2023

PART A: OUR MANDATE

1. Updates to the relevant legislative and policy mandates

The KwaZulu-Natal Museum was declared under the Cultural Institutions Act 1998 (Act No. 119 of 1998). In terms of the Act (Section 8), the Institution's mandate and responsibilities are:

- To formulate policy,
- To hold, preserve and safeguard all movable and immovable property of whatever kind placed in the care of or loaned or belonging to it,
- To receive, hold, preserve and safeguard specimens, collections and other movable property under its care and management under section 10(1),
- To raise funds for the institution,
- To manage and control the moneys received by the Museum and to utilize those moneys for defraying expenses in connection with the performance of its functions,
- To keep a proper record of the property of the Museum, to submit to the Director-General any returns required by him/her in regard thereto and to cause proper books of account to be kept,
- To determine, subject to the approval of the Minister, the objectives of the declared institution, and to generally carry out the objects of the institution.

2. Updates to Institutional Policies and Strategies

The KwaZulu-Natal Museum Council has approved various policies that relate to the work of the Museum and its compliance with the Cultural Institutions Act of 1998 and the PFMA of 1999. The policies that have been approved during the past five years are listed under Annexure A.

3. Updates to Relevant Court Rulings

No specific court rulings impacting the operations or service delivery obligations.

PART B: OUR STRATEGIC FOCUS

4. Updated Situation Analysis

In the development of the strategic plan, the KZN Museum ensured that there is alignment with all the key planning processes that had to be followed. The KZN Museum ensured strategic alignment of all processes in consultation with all relevant stakeholders at programme and organizational level. The Sector-Wide Strategic Planning Session of the Department of Sport, Arts and Culture (DSAC) that took place on the 12 – 13 September 2019 guided the alignment of the KwaZulu-Natal Museum's Programs to the National Government's Priorities and the Minister of Sport, Arts and Culture's priorities: -

- Economic transformation and job creation;
- Education, skills and health;
- Consolidating the social wage through reliable and quality basic services;
- Spatial integration, human settlements and local government;
- Social cohesion and safe communities;
- A capable, ethical and developmental state;
- A better Africa and World.

President Ramaphosa declared that the 2023 theme is “a year of decisive action to advance people's interests”. The KZN Museum's programmes address some priority actions that the president highlighted. These are:

- Job creation, investment and empowerment
- Infrastructure maintenance
- Fight against crime and corruption
- Action to build a better Africa and world.

These priority actions are all incorporated in the KZN Museum's programmes for 2023 that are outlined below.

4.1. External Environmental Analysis

The key issues in the delivery environment were identified based on the changing environment in which Museums operate, the need to create inclusive participation and to address government programs of action. A number of external factors influence the operations of the KZN Museum. These external factors include political, economic, social and technological factors. These factors are often outside the control of the Museum.

4.1.1 Economic Climate

Probably the greatest external factor is the economic climate. Museums generally are not self-sustainable. They normally depend on government support mainly through financial assistance (i.e. grants) for sustainability. The KwaZulu-Natal Museum is no different. In the current unfavourable economic climate, the KZN

Museum, and others, have to compete with service delivery requirements for resources. It is imperative that the Museum is able to demonstrate its significance in society. The KZN Museum has to demonstrate that its research activities can play a significant role in areas of agriculture, tourism and dealing with issues of environmental management and climate change. It is the responsibility of the KZN Museum to ensure that this contribution is understood and appreciated by the relevant authorities and governance structures. The use of practices that contribute to sustainability enhancement is also regarded as a key obligation of the Museum.

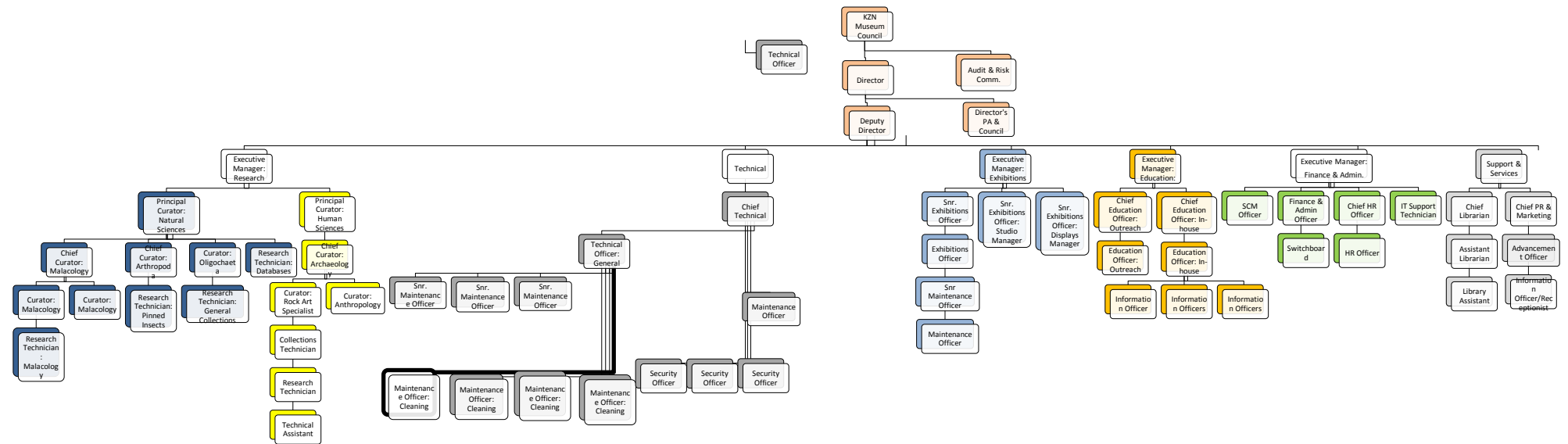
4.1.2 Physical Environments

Physical environments are important in museums as they are unique places where customers interact with exhibitions in a limited architectural space. In the case of the KZN Museum, the key internal environmental challenges include inadequate (in terms of space and specifications) heritage collections storerooms, lack of parking and inadequate space for exhibitions, offices and other public facilities. These challenges may be regarded as internal challenges. However, they become external as the Museum requires external assistance to be able to address them. It has been established that these challenges cannot be resolved in the current site. A new property was required in order to ensure that they are addressed properly. The New KZN Museum Development Project has been delayed by various factors. Most of these have been external, with the institution having no control over them as they depend on external stakeholders as already stated. One major factor was the need to revise the concept designs. This was necessitated by the fact that when the plans were costed, it became apparent that the cost would be prohibitive. The redesign process thus contributed to the delays, but the project is back on track as the new concept designs have been costed at an acceptable level.

4.2. Internal Environmental Analysis

4.2.1. The approved organizational structure of the KwaZulu-Natal Museum

The Organizational Structure



4.2.2 Equity Table in 2022/2023

POST LEVEL	MALE				FEMALE				TOTAL
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE	
Senior management	2	0	0	0	0	0	0	0	2
Management	3	0	1	3	2	0	1	0	10
Middle management & high level specialist	1	0	0	3	1	0	1	3	9
Supervisor & high level skilled / clerical	9	0	1	0	7	0	1	2	20
Lower level skilled / clerical	12	0	0	0	14	0	0	0	26
TOTAL	27	0	2	6	24	0	3	5	67

4.2.3 Proposed Equity Table in 2025/2026

POST LEVEL	MALE				FEMALE				TOTAL
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE	
Senior management	2	0	0	0	0	0	0	0	2
Management	3	0	1	3	2	0	1	0	10
Middle management & high level specialist	1	1	0	1	1	1	1	6	12
Supervisor & high level skilled / clerical	14	0	1	0	13	0	0	0	28
Lower level skilled / clerical	6	0	0	0	6	0	0	0	12
Temporary contracts & internships	1	0	0	0	5	0	0	2	8
TOTAL	27	1	2	4	27	1	2	8	72

PART C: MEASURING OUR PERFORMANCE

5. INSTITUTIONAL PROGRAM PERFORMANCE INFORMATION

Programme 1: Administration

The purpose of this programme is to:

- ensure sound financial sustainability of the Museum, the effective and efficient management, administrative and operational activities,
- ensure the best governance, financial and human resource practices within the Museum to enhance compliance with applicable legislation,
- render institutional support to the Museum's core functions by broadening the sphere of influence of the Museum,
- promote public awareness of the Museum's services and amenities through publicity and events,
- provide professional library services to serve the scientific community and the general public,
- Ensure proper maintenance of the Museum building and provide technical support to internal departments.

Programme 2: Business Development

The purpose of this programme is to:

- properly manage and maintain the natural and cultural heritage collections,
- serve as centres for the promotion of research and development,
- Ensure that the Museum remains a centre of research excellence by publishing research output in accredited scientific journals.

Programme 3: Public Engagement

The purpose of this programme is to:

- design and produce state of the art exhibitions and public programmes that showcase the Museum's programmes,
- address national imperatives through exhibitions and public programmes,
- accelerate skills development in the heritage sector by providing mentorship and training opportunities,
- develop and implement education and outreach programmes for learners that are aligned to the Curriculum Assessment Policy Statement (CAPS) and National Curriculum Statement (NCS) and enhance heritage knowledge and education,
- Develop and strengthen local and international partnerships to advance the objectives of the Museum.

Alignment to DSAC Outcomes

Planned Strategies	Link to Government Priorities
1. To conduct cultural and natural history research to increase public understanding and appreciation of the country's rich and diverse heritage.	MTSF Priority 6: Social Cohesion and Safe Communities; Outcome: A diverse socially cohesive society with a common identity; Intervention: Improve research output and popular presentations.
2. To implement efficient and effective collections management practices in line with international standards.	MTSF Priority 1: Building a Capable, Ethical & Developmental State; Outcome: Honest and capable state with professional and meritocratic public servants; Intervention: Develop and maintain collections to improve their relevance and significance.
3. To provide quality education and outreach programmes.	MTSF Priority 3: Education, skills and health; Outcome: A diverse socially cohesive society with a common identity; Intervention: To align educational programmes with NCS and increase audience base.
4. To design and produce transformative, state of the art exhibitions.	MTSF Priority 6: Social Cohesion and Safe Communities; Outcome: A diverse socially cohesive society with a common identity; Intervention: To ensure that the museum's exhibitions showcase the country's rich heritage and address national imperatives.
5. To promote good governance by adhering to the PFMA.	MTSF Priority 1: Building a Capable, Ethical & Developmental State; Outcome: Honest and capable state with professional and meritocratic public servants; Intervention: Improve the compliance profile of the Museum.
6. To be a leading training institute in Africa and South Africa.	<p>MTSF Priority 1: Building a Capable, Ethical & Developmental State; Outcome: Honest and capable state with professional and meritocratic public servants; Intervention: To increase the number of in-service students trained and supervised</p> <p>MTSF Priority 3: Education, skills and health; Outcome: A diverse socially cohesive society with a common identity; Intervention: To introduce a credible outcome focused training, through the learner tracking system.</p> <p>MTSF Priority 7: A better Africa & better world; Outcome: Increase appreciation of the country's rich heritage; Intervention: Conduct research and training to increase understanding and appreciation of African heritage locally and abroad.</p>
Conduct Supply chain management compliance assessments, Policy and Contract Management.	MTSF Priority 1: Building a Capable, Ethical & Developmental State; Outcome: Honest and capable state with professional and meritocratic public servants; Intervention: Improve financial governance.
Create employment through capital works programmes and growth in the Museum.	MTSF Priority 2: Economic Transformation & Job Creation; Outcome: Increased market share of job opportunities in sport, cultural and creative industries; Intervention: Increased government spending on local firms & set asides for historically disadvantaged groups and SMMEs.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Programme 1: Administration

5.1

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved Audit Outcomes.	Prepare and submit Museum Strategic Plan, Annual Budget, Quarterly Reports, Annual Financial Statements, ENE and MTEC databases and Annual Report. Hold regular Council and Audit & Risk committee meetings.	Unqualified audit report.	Unqualified audit report.	Unqualified audit report.	Unqualified audit report.	Unqualified audit report.	Maintain good financial and corporate governance: Prepare and submit Museum Strategic Plan, Annual Budget, Quarterly Reports, Annual Financial Statements, ENE and MTEC databases and Annual Report. Hold regular Council and Audit & Risk committee meetings.	Maintain good financial and corporate governance: Prepare and submit Museum Strategic Plan, Annual Budget, Quarterly Reports, Annual Financial Statements, ENE and MTEC databases and Annual Report. Hold regular Council and Audit & Risk committee meetings.	Maintain good financial and corporate governance: Prepare and submit Museum Strategic Plan, Annual Budget, Quarterly Reports, Annual Financial Statements, ENE and MTEC databases and Annual Report. Hold regular Council and Audit & Risk committee meetings.

5.2

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Increased Appreciation of the country's Rich Heritage.	Visitor numbers.	Visitor numbers.	76 415 visitors.	20 000 visitors	34 298 visitors.	40 000 visitors.	80 000 visitors.	100 000 visitors.	120 000 visitors.
Maintain a high profile of the Museum through a strong online presence through digital media.	Online reach of audience through digital platforms.	Number of people reached online	None.	100 000 people.	1 105 121 people.	1 000 000 people.	300 000 people.	350 000 people.	350 000 people.

Programme 2: Business Development

5.3

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved Research Output.	Publish research in scholarly journals and books.	Number of articles / chapters published.	9 Original research papers.	7 Original research papers.	16 Original research papers.	8 Original research papers.	8 Original research papers.	8 Original research papers.	8 Original research papers.

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Present research in talks, posters and discussions at conferences, lectures, seminars and workshops.	Number of research papers presented at conferences.	28 Presentations	5 Presentations	18 Presentations	8 Presentations	8 Presentations	8 Presentations	8 Presentations
	Manage the publication process of Museum Journals and Occasional Publications.	Number of Joint Research Reports produced quarterly and Number of journal volumes produced per annum.	2 volumes produced.	2 volumes and 4 JR reports produced.	2 volumes and 4 JR reports produced.	2 volumes and 4 JR reports produced.	2 volumes and 4 JR reports produced.	2 volumes and 4 JR reports produced.	2 volumes and 4 JR reports produced.
	Collaborations	Number of collaborations	23 Collaborations.	8 Collaborations.	39 Collaborations.	16 Collaborations.	16 Collaborations.	16 Collaborations.	16 Collaborations.

5.4

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Curated Collections.	Heritage Asset Reports	Maintained collections in line with Heritage Asset Policy.	Unqualified Audit Outcome	Unqualified Audit Outcome	Unqualified Audit outcome for 2021 (Produce 4 Heritage Asset Reports)	Produce 4 Heritage Asset Reports.	Produce 4 Heritage Asset Reports.	Produce 4 Heritage Asset Reports.	Produce 4 Heritage Asset Reports.

	Field Days.	Number of field days conducted.	22 Field Trips	38 Field Trips.	302 Field Days.	120 Field Days.	120 Field Days.	120 Field Days.	120 Field Days.
	Collections expanded	Number of items added to collections.	N/A	N/A	N/A	2000 items added to collections.	2000 items added to collections.	2000 items added to collections.	2000 items added to collections.

5.5

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Student/Intern supervision, co-supervision and mentoring.	Postgraduates, interns supervised, co-supervised or mentored.	Number of postgraduates, interns supervised, co-supervised or mentored.	24 Student / Interns per annum.	4 Student / Interns per annum.	22 postgraduates, interns supervised, co-supervised or mentored.	4 postgraduates, interns supervised, co-supervised or mentored.	4 postgraduates, interns supervised, co-supervised or mentored.	4 postgraduates, interns supervised, co-supervised or mentored.	4 postgraduates, interns supervised, co-supervised or mentored.

Programme 3: Public Engagement

5.6

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Increased cultural and natural heritage awareness.	Temporary exhibition.	Number of temporary exhibitions produced	4 exhibitions produced.	2 exhibitions produced.	6 exhibitions produced.	2 temporary exhibitions produced.	2 temporary exhibitions produced.	2 temporary exhibitions produced.	2 temporary exhibitions produced.
	Permanent exhibitions.	Number of permanent exhibitions produced	1 exhibition produced.	None.	None.	None.	1 exhibition produced.	None.	None.

5.7

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved Awareness of Museum's activities.	Publish academic news articles, short pieces on the website and/or social media and liaise with media.	Number of popular media pieces and engagements .	None.	24 pieces and/or engagements per annum.	24 pieces and/or engagements per annum.	24 pieces and/or engagements per annum.	24 pieces and/or engagements per annum.	24 pieces and/or engagements per annum.	24 pieces and/or engagements per annum.
	Give public lectures, tours and organize public society events either physically or virtually.	Number of public lectures, tours and society events	None.	16 public lectures, tours and society events.	16 public lectures, tours and society events.	16 public lectures, tours and society events.	16 public lectures, tours and society events.	16 public lectures, tours and society events.	16 public lectures, tours and society events.

5.8

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved participation in the Museum's	Number of learners.	Number of learners.	21 576 learners	13 895 learners	19102 learners	15 000 learners	20 000 learners	22 000 learners	22 000 learners

education and outreach programmes.	Schools participating in outreach programmes per annum	Number of schools participating in outreach programmes per annum	19 participating schools.	19 participating schools.	37 participating schools.	19 participating schools.	19 participating schools.	20 participating schools.	20 participating schools.
Improved Museum profile.	Hosting of public event: Night at the Museum.	Number of public engagement programmes.	Host 2 Night at the Museum per annum.	Host 2 Night at the Museum per annum.	None.	Host 2 Night at the Museum per annum.	Host 2 Night at the Museum per annum.	Host 2 Night at the Museum per annum.	Host 2 Night at the Museum per annum.

5.9

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
A diverse socially cohesive society with a common identity.	National Days Commemoration.	Number of National Days Commemorated.	10 days commemorated	10 days commemorated.	12 days commemorated.	10 days commemorated.	10 Days commemorated.	10 Days commemorated.	10 Days commemorated

6. Explanation of Planned Performance over the medium term period. 2023/2024

Programme 1: Administration

6.1

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Improved stakeholder relations: Prepare and submit Museum Strategic Plan, Annual Budget, Quarterly Reports, Annual Financial Statements, ENE and MTEC databases and Annual	Unqualified Audit report.	Prepare Quarterly Report for quarter ending 31 March 2023, Prepare AFS and Annual Report for 2022/23, hold Council	Prepare Quarterly Report for quarter ending 30 June 2023, submit ENE/MTEC database, prepare and	Prepare Quarterly Report for quarter ending 30 September 2023, hold Council Meeting and Audit and Risk Committee	Prepare Quarterly Report for quarter ending 31 December 2023, Annual Budget for 2024/2025 and hold Council Meeting and

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Report. Hold regular Audit & Risk committee meetings, and Internal Audits.		Meeting and Audit and Risk Committee Meetings to approve draft AFS.	Submit to DSAC draft APP for 2024/25.	Meetings to approve AFS, submit 2 nd draft APP to DSAC. Interim Internal Audit Report issued.	Audit and Risk Committee Meetings.

Planned Performance over the medium term period.

The objective of the sub-programme is to ensure sound financial sustainability of the Museum, the effectiveness and efficiency of management, administrative and operational activities by implementing sound governance, financial and human resource practices within the Museum to comply with applicable legislation.

The identified outcome of improved audit outcomes in the Museum contributes to the MTSF (2022-2026) MTSF Priority 1: Building a Capable, Ethical & Developmental State; Outcome: Honest and capable state with professional and meritocratic public servants; Intervention: Improve the compliance profile of the Museum. Furthermore, it is part of the Administration Program to ensure efficient and effective use of financial resources, promote accountability, reduce risks and ensure clean audit outcomes.

The indicator of the unqualified audit report will be used to track compliance with the PFMA, GRAP, Treasury Regulation and Internal Controls of the Museum over the next five-year period. Annual audit performance of the Museum will definitely improve if the above regulations are adhered to.

The enablers required to achieve the five-year targets are commitment and cooperation; transfer of skills strategy in the Institution; ethical and accountable Institutional Heads, legislative compliance, adequately skilled and highly efficient workforce that is readily available.

6.2

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Visitor numbers	80 000 visitors	20 000 visitors	20 000 visitors	20 000 visitors	20 000 visitors
Number of people reached online	300 000 people	75 000 people	75 000 people	75 000 people	75 000 people

Planned Performance over the medium term period.

Museums collect objects and materials of cultural, religious and historical importance, preserve them, research them and present them to the public for the purpose of education and enjoyment. Museums are pillars of culture and learning where people can explore different traditions, new ideas, and unique art forms. They are also engaging and constantly changing. It is important for Museum to work on retaining its customer base as well as bringing in new visitors to the Museum.

The identified outcome of Increased Appreciation of the country's Rich and Diverse Heritage contributes to the **MTSF Priority 6: Social Cohesion and Safe Communities**; Outcome: A diverse socially cohesive society with a common identity; Intervention: To ensure that the museum's exhibitions showcase the country's rich natural and cultural heritage and address national imperatives.

The enablers required to achieve the five-year targets are stakeholder engagement, collaborations with other institutions and vigorous advertising and engagement on all media platforms. Varied advertising and promotional tools are required to reach different audiences as each target group receives information differently. It is also important to engage with all stakeholders in obtaining feedback in the form of customer satisfaction surveys, to know what visitors respond to and the impact it has on the end result, which is the increase in visitor numbers.

Outcomes are measured by the number of people who are recorded as having been reached, either by visiting the museum or those who are reached through the various programmes and offerings that are presented by the Museum.

Programme 2: Business Development

6.3

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of articles / chapters published.	8 Original research papers	2 Original research papers.	2 Original research papers.	2 Original research papers.	2 Original research papers.
Number of research papers presented at conferences.	8 Presentations	2 Presentations	2 Presentations	1 Presentation	3 Presentations
Number of journal volumes produced per annum.	2 Volumes, 4 Joint Research Reports produced.	0 Volumes, 1 Joint Research Report	0 Volumes, 1 Joint Research Report	0 Volumes, 1 Joint Research Report	2 Volumes, 1 Joint Research Report
Number of collaborations.	8 Collaborations	8 ongoing Collaborations	8 ongoing Collaborations	8 ongoing Collaborations	8 ongoing Collaborations

Planned Performance over the medium term period.

This programme is made up of two departments; the Natural Sciences Department and Human Sciences Department. The objective of this programme is to properly manage and maintain the natural and cultural heritage collection to serve as centres for the promotion of research and development. To be the centre of research excellence by publishing research output in accredited scientific journals.

The identified outcome of ***Publication of Original Research*** contributes to the MTSF Priority 1: Building a capable, ethical and developmental state and to the DSAC outcome: Skilled and ethical sport, arts and culture civil service.

Within the context of the knowledge economy, it falls on the museum's research curators to produce original knowledge in the form of peer-reviewed journal articles, book sections, edited volumes and complete books that contribute to the Human Sciences in South Africa. This knowledge is used in tertiary education and research both locally and internationally and contributes to the upskilling of citizens who read the material. As the research is related to the heritage sector, it is of particular interest and value to heritage practitioners including employees of DSAC. Moreover, the research contributes to efforts to grow awareness of communities marginalized and dispossessed by colonialism. The target is established as one scholarly publication per research curator per annum—a target similar to many universities in the country.

The identified outcome of ***Research Papers/Posters Presented*** contributes to the MTSF Priority 1: Building a capable, ethical and developmental state and to the DSAC outcome: Skilled and ethical sport, arts and culture civil service.

Along with knowledge production, research curators disseminate this knowledge to global academic communities through presenting research papers at conferences. This dissemination enhances the country's scientific prestige and also markets the country's heritage assets; in turn, these attract local and foreign students to work on South African material and also make the global museum community aware of the nation's heritage assets. As with publication, each research curator is expected to present one conference paper per annum.

6.4

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Maintained collections in line with the Heritage Asset Policy.	4 Heritage Asset Reports (HAR)	Produce 1 Heritage Asset Report	Produce 1 Heritage Asset Report	Produce 1 Heritage Asset Report	Produce 1 Heritage Asset Report
Number of field trips conducted.	120 field days	30 field days	30 field days	30 field days	30 field days

Planned Performance over the medium term period.

The identified outcome of ***Heritage Assets: Administer to achieve a clean audit*** contributes to the **MTSF Priority 1: Building a capable, ethical and developmental state** and to the DSAC outcome: Strengthen relations and efficiency in government. The nation's heritage assets are an integral part of the nation's heritage and wealth. It is the first duty of curators to curate these heritage assets on behalf of the nation and in a manner that complies with GRAP103 processes.

The identified outcome of ***Fieldwork to grow collections*** contributes to the MTSF Priority 1: Building a capable, ethical and developmental state and to the DSAC outcome: Improved service delivery in sport, arts and culture – SOCIAL COMPACTS. The nation's heritage assets are not only kept within museums but many are at undocumented heritage sites throughout the country. Fieldwork is required to document, map and selectively collect items of the nation's heritage. Each curator/ collections staff is expected to spend -7 days in the field per annum documenting or collecting heritage assets

6.5

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of postgraduates, interns supervised, co-supervised or mentored.	4 postgraduates, interns supervised, co-supervised or mentored. Ongoing.	4 ongoing	4 ongoing	4 ongoing	4 ongoing

Planned Performance over the medium term period.

The identified outcome of Supervision and Mentoring contributes to the **MTSF Priority 1**: Building a capable, ethical and developmental state.

The supervision of postgraduate students, and the mentoring of interns contribute to the building of capacity amongst an emerging generation of scholars by providing them with either job experience alongside professionals or guiding them through the production of their thesis or dissertation or advising them on their projects. Without this guidance, the next generation would have no way of avoiding pitfalls and would likely make fundamental errors.

Programme 3: Public Engagement

6.6

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Temporary exhibitions produced.	2 temporary exhibitions produced.	-	1 exhibition produced.	1 exhibition produced.	-
Number of Permanent exhibitions produced.	1 Exhibition produced	-	1 Exhibition produced	-	-

Planned Performance over the medium term period.

New Exhibitions are of crucial importance to the Museum for not only do they attract new audiences and increase visitor numbers, they are aligned to the school curriculum and form a foundation for education programs both within the Museum and externally in outreach programmes. Exhibitions directly contribute to **MTSF Priority 3** (education, skills and health) as the interaction between the audience and exhibitions directly results in the development of education, skills and knowledge. With this comes the capability to foster wellbeing for both the self and environment, directly influencing health.

New permanent exhibitions like the *Invertebrates* and *Rise of the Zulu Kingdom* also create awareness around social cohesion and safer communities. *The Rise of the Zulu Kingdom* is one of our many examples within the Museum of how learning about one's own heritage and culture enables cultural awareness and acceptance of others. The *Invertebrate's* exhibition is focused on the appreciation and conservation of our natural habitats, no matter how small, taking care of one's environment will directly lead to healthy ecosystems and a healthy and safe environment for all.

Temporary exhibitions have a much shorter life span, generally lasting a year. These short-term exhibitions have a high social impact as they are often developed together with the public and confront topics that are pertinent and relevant to public interest – directly tackling social and environmental ills. The education programme outcomes for these exhibitions and displays have endless possibilities, such as taking the exhibited information further into communities by way of travelling displays.

All new exhibitions are developed with technical advances and innovations in mind. The departmental staff are continually researching new creative methods of relaying information. Exhibitions are developed to remain on par with international practices and trends. The Exhibitions Department also directly contributes towards skills development by hosting interns who need work experience within the creative industry.

Commitment, appropriate funds and sound project management will ensure that the five-year targets are managed appropriately and delivered within the required time frames. Improved and better resourced projects will invariably deliver better outcomes.

Outcomes are measured by the delivery of exhibitions within the appropriate timeframes and that are of a high quality, and most importantly educate the museum audience. During the process of delivering the exhibitions, ethical and accountable financial management is required during the project, this also includes making use of industries that support economic growth.

6.7

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of popular media pieces and engagements.	24 pieces/engagements per annum	6 pieces/events	6 pieces/events	6 pieces/events	6 pieces/events
Number of public lectures, tours and society events.	16 public lectures, tours and society events	4 public lectures, tours and society events	4 public lectures, tours and society events	4 public lectures, tours and society events	4 public lectures, tours and society events

Planned Performance over the medium term period.

The identified outcome of Improved Awareness of Museum’s activities through Popular Media Pieces and Engagements and Number of public lectures, tours and society events contributes to the **MTSF Priority 3: Education, Skills and Health**.

The dissemination of research in the form of short popular media pieces is an important way of educating the broader public of the research and scholarly activities of the museum. Traditionally, research is published in academic journals that are not easily accessible to the public and are written in technical jargon that is not easily accessible to the non-specialist. Publishing academic news articles helps to mitigate this “ivory tower” syndrome and allows the public to obtain knowledge of South Africa in an easily understood manner.

6.8

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of learners.	20 000 learners.	5 000 learners	5 000 learners	5 000 learners	5 000 learners
Number of schools participating in outreach programmes per annum.	19 participating schools	19 schools	-	-	-
Number of public engagement programmes.	Host 2 Night at the Museum per annum	1	-	1	-

Planned Performance over the medium term period.

The objective of this programme is to develop and implement education and outreach programmes for learners that are aligned to the Curriculum Assessment Policy Statement (CAPS) and enhance heritage knowledge and education. Provide mentorship and training opportunities to accelerate skills development in the heritage sector.

These programmes address the issues of lack of infrastructure in previously disadvantaged schools by taking the Museum artefacts to schools. The programme also enhances the quality of education by conducting lessons which are curriculum based to these schools. Furthermore, learners are taught skills such as recycling and art and crafts which can become sources of income for learners thus resulting in self-sufficient individuals. It promotes Museum to the communities situated on the outskirts of the city resulting in a Museum that is striving for inclusivity equality and accessibility to the Museum.

The identified outcome of improved participation in the Museum's education and outreach programmes contributes to **MTSF Priority 3: Education, skills and health**; Outcome: A diverse socially cohesive society with a common identity; Intervention: To align educational programmes with CAPS and increase audience base.

These outcomes were chosen based on the gap that was identified showing that schools in rural and semi-rural areas do not frequent the museum when compared to schools closer to the cities. Equipping learners with practical skills will create employment opportunities.

The programmes assist educators in the pass rate of students, this is based on the feedback from schools. The resources required to achieve the targets are, vehicles to travel to the various schools, facilitators to conduct and facilitate lessons, venues to conduct lessons, good relationship with the education department. Public programmes provide activities that allow family units to participate together as well as cater to other groups outside the school community.

6.9

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of National Days Commemorated.	10 days commemorated.	3 days commemorated.	3 days commemorated.	3 days commemorated.	1 day commemorated.

Planned Performance over the medium term period.

Special days are celebrated and commemorated to create awareness and educate about different issues. Activities are conducted to promote social cohesion through the celebration of Africa Day and Human Rights Day. There are also programmes that target women where women are equipped with craft skills and also encouraged to take leadership skills. Moreover, women are encouraged to further their studies so that they can occupy spaces that are traditionally occupied by men. Entrepreneurship is also encouraged by inviting young business women to share their stories of success. Some special days' activities target people with disabilities to promote accessibility and inclusivity and also to promote social cohesion.

The identified outcome of a diverse socially cohesive society with a common identity in the Museum contributes **MTSF Priority 6: Social Cohesion and Safe Communities**; Outcome: A diverse socially cohesive society with a common identity; Intervention: improving the Museum's liaison with the communities and robustly advertise National Days.

Outcomes are chosen to fulfil the mandate of the Museum and to address the priority areas outlined by the Department of Sport, Arts and Culture. These outcomes also address pertinent issues that need to be remedied by the country as a whole.

For the programmes to be successful we rely on a number of enablers. Partnership with stakeholders to cut cost. Human resources to plan and implement the programme is also vital.

7. Program Resource Considerations

a. BUDGET ESTIMATE: 2023/2026

	<u>2019/2020</u> <u>AUDITED</u>	<u>2020/2021</u> <u>AUDITED</u>	<u>2021/2022</u> <u>AUDITED</u>	<u>2022/2023</u> <u>PROJECTED</u>	<u>2023/2024</u> <u>PROJECTED</u>	<u>2024/2025</u> <u>PROJECTED</u>	<u>2025/2026</u> <u>PROJECTED</u>
	(Rand)	(Rand)	(Rand)	(Rand)	(Rand)	(Rand)	(Rand)
REVENUE	52 369 469	50 667 777	56 227 508	61 685 027	77 079 695	75 276 888	259 874 809
DSAC - SUBSIDY	30 646 000	30 439 000	35 196 000	36 470 000	34 289 000	36 862 000	38 515 009
DSAC - MUNICIPAL CHARGES	4 272 000	4 511 000	4 640 000	4 931 000	6 706 000	7 007 000	7 318 812
DSAC - PARKING - LEASE	258 000	278 000	293 000	303 000	412 000	431 000	450 180
DONATIONS	6 009	938	3 140	3 000	3 000	3 274	3 420
INTEREST	772 846	357 208	237 045	372 369	350 000	406 403	424 488
JOURNALS	36 406	44 777	96 759	50 000	35 000	54 570	56 998
ENTRANCE CHARGES	151 763	26 260	87 243	141 581	148 660	154 521	161 397
SCHOOL ENT CHARGES	52 265	510	9 453	45 071	50 000	49 190	51 379
LRC INCOME	66 600	11 463	22 388	30 251	31 500	33 016	34 485
MUSEUM SHOP	43 185	8 663	24 856	50 995	65 000	55 656	58 133
VENDING MACHINE / CANTEEN SHOP	33 579	-	-	-	-	-	-
HOLIDAY PROGRAMME	70 001	-	21 073	72 552	120 053	79 183	82 707
HALL BOOKINGS	23 650	-	33 550	97 600	100 000	106 520	111 261
OTHER INCOME *	1 069 894	476 951	336 835	1 247 822	1 521 328	2 041 344	1 613 624
DPWI - SERVICES - IN - KIND: RENTAL**	11 232 660	11 232 660	11 232 660	11 707 802	12 228 799	12 840 239	13 411 630
PROJECT FUNDS: RESEARCH & EXHIBITIONS	3 634 612	3 280 348	3 993 507	6 161 984	21 019 355	15 152 972	197 581 287
EXPENDITURE	(54 590 455)	(54 613 351)	(57 293 052)	(62 251 875)	(77 079 695)	(75 276 888)	(259 874 809)
PERSONNEL COSTS	(28 457 046)	(30 479 640)	(31 942 117)	(32 888 002)	(32 430 439)	(34 890 273)	(35 936 981)
OTHER OPERATING EXPENDITURE	(11 664 409)	(10 015 245)	(10 124 768)	(11 511 721)	(11 401 102)	(12 455 771)	(13 010 053)
SERVICES IN KIND - RENTAL**	(11 232 660)	(11 232 660)	(11 232 660)	(11 707 802)	(12 228 799)	(12 777 872)	(13 346 488)
GRANTS & PROJECT FUNDS EXPENDITURE	(3 236 340)	(2 885 807)	(3 993 507)	(6 144 350)	(21 019 355)	(15 152 972)	(197 581 287)
NET SURPLUS / (DEFICIT)	(2 220 986)	(3 945 574)	(1 065 544)	(566 848)	0,00	0,00	0,00

* In the financial periods 2023/2024 to 2025/2026, a depreciation estimate averaged at about R750, 000 per annum has been provided for, though the depreciation is a non-cash item. An equivalent amount has been included in the "Other Income" to avoid budgeting for a deficit. However, the Museum will utilize its reserves to set it off. Furthermore, the Museum needs to raise an average amount of R1, 725,432 per annum as additional funding to finance its projected operating expenditure in the said financial periods.

** Services-in-kind arise from the related party transactions between the Department of Sport, Arts and Culture (DSAC) and the Department of Public Works and Infrastructure (DPWI). In terms of the Cultural Institutions Act, the DPWI has made available land and buildings to the Museum at no consideration. It is the policy of the Museum to disclose the fair value of the rental benefit.

b. Narrative

The Museum is going through a difficult period as funding is not increasing while cost continues to sky rocket. The Museum has recorded a deficit for 3 consecutive years. The rising inflation is fast eroding the buying power of the rand. With South Africa recording the worse power cuts ever experienced in our history, this has put a strain on an already heavily burdened budget. The Museum, currently operates at full staff compliment. This leaves little or no room for the Museum to maneuver i.e. to reduce its personnel expenditure or freeze posts. The subsidy reductions that took place in recent years has taken the Museum back to where it was some five years ago both financially and operationally. The DSAC needs to review the Museum allocation so that the core functions could continue to be undertaken efficiently and effectively. Further, the new museum project need to be seriously expedited, so the Museum can generate more income and create more job opportunities.

The Museum budget provides for the implementation of three programmes: Programme 1 (Administration) is divided into two sub-programmes; Entity Management and Governance and Support Services; Programme 2 (Business Development) focuses on conservation and research development; and Programme 3 (Public Engagement) consists of two sub-programmes; Exhibitions and Education and Outreach Programme. The total budget for the 2023/24 amounts to R77, 080 million. Included in this amount is the Services in Kind item amounting to R12, 228 million as well as the grants and project funding expenditure that totals R21, 019 million.

The operating budget for 2023/24 amounts to R43, 832 million. This amount excludes grants and project funding for specific projects and the services in kind items. The operating budget will be distributed as follows: - Programme 1: Administration (54.7%), Programme 2: Business Development (25.9%), Programme 3: Public Engagement (19.3%). The main item driving the budget distribution of 54.7% in favour of Programme 1: Administration, is the municipal charges item at R6, 706 million in 2023/24, rising to R7, 007 million in 2024/25 and R7, 319 million in 2025/26. The main contributor to the grants and project funding expenditure item is the New Museum Project grant. The projected expenditure throughout the MTEF period is based on the stages of the infrastructure projects lifecycle. The Museum envisages that by the end 2023/24 financial year the constructor will be on site. In subsequent years, the project matures; hence the increased projected expenditure in the 2025/26 financial year.

8. Updated Key Risks

NO.	STRATEGIC OUTCOME	DEPARTMENT	RISK NAME	ROOT CAUSES TO THE RISK	CONSEQUENCES OF THE RISK	CURRENT BUSINESS PROCESSES / CONTROLS IN PLACE TO MANAGE IDENTIFIED RISKS
PROGRAMME 1: ADMINISTRATION						
FINANCE AND ADMINISTRATION						
1	Improved Audit Outcomes	Finance and administration	1) Non-compliance with legislation and regulatory prescripts. 2) Non-compliance with Supply Chain Management framework.	1) Policies not being timeously updated to include the change in regulations. 2) Budget constraints.	1) The Museum will have audit findings and submissions not being done on time. 2) Non-compliance with the SCM Framework resulting in an audit finding.	The department keeps abreast with Treasury Regulations to ensure compliance. The finance department maintains a good relationship with National Treasury as well as the Department of Sport, Arts and Culture.
2	Leading training institute in Africa and South Africa	Finance and administration	Inadequate implementation of the capacity management policy and the performance management and development system (PMDS) policy (i.e. no career planning and lack of focused training interventions).	1) Insufficient HR personnel. 2) Budget constraints	1) Ineffective HRD processes and practices (i.e. diminished employee commitment/ low staff morale and inability to effectively manage employee output.) 2) Limited use of available opportunities from CATHSSETA.	1) PMDS rolled out in the 2021/22 financial year. 2) Museum employed Administrative Support Officer on a fixed term contract.
3	Leading training institute in Africa and South Africa	Finance and administration	Non-compliance with the museum's employment equity plan and employment equity act	Inability to reach suitably qualified applicants from the targeted groups.	Inability to deliver on the set targets.	1) Alternative platforms are being used for marketing purposes 2) The internship opportunities are targeted to the identified groups.
PUBLIC RELATIONS AND MARKETING						
4	Number of visitors	Public Relations and Marketing division	Decrease in the number of physical visitors.	Various restrictions due to Covid-19 and limited operating hours.	1) Museum not reaching its entire targeted audience. 2) A decrease in visitor numbers results in a decrease in revenue.	1) An increase in online marketing. 2) Covid-19 restrictions have been lifted by government, even though the pandemic has not completely gone away.
5	Maintain a high profile of the Museum through a	Public Relations and Marketing division	Museum not reaching its entire targeted audience via electronic platforms.	The increasingly competitive nature of digital marketing	Poor growth on social media and low rate of engagement with audience.	An increase in online marketing.

NO.	STRATEGIC OUTCOME	DEPARTMENT	RISK NAME	ROOT CAUSES TO THE RISK	CONSEQUENCES OF THE RISK	CURRENT BUSINESS PROCESSES / CONTROLS IN PLACE TO MANAGE IDENTIFIED RISKS
	strong online presence through digital media			makes success sometimes a challenge, and can more easily lead to poor engagement on social media and inevitably poor demographic reach.		
PROGRAMME 2: BUSINESS DEVELOPMENT						
NATURAL AND HUMAN SCIENCES						
6	Improved Research Output: Publish research in scholarly journals and books	Natural Science and Human Sciences department	Insufficient scholarly outputs for the reporting period.	Inefficient staff.	1) Loss of national and international standing and prestige. 2) Lack of new material for marketing.	Staff performance management processes in place.
7	Improved Research Output: Present research in talks, posters and discussions at conferences, lectures, seminars and workshops	Natural Science and Human Sciences department	Insufficient conference outputs for the reporting period.	Inefficient staff.	1) Loss of national and international standing and prestige. 2) Lack of new material for marketing.	Staff performance management processes in place.
8	Improved Research Output: Manage the publication process of Museum Journals and Occasional Publications	Natural Science and Human Sciences department	Publications not produced.	1) Lack of submissions. 2) Lack of funding. 3) Lack of qualified staff.	1) Loss of national and international standing and prestige. 2) Lack of new material for marketing. 3) Lack of library growth.	1) Active advertising processes to attract submissions. 2) Joint research report. 3) Publications are published online. 4) Staff performance management processes.
9	Improved Research Output: Collaborations	Natural Science and Human Sciences department	Collaborations not maintained.	1) Staff not maintaining their collaborations	1) Reduction in quality of research.	1) Staff performance management. 2) Joint research reports.

NO.	STRATEGIC OUTCOME	DEPARTMENT	RISK NAME	ROOT CAUSES TO THE RISK	CONSEQUENCES OF THE RISK	CURRENT BUSINESS PROCESSES / CONTROLS IN PLACE TO MANAGE IDENTIFIED RISKS
				2) Geographical isolation	2) Loss of national and international standing and prestige.	
10	Curated Collections: Maintained collections to International Museum standard	Natural Science and Human Sciences department	Degradation of Heritage and Scientific Assets.	1) Lack of qualified staff to maintain the assets.	1) Loss of heritage. 2) Loss of assets from balance sheet.	Temporary staff.
11	Curated Collections: Maintained collections to International Museum standards	Natural Science and Human Sciences department	Theft of Heritage and Scientific Assets.	1) Lack of qualified staff to maintain the assets. 2) Insufficient protocols and procedures for collections access.	1) Loss of heritage. 2) Loss of assets from balance sheet. 3) Reputational damage.	1) Temporary staff. 2) Random spot checks. 3) Access protocols.
12	Curated Collections: Maintained collections to International Museum standards	Natural Science and Human Sciences department	Infrastructure failure	1) The museum does not have the mandate to maintain the building. 2) Insufficient upkeep of the building by DPWI who are the owners of the building.	1) Loss of heritage 2) Loss of assets from balance sheet 3) Reputational damage 4) Loss of international standing and prestige of the country.	1) The Museum has been engaging with the DPWI on the maintenance of the building. 2) The Museum conducts emergency interventions relating to maintenance. 3) The Museum has appointed a project manager to oversee infrastructure projects of the building.
13	Curated Collections: Maintained collections to International Museum standards	Natural Science and Human Sciences department	Outbreak of fire at the museum	1) The museum does not have the mandate to maintain the building. 2) Insufficient upkeep of the building by DPWI who are the owners of the building.	1) Loss of heritage 2) Loss of assets from balance sheet 3) Reputational damage 4) Loss of international standing and prestige of the country.	1) The Museum has been engaging with the DPWI on the maintenance of the building. 2) The Museum conducts emergency interventions relating to maintenance. 3) The Museum has appointed a project manager to oversee infrastructure projects of the building.

NO.	STRATEGIC OUTCOME	DEPARTMENT	RISK NAME	ROOT CAUSES TO THE RISK	CONSEQUENCES OF THE RISK	CURRENT BUSINESS PROCESSES / CONTROLS IN PLACE TO MANAGE IDENTIFIED RISKS
				3) Lack of water pressure in the CBD resulting in the firefighting equipment not being fully functional.		
14	Curated Collections: Maintained collections to International Museum standards	Natural Science and Human Sciences department	Flooding damage to the collections	<p>1) The museum does not have the mandate to maintain the building.</p> <p>2) Insufficient upkeep of the building by DPWI who are the owners of the building.</p> <p>3) Lack of water pressure in the CBD resulting in the firefighting equipment not being fully functional.</p>	<p>1) Loss of heritage</p> <p>2) Loss of assets from balance sheet</p> <p>3) Reputational damage</p> <p>4) Loss of international standing and prestige of the country.</p>	<p>1) The Museum has been engaging with the DPWI on the maintenance of the building.</p> <p>2) The Museum conducts emergency interventions relating to maintenance.</p> <p>3) The Museum has appointed a project manager to oversee infrastructure projects of the building.</p>
15	Curated Collections: Maintained collections to International Museum standards	Natural Science and Human Sciences department	Damage to collection objects by pests	<p>1) Poor building integrity</p> <p>2) The museum does not have the mandate to maintain the building.</p> <p>3) Insufficient upkeep of the building by DPWI</p>	<p>1) Loss of heritage</p> <p>2) Loss of assets from balance sheet</p> <p>3) Reputational damage</p> <p>4) Loss of international standing and prestige of the country.</p>	<p>1) Pest monitoring protocols within the research department</p> <p>2) The Museum has been engaging with the DPWI on the maintenance of the building.</p> <p>3) The Museum conducts emergency interventions relating to maintenance.</p> <p>4) The Museum has appointed a project</p>

NO.	STRATEGIC OUTCOME	DEPARTMENT	RISK NAME	ROOT CAUSES TO THE RISK	CONSEQUENCES OF THE RISK	CURRENT BUSINESS PROCESSES / CONTROLS IN PLACE TO MANAGE IDENTIFIED RISKS
				who are the owners of the building.		manager to oversee infrastructure projects of the building.
16	Curated Collections: Field Days.	Natural Science and Human Sciences department	Insufficient days spent in the field by researchers	1) Inefficient staff 2) Lack of funding	1) Collections do not develop 2) Loss of heritage value 3) Loss of national and international standing and prestige of the museum.	1) Staff performance management. 2) Sourcing external funding for fieldwork. 3) Joint research reports
17	Student/Intern supervision, co-supervision and mentoring: Postgraduates, interns supervised, co-supervised or mentored	Natural Science and Human Sciences department	Insufficient number of mentees	1) Certain staff don't offer mentoring opportunities to students or interns 2) Students or interns do not take up available mentoring opportunities	1) Loss of national and international standing and prestige of the museum. 2) Isolation from the knowledge economy	1) Staff performance management. 2) Sourcing external funding for mentees. 3) Joint research reports
PROGRAMME 3: PUBLIC ENGAGEMENT						
EXHIBITIONS						
18	Number of temporary exhibitions produced	Exhibitions	No space for new permanent and/ or temporary exhibitions.	Space is limited by the capacity and infrastructure of the building.	Fewer temporary exhibitions can be hosted/produced.	1) New Museum currently under development which would address shortcomings due to structure of the current building. 2) Outdoor and pop-up exhibitions are produced and hosted outside the museum.
19	Number of temporary exhibitions produced	Exhibitions	Deterioration of current exhibitions	Heritage items and exhibitions deteriorate with age.	1) Taxidermy and specimens preserved in alcohol deteriorate faster without required conservation interventions. 2) Reputational damage	The Museum has budgeted for minor maintenance.

NO.	STRATEGIC OUTCOME	DEPARTMENT	RISK NAME	ROOT CAUSES TO THE RISK	CONSEQUENCES OF THE RISK	CURRENT BUSINESS PROCESSES / CONTROLS IN PLACE TO MANAGE IDENTIFIED RISKS
20	Number of permanent exhibitions produced	Exhibitions	Insufficient funding from DSAC for new exhibitions.	Lack of adequate funding from DSAC.	1) Exhibitions can't be produced without adequate funding. 2) Reputational damage	External funding is utilised for new exhibitions.
21	Number of permanent exhibitions produced	Exhibitions	Poor maintenance of building by DPWI	1) The Museum does not have the mandate to maintain the building. 2) Insufficient upkeep of the building by DPWI who are the owners of the building.	1) Some galleries are closed to the public due to health and safety protocols. 2) Reputational damage. 3) Loss of international display standards of the Museum.	1) All infrastructural damages have been reported to DPWI. 2) The Museum has requested the funding for the building maintenance from DSAC through the User Asset Management Plan (UAMP).
EDUCATION						
22	Improved participation in the Museum's education and outreach programmes	Education Department	Inability to expand the outreach programme	1) Decreased number of visitors due to the Covid-19 anxiety. 2) Lack of staff capacity.	1) Limited growth in outreach programme. 2) Decrease in revenue in terms of entrance fees paid by schools.	1) The Museum visits schools to conduct educational programmes. 2) Museum programmes are held online for schools. 3) The Education Department has in-service students assisting with educational programmes.
23	A diverse socially cohesive society with a common identity	Education Department	Unavailability of target audience for certain programmes	1) Timing of events. 2) Themes received late. 3) Inability to coordinate dates with schools.	1) Minimum reach to the target audience as well as limited impact.	1) Some programmes are currently being hosted at schools and community halls. 2) The Museum creates its own themes in the event that themes are not received from the DSAC. 3) The Museum regularly liaises with the subject advisors and the district office in Pietermaritzburg to obtain the school calendar to plan accordingly.

NO.	STRATEGIC OUTCOME	DEPARTMENT	RISK NAME	ROOT CAUSES TO THE RISK	CONSEQUENCES OF THE RISK	CURRENT BUSINESS PROCESSES / CONTROLS IN PLACE TO MANAGE IDENTIFIED RISKS
24	Number of public engagement programmes	Education Department	National lockdown level restrictions	Global pandemic resulting in the government moving to different restriction levels.	1) Museum's inability to generate its own income 2) The museum not achieving its target output for the number of programmes and museum visits.	1) Small events are hosted when there is a relaxation in the lockdown restrictions. 2) Certain programmes are held on a virtual platform.

9. Infrastructure Projects

No	Project Name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year expenditure
1.	Upgrading and Conversion of the St Anne's Hospital Building into the New KwaZulu-Natal Museum	Administration	The project entails upgrading and altering the Old St Anne's Hospital building to make it conducive for the relocation of the KwaZulu-Natal Museum to the property. This entails the construction of purpose-built museum facilities such as exhibition/ display areas, collections storage facilities, education/ lecture facilities and other support facilities. Adequate parking with landscaping will be provided within the rest of the site.	New Museum Building Job creation of 1000 jobs	25 July 2024	23 July 2027	R700 000 000	R8 839 000
2.	Facilities Management for the Kwazulu-Natal Museum	Administration	To obtain repair & maintenance services from a reputed, experienced, and qualified contractor who shall provide efficient repair, refurbishment and maintenance services to the KZN Museum as per the UAMP.	Well maintained building	02 December 2022	01 December 2025	R3 520 000	R1 000 000

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

Indicator title	Unqualified audit report.
Short definition	Unqualified audit report each financial year.
Purpose/importance	An unqualified audit report indicates that the financials of the institution meet the required standards.
Source/collection of data	Proof of submission of the Museum Strategic Plan, Annual Budget, Quarterly Reports, Annual Financial Statements, ENE and MTEC databases and Annual Report and minutes of the meetings held.
Method of calculation	Confirmations of submission from stakeholders.
Assumptions	Full compliance with policies and procedure manuals by all staff of the Museum. The department's financial statements and non-financial performance will be audited.
Reporting cycle	Annually
Desired performance	The KwaZulu-Natal Museum to acquire unqualified audit reports from the Auditor-General.
Indicator responsibility	The Director and Executive Manager: Finance and Administration.

Indicator title	Number of visitors.
Short definition	The number of visitors reached by the Museum in all categories of programmes and services offered, as well as visitors to the Museum exhibitions.
Purpose/importance	Museums need visitors to prosper and to fulfil the purpose for its existence. Stakeholders consume the education and information that a museum offers and also to contribute economically to the Museum.
Source/collection of data	CRM Visitor Report, Visitor statistics, attendance registers.
Method of calculation	Headcount of all categories of visitors.
Assumptions	Visitors will respond positively to visiting the museum and supporting planned programmes and offerings by the Museum.
Reporting cycle	Quarterly against annual target.

Desired performance	To retain current customer base, to grown the number of visitors and to attract new visitors.
Indicator responsibility	Chief Public Relations & Marketing Officer.

Indicator title	Maintain a high profile of the Museum through a strong online presence through digital media.
Short definition	The number of visitors reached by targeted online campaigns through the Museum's various electronic media.
Purpose/importance	Museums need visitors to prosper and to fulfil the purpose for its existence. Stakeholders consume the education and information that a museum offers and also to contribute economically to the Museum.
Source/collection of data	Insights on electronic platforms.
Method of calculation	Total number of people reach through all the digital platforms.
Assumptions	Visitors will respond positively to visiting the museum and supporting planned programmes and offerings by the Museum.
Reporting cycle	Quarterly against annual target.
Desired performance	To retain current customer base, to grown the number of visitors and to attract new visitors.
Indicator responsibility	Chief Public Relations and Marketing Officer.

Indicator title	Number of articles / chapters published.
Short definition	Research articles n peer-reviewed journals/edited volumes/books.
Purpose/importance	Dissemination of scholarly knowledge.
Source/collection of data	Journal websites/volumes.
Method of calculation	Count no. of published articles.
Assumptions	Manuscripts are published.

Reporting cycle	Annual
Desired performance	8 per annum.
Indicator responsibility	Assistant Director: DNS & Assistant Director: DHS

Indicator title	Number of research papers presented at conferences.
Short definition	Research presented at conferences
Purpose/importance	Dissemination of knowledge.
Source/collection of data	Conference programme.
Method of calculation	Count
Assumptions	Funding raised for conference attendance.
Reporting cycle	Annually
Desired performance	8
Indicator responsibility	Assistant Director: DNS & Assistant Director: DHS

Indicator title	Number of journal volumes produced per annum.
Short definition	One volume each of Southern African Humanities and African Invertebrates per annum
Purpose/importance	The publication of two prestigious academic journals that promote the museum and the country's academic outputs and contribute to the knowledge economy

Source/collection of data	Research Report and Online Articles
Method of calculation	One volume of Southern African Humanities and one volume of African Invertebrates per annum
Assumptions	Money allocated for production costs
Reporting cycle	Quarterly and annually
Desired performance	To ensure that the journals climb the rankings within their respective fields
Indicator responsibility	Assistant Director: DNS & Assistant Director: DHS

Indicator title	Number of collaborations
Short definition	Collaborative projects with scholars outside of the museum. These can include collaborative fieldtrips or collaborative funding applications or research papers
Purpose/importance	Collaborations boost the museum's prestige within a wider network of academic institutions and scholars and allow the museum to contribute the wider knowledge economy.
Source/collection of data	Reports and evidence locker material
Method of calculation	One collaboration is counted when an employee of the museum collaborates with one or more persons outside the museum or between one or more institutions outside the museum on a specific topic or project. Active collaborations are counted, not new collaborations as such collaborations can continue over a long period of time
Assumptions	Available funds permit such collaborations
Reporting cycle	Quarterly and annually
Desired performance	To sustain one active collaboration per research active staff member at all times
Indicator title	Number of collaborations

Indicator title	Maintained collections in line with Heritage Asset Policy.
Short definition	The Heritage Assets Report is formulated using the Heritage Asset Policy of the Museum. It will cover Collection Status, Environmental Monitoring, Movements, Accessioning and Access.
Purpose/importance	Maintain the national estate.
Source/collection of data	DNS, DHS and Library operational report
Method of calculation	Audit criteria
Assumptions	The museum will adhere to the policy
Reporting cycle	Quarterly and annually
Desired performance	Complete databases
Indicator responsibility	Assistant Director: DNS, Assistant Director: DHS and Chief Librarian Offer.

Indicator title	Number of Field trips conducted.
Short definition	Number of days spent in the field. The field days are based on the number of individuals involved on a trip i.e. each person is allocated their field days separately.
Purpose/importance	Expand and develop collections.
Source/collection of data	Vehicle forms & Business leave forms.
Method of calculation	Days per researcher.
Assumptions	Funding for fieldtrips.
Reporting cycle	Quarterly and annually
Desired performance	120 days
Indicator responsibility	Human Resources

Indicator title	Number of postgraduates, interns supervised, co-supervised or mentored
Short definition	People who require the expertise or guidance of museum personnel in order to gain practical or intellectual skills and knowledge to further their own careers
Purpose/importance	The Museum, as a civic institution, plays a vital role in facilitating the growth of the next generation of young people. Taking on interns or co-supervising university postgraduates contributes significantly to this.
Source/collection of data	Research Report and material in digital evidence locker
Method of calculation	One intern/postgraduate/mentee counts as one unit
Assumptions	Available students and external funding
Reporting cycle	Quarterly and annually
Desired performance	One intern/postgraduate/mentee per research active staff member at all times
Indicator responsibility	Assistant Director: DNS & Assistant Director: DHS

Indicator title	Number of temporary exhibitions produced.
Short definition	Short-term based exhibitions which include: displays, social media exhibitions, online exhibitions, posters and digital media designs, travelling exhibition, pop-up exhibitions that can have a display duration of 1 week to 1 year.
Purpose/importance	To deliver current information to the public, often used for outreach as traveling exhibitions.
Source/collection of data	Completed JPEG's of the generated designs and photographic evidence of the final display or exhibition in its location.
Method of calculation	Concept designs of future displays, exported JPEG's of the generated designs and photographic evidence of the final product once completed.
Assumptions	Completed displays and exhibitions of a high educational and aesthetic standard.

Reporting cycle	Quarterly and annual progress against the five year target.
Desired performance	High quality exhibitions that are completed within their desired timeframes that directly contribute to Priority 2 (education, skills and health).
Indicator responsibility	Assisting Director: Exhibitions.

Indicator title	Number of permanent exhibitions produced.
Short definition	Long term based exhibitions that have a duration of 5 years and longer.
Purpose/importance	Exhibitions that are aligned to the school curriculum and form a foundation for education programs both within the Museum and externally for outreach programmes.
Source/collection of data	Location preparation- the designated area in the Museum needs to be repurposed to house a new exhibition. Minutes for meetings discussing intended ideas. Concept designs – hand drawn or digitally generated images of the future space and displays. Information generation and research undertaken for the display. Work in progress – JPEGs and photographic evidence of the display work in progress this could be sculpturally or graphic design based. Finished product – the completed exhibition can be located in its intended area and/photographed.
Method of calculation	Concept designs, minutes from meetings, exported JPEG's of the designs and photographic evidence of the final product one completed.
Assumptions	Completed displays and exhibitions of a high educational and aesthetic standard.
Reporting cycle	Annual progress against the five year target.
Desired performance	High quality exhibitions that are completed within their appropriate timeframes and directly contribute to Priority 2 (education, skills and health).
Indicator responsibility	Assisting Director: Exhibitions.

Indicator title	Number of Popular Media Pieces and Engagements.
Short definition	Short media pieces for the museum website and social media platforms and interactions with general news media such as radio, television and print.

Purpose/importance	To deliver current information on the museum's research and curatorial activities to the public.
Source/collection of data	URLs to web pieces and or digital copies of items saved to evidence locker.
Method of calculation	Each article or engagement with media will count as one piece or one liaison.
Assumptions	Functioning website, social platforms.
Reporting cycle	Quarterly but with annual targets.
Desired performance	High circulation of material on social platforms, website and other media to drive awareness of museum's rich activities.
Indicator responsibility	Principal Curator: Human Sciences /Assistant Director: Natural Sciences.

Indicator title	Number of public lectures, tours and society events.
Short definition	Lectures offered at museum or elsewhere to public audiences, tours of museum facilities and heritage/natural sites and the arrangement of events for avocational organisations linked to museum's interests.
Purpose/importance	To disseminate information to the public and so raise awareness of the nation's natural and cultural heritage.
Source/collection of data	Reports with supporting evidence in digital form.
Method of calculation	Each tour/lecture/event/ will count as one activity
Assumptions	Access to museum and linkages to avocational organizations.
Reporting cycle	Quarterly but with annual targets.
Desired performance	A large number of public activities on an ongoing basis that showcase the museum and raise awareness of natural and cultural heritage in the nation.
Indicator responsibility	Principal Curator: Human Sciences /Assistant Director: Natural Sciences.

Indicator title	Number of learners.
Short definition	Number of learners that the museum interacts with on various outreach programmes and in-house programmes.
Purpose/importance	Numbers indicate that the museum provides programmes that are relevant to the needs of the schools.
Source/collection of data	Registers, registration forms and pictures.
Method of calculation	Headcount
Assumptions	Numbers increase due to new programmes and increased marketing efforts. New programmes such as Reading Club and GBV Indaba.
Reporting cycle	Quarterly against annual target.
Desired performance	To achieve all set targets and to surpass them where possible.
Indicator responsibility	Assistant Director, Education

Indicator title	Number of schools participating in outreach programmes per annum.
Short definition	Number of schools that the Museum interacts with in the Vulindlela and Camperdown rural outreach programme.
Purpose/importance	Numbers indicate the schools that benefit from the Museums rural outreach programme.
Source/collection of data	Letter of participation signed by schools or registration forms.
Method of calculation	Headcount
Assumptions	Numbers might increase in response to hands on activities incorporated to our education programmes.
Reporting cycle	Annually against five year plans.

Desired performance	To achieve all set targets and to surpass them where possible.
Indicator responsibility	Assistant Director: Education

Indicator title	Number of public engagement programmes.
Short definition	Number of public events that promote the Museum and caters to the needs of family units.
Purpose/importance	Numbers indicate the participants that the Museum interacts with.
Source/collection of data	Report on ticket sales.
Method of calculation	Headcount
Assumptions	Prohibitions and restrictions of gatherings will decrease the numbers of participants or cause cancellation of events.
Reporting cycle	Biannually
Desired performance	To host successful events that leave a lasting impact on the participants.
Indicator responsibility	Assistant Director: Education

Indicator title	Number of National Days Commemorated.
Short definition	National Days are commemorated to educate, create awareness and to foster good relations between the South African citizens.
Purpose/importance	National Days assists the museum to contribute towards nation building and social cohesion.
Source/collection of data	Event registers and pictures.
Method of calculation	Headcount

Assumptions	To continue to promote social cohesion and nation building through various programmes undertaken by the Museum.
Reporting cycle	Annual against the five year plans.
Desired performance	To produce good programmes that leave a lasting impacts in the lives of participants.
Indicator responsibility	Assistant Director, Education

Annexure A
KZN Museum Policies

Policy	Last Review Date	Next Review Date
1. Financial Procedures Manual	2019/2020	2023/2024
2. Property Plant and Equipment Policy	2019/2020	2023/2024
3. Health and Safety Policy	2019/2020	2023/2024
4. Capacity Management Policy	2019/2020	2023/2024
5. Corporate Governance of ICT Framework Policy	2020/2021	2024/2025
6. IT Disaster Recovery Plan	2020/2021	2024/2025
7. IT Strategy	2020/2021	2024/2025
8. IT Security Policy	2020/2021	2024/2025
9. Exhibitions Policy	2020/2021	2024/2025
10. Conditions of Service Policy	2020/2021	2024/2025
11. Leave Policy and Procedure	2021/2022	2025/2026
12. Protection of Personal Information Policy	2021/2022	2025/2026
13. Policy on Hardware Usage & Data Security	2021/2022	2025/2026
14. Employee Reward Policy	2021/2022	2025/2026
15. Employment Related Policy	2021/2022	2025/2026
16. Employee Relations Policy	2021/2022	2025/2026
17. Volunteers Policy	2021/2022	2025/2026
18. Code of Ethics and Legal Framework	2021/2022	2025/2026

19.	Travel and Subsistence Rates and Guidelines	2021/2022	2025/2026
20.	Enterprise Risk Management Policy	2021/2022	2025/2026
21.	Recognition of Improved Qualification Policy	2021/2022	2025/2026
22.	Collections Management: Ethics and Standards	2021/2022	2025/2026
23.	Heritage Assets Valuation Policy	2021/2022	2025/2026
24.	Heritage Assets Management Policy	2021/2022	2025/2026
25.	Performance Management and Development System Policy	2021/2022	2025/2026
26.	Chronic Diseases Policy	2021/2022	2025/2026
27.	Vehicle Safety and Usage Policy	2021/2022	2025/2026
28.	Library Collections Manual	2021/2022	2025/2026
29.	Natural Sciences Collections Manual	2021/2022	2025/2026
30.	Human Sciences Collections Manual	2021/2022	2025/2026
31.	Management of Performance Information	2022/2023	2026/2027
32.	Fraud Prevention Policy	2022/2023	2026/2027
33.	Service Charges Guidelines	2022/2023	2026/2027
34.	Appointment of Casual Labour Policy	2022/2023	2026/2027
35.	Employee Assistance Programme Policy	2022/2023	2026/2027
36.	Policy on Granting of Emergency Financial Assistance to Staff Members	2022/2023	2026/2027
37.	Policy on the Use of Official Languages	2022/2023	2026/2027
38.	Gender Equity Policy	2022/2023	2026/2027

39. Communications Policy	2022/2023	2026/2027
40. Supply Chain Management Policy	2022/2023	2026/2027

ANNEXURE B: MATERIALITY / SIGNIFICANT PLAN

INTRODUCTION AND BACKGROUND

In terms of the Public Finance Management Act (PFMA) and the Treasury Regulations (TR), all public entities should develop a materiality framework for management and reporting purposes.

The Treasury Regulations (part 9, 28.1.5) state that, for purposes of material [as applicable to sections 50(1), 55(2) and 66(1) of the Act] and significant [as applicable to section 54(2) of the Act], **the accounting authority must develop and agree a framework of acceptable levels of materiality and significance** with the relevant executive authority in consultation with the external auditors, the terms are, however, not defined in the Act nor the Treasury Regulations.

The Treasury Regulations (28.2.1) further requires that the annual report of the public entity shall detail the materiality/significant framework applied during the financial year. These requirements are meaningful to the user of such financial statements if it is also accompanied with the materiality/significant framework adopted by the audit and risk committee for the purposes of external audit although not required by the Treasury Regulations.

1. Purpose of Materiality Framework

The purpose of materiality framework is:

- 1.1. To establish a threshold/framework within which accounting officers can effectively discharge its management and reporting responsibilities emanating from the specific sections of the PFMA.
- 1.2. It will also assist management to design, develop and implement a proper (reasonable) framework of policies, procedures and controls to effectively manage business risk.
- 1.3. The framework will also help the KwaZulu-Natal Museum to establish proper structures of Accountability to the Executive Authority and proper delegation of Authority to executive management.

2. Defining the concept of Materiality

The Council of the KwaZulu-Natal Museum defines the Materiality/significant framework as a measure of the materiality for management accountability and reporting purposes. The measure is applied by the Accounting Authority to design, develop and implement reasonable management policies and procedures to be able to discharge its responsibilities in terms of the PFMA. The materiality/significant framework is a judgement of the level at which errors (intentional/unintentional), either individually or in aggregate, might be considered material/significant in relation to the KwaZulu-Natal Museum's annual financial statements taken as a whole.

Interpretation- “Material: means anything that is significant in relation to circumstances applicable to each company; and materially shall have the same meaning.”

While the objective of setting materiality framework in an audit of financial statements is to enable the auditor to express an opinion as to whether or not the financial statements fairly present, in all material respects, the PFMA and the TR do not expressly provide motivation for this requirement. This requirement is mainly for assisting the entity’s management to reasonably discharge its accountability and reporting responsibilities. Furthermore, existing literature postulates that the assessment of what is material is a matter of professional judgment. For the purposes of this requirement, it suffices to say management will have to exercise their judgement as to what is material/significant in their business, both qualitatively and quantitatively.

The concept of materiality does not deal only with monetary information (amount) but also addresses the non-monetary (nature) characteristics of the information. Therefore, the KwaZulu-Natal Museum's materiality/significant framework will detail both quantitative and qualitative materiality characteristics. Materiality may be influenced by considerations such as legal and regulatory requirements, and considerations relating to individual financial statement account balances and relationships. This process may result in different materiality levels, depending on the aspect of the financial statements being considered.

Examples of qualitative misstatements would be:

- (a) Inadequate or improper description of the entity’s accounting policy when it is likely that a user of the financial statements would be misled by the description, and
- (b) Where an entity fails to disclose the breach of regulatory requirements when it is likely that the consequent imposition of regulatory restrictions will significantly impair operating capability.
- (c) Failure to report/disclose perpetuated fraudulent activities by senior officials of the entity.

The materiality/significant framework is considered from both a quantitative and qualitative viewpoint. The size of the item and its nature is therefore considered when determining its materiality.

In determining materiality, management will consider a number of factors, including the following:

- the risk management,
- financial risks (both internal and external),
- the internal review function and scope, and
- the system of internal controls,
- the nature of the item.

The KwaZulu-Natal Museum will develop a materiality/significant framework (measurable/quantifiable) for each of the relevant section by sub-element as below:

3. Fruitless and Wasteful Expenditure:

Defining Fruitless and wasteful expenditure in the KZN.M's view:

The Council of the KwaZulu-Natal Museum, for the purposes of this Act defines fruitless and wasteful expenditure as expenditure which:

- Failed to achieve its anticipated objectives/benefits, and
- Would not have been incurred had reasonable judgement been exercised at the time.

Whether or not the expenditure is fruitless and wasteful may be determined based on the subsequent review of the expenditure. The Act does neither define the threshold/materiality framework of the expenditure that should be subject to such review, nor does it allow a materiality threshold to be applied in the evaluation of this expenditure. As a result, all expenditure that is not trivial should be subject to post review. The proposal is that the KwaZulu-Natal Museum consider and adopt a framework within which fruitless and wasteful expenditure should be dealt with regards to PFMA and the Treasury Regulations reporting requirements. The Treasury Regulations requires that such framework be considered and approved by the KwaZulu-Natal Museum's Executive Authority.

However, due to the nature of the KwaZulu-Natal Museum's business and the volume of the transactions making up the entity's expenditure, it may be impractical to implement cost effective procedures to review the effectiveness of all expenditure incurred on a transaction-by-transaction basis. Furthermore, it must be noted that naturally, the benefits generated by such expenditure are often enjoyed/realised considerably after that expenditure is incurred. This fact therefore renders any post expenditure review extremely complicated to perform.

The Council may therefore not be in a position to favourably comment as to whether all fruitless and wasteful expenditure actually incurred will be detected. However, it should be noted that the treatment of irregular, fruitless and wasteful expenditure would depend on internal control policies and procedures designed and implemented by the KwaZulu-Natal Museum.

2. Background on KwaZulu-Natal Museum expenditure framework:

The Council of the KwaZulu-Natal Museum continues to improve the soundness of its system of internal controls governing the procurement of both goods and services classified as operating expenditure and for capital projects. Within this framework, various principles have been integrated to form robust internal control policies and procedures, some of which are listed below:

- (a) The KwaZulu-Natal Museum will have a strategic plan and business plan that is derived from its annual budget and capital budget;
- (b) All expenditure will be properly authorised prior to it being incurred in terms of properly delegated authorities and where it warrants it, by one of the following review committees:

- Management Committee;
- Finance and Procurement Committee;
- Audit and Risk Committee; and
- Council.

To discharge its responsibility, the KwaZulu-Natal Museum will, through its internal audit function perform a run of all its significant single expenses and subject these to rigorous audit to establish if there are any fruitless and wasteful expenditure.

Notification in terms of Section 51 (2) of the Act:

Due to the fact that section 51 (2) is not regulated by Treasury Regulation 28.1.5 – Materiality/significance framework, this letter should therefore act as the notification in terms of Section 51 (2) that the council, in its capacity as the Accounting Authority may not be able to confirm that:

- a) Processes to prevent and detect all fruitless and wasteful expenditure as contemplated in the Act are in place;
- b) Any fruitless and wasteful expenditure has accordingly been prevented or detected as required;
- c) All disciplinary actions as envisaged by the Act, following the occurrence of fruitless and wasteful expenditure have been undertaken; and
- d) The disclosures required in the annual report in terms of fruitless and wasteful expenditure have been made.

Except where this is material in terms of the framework detailed herein.

The KwaZulu-Natal Museum's system of internal control are/will be designed to prevent unauthorised expenditure and that as part of the cost savings programmes being implemented in order to actively drive down the cost of operations in the various business units, which will reduce the opportunity for material fruitless and wasteful expenditure.

We can further assure you that through the accountability framework of line management and through the Audit & Risk Committee processes:

- a) Internal control weaknesses identified by management, the internal and the external auditors are followed up to ensure that the underlying systems are improved;
- b) Any material criminal conduct identified is subject to the appropriate procedures and sanctions.

Developing Materiality/Significance Framework

Management would have to adopt a very conservative approach in carrying out their fiduciary duties described by the PFMA in an attempt to establish a set of financial statements that are cost effectively accurate or reasonable under the circumstances. In direct contrast with the External Auditors approach, management is expected to adopt a more conservative approach, as they will seek to achieve high level of assurance to the stakeholders of the reporting entity and to achieve fair presentation. For

each individual audit finding, management should consider the possibility that it is material because of its value, its nature or because of the context in which it arises. Typically, management's quantification might be represented by a more stringent approach by management i.e.

PFMA Requirement	Materiality Significance	Policies, procedures and Controls in place	Non Compliance Implication
Requirements of the section 54(2) of the Act, in terms of this section of the Act, the Accounting Authority of the KwaZulu-Natal Museum is required to submit information, documents, explanations and motivations to the relevant treasury and its executive authority for approval before they engage in the following activities:			In terms of section 86(2) of the Act, an accounting authority is guilty of an offence and liable on conviction to a fine or imprisonment
Establishment or participation in the establishment of a company.	None	Not participating	
Participation in a significant partnership, Trust, incorporated Joint Venture or similar management	None	Not participating	
Acquisition or disposal of a significant shareholding in company.	None	Not participating	
Acquisition or disposal of a significant asset.	<ul style="list-style-type: none"> Acquisition/disposal of an asset in excess of R100 000 or > 5% of total asset at cost at a time of transaction. Or Acquisition/disposal in excess of 5% of the asset category concerned. 	Supply Chain Management Policy	
Commencement or cessation of a significant business activity.	None	Not participating	
Significant change in the nature or extent of the KwaZulu-Natal Museum's interest in a significant partnership, Trust, unincorporated joint venture or similar arrangement	None	Not participating	
In terms of section 50 (1) of the Act, the Council must:			
Exercise the duty of our most care to ensure reasonable protection of assets and records of the public entity	<ul style="list-style-type: none"> Any breach of management controls is considered material by its nature. 	<ul style="list-style-type: none"> Adequate Insurance cover of all fixed assets. 	`

PFMA Requirement	Materiality Significance	Policies, procedures and Controls in place	Non Compliance Implication
	<ul style="list-style-type: none"> • Breach committed by KZN.M officials, suppliers and customers/clients is considered material for management purposes. • Any breach of code of conduct by management and executives is considered material for this purpose. 	<ul style="list-style-type: none"> • Retention of records for 5 years in compliance of the Treasury Regulations • Design, develop and implement a sound system of internal controls over assets (FA policy, Collection Management Policy). • Regular independent reviews by Internal Audit. 	
Act with fidelity, honesty, integrity and in the best in interests of the public entity in managing the financial affairs of the public entity.	<ul style="list-style-type: none"> • Any breach of management controls is considered material by its nature. • Breach committed by KZN.M officials, suppliers and customers/clients is considered material for management purposes. • Any breach of code of conduct by management and executives is considered material for this purpose. 	<ul style="list-style-type: none"> • Strict screening process in respect for hiring of new personnel to ensure that only people of integrity are employed. • The internal audit function provides an independent risk based approach, objective assurance on the effectiveness of the KwaZulu-Natal Museum's system of internal control. • The Audit and Risk Committee is an independent committee responsible for oversight of the KwaZulu-Natal Museum's internal control, governance and risk management. • Delegated Authority Framework. 	

PFMA Requirement	Materiality Significance	Policies, procedures and Controls in place	Non Compliance Implication
On request, disclose to the executive authority responsible for that public entity or legislature to which the public entity is accountable, all material facts including those reasonable discoverable, which in any way may influence the decisions or actions of the executive authority or that legislature, and	<ul style="list-style-type: none"> • Anything which contravenes the laws and regulations applicable to the KZN.M will constitute material fact as envisaged by this section. • Anything which undermines or compromises the KZN.M from delivering in terms of its mandate will constitute a material fact. • Any misconduct/misbehaviour by any official in management of the KZN.M resources will constitute material fact. • All the above will be disclosed in the Council's report if applicable. 	Systems of internal control (policies and procedures – finance, human resources, logistical, administration).	
Seek, within the sphere of influence of that accounting authority, to prevent any prejudice to the financial interests of the state.	<ul style="list-style-type: none"> • Register of Declaration of conflict of interest. • Direct or indirect interest by any official will be considered material for this section. 	Code of conduct developed.	
In terms of section 55 (1) (b), the Accounting Authority must prepare the financial statements for each financial year in accordance with GAAP, unless the Accounting Standards Board approves the application of general recognized accounting practice for that public entity.	<ul style="list-style-type: none"> • Anything that contravenes full compliance to the relevant laws and regulations. 	The appointed CFO must monitor, assess and implement such approved general recognized accounting practices.	
In terms of section 55 (1) (c), (d), the Accounting Authority must submit the financial statements within two months after the end of the financial year to the auditors. Such audited statements with an annual report and the report of the auditors on those statements must be submitted, within five months after the end of that financial year to the treasury and the executive authority.	<ul style="list-style-type: none"> • Anything that contravenes full compliance to the relevant laws and regulations 	The Director and CFO must ensure that the necessary steps are taken to ensure compliance with these subsections.	

PFMA Requirement	Materiality Significance	Policies, procedures and Controls in place	Non Compliance Implication
In terms of section 55 (2), the Annual Report and financial statements of the public entity must:			
Fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the year concerned.	Anything that contravenes the delegation document will be considered a material fact for fair presentation purposes. For the purpose of preparing the financial statements, management considers the attached framework to be material for fair presentation. (Refer to Annexure A)	Delegated Authority Framework/schedule. Disciplinary and grievance policy in respect of financial misconduct.	
Include particulars of – Any material loss through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year, Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure, Any losses recovered or written off, Any financial assistance received from the state and commitments made by the state on its behalf and Any other matters that may be prescribed and Include the financial statements of the subsidiaries.	For the purpose of preparing the financial statements, management considers the attached framework to be material for fair presentation. (Refer to Annexure A)	Disciplinary and grievance policy in respect of financial misconduct. Writing off bad debts. Writing off (disposal) of assets including collections.	
Section 66 imposes Restrictions on borrowing, guarantees and other commitments. — (1) An institution to which this Act applies may not borrow money or issue a guarantee, indemnity or security, or enter into any other transaction that binds or may bind that institution or the Revenue Fund to any future financial commitment, unless such borrowing, guarantee, indemnity, security or other transaction— is authorised by this Act, and in the case of public entities, is also authorised by other legislation not in conflict with this Act, and	Any borrowings with third parties will be considered material for the purpose of this section.	Disciplinary and grievance policy in respect of financial misconduct.	

PFMA Requirement	Materiality Significance	Policies, procedures and Controls in place	Non Compliance Implication
in the case of loans by a province or a provincial government business under the ownership control of a provincial executive, is within the limits as set in terms of the Borrowing Powers of Provincial Governments Act, 1996 (Act bi. 48 of 1996)			

Conclusion

The Council of the Museum has decided to report on any transaction covered by section 54(2) of the PFMA in excess of R5000 relating to the following:

Materiality- Every amount in respect of criminal conduct

- R5000 and above in respect of irregular, fruitless and wasteful expenditure involving gross negligence
- R3000 and above being approximately 0.5% of gross revenue in respect of any other irregular, fruitless and wasteful expenditure

Significance -The acquisition/disposal of a significant asset

- The commencement/cessation of a significant business activity.

ANNEXURE C: COUNCIL CHARTER

1. PURPOSE OF THE COUNCIL CHARTER

1.1 This Charter is intended to provide a concise overview of:

- a) the demarcation of the roles, functions, responsibilities and powers of the Council, the Department of Arts and Culture (Shareholder of the KwaZulu-Natal Museum), individual Councillors and officials and management of the Museum
- b) composition of Council and the procedures for meetings
- c) powers delegated to various Council committees of the institution
- d) matters reserved for final decision-making or pre-approval by the Council
- e) policies and practices of the Council in respect of matters such as corporate governance, declarations and conflicts of interest, council meeting documentation and procedures relating to the nomination, induction, training and evaluation of Council and members of the Council committees.

1.2 The Council Charter also:

- a) provides a strategic and supportive roadmap for the Executive Management to perform operational, management and accounting roles to Council as informed by the Cultural Institutions Act, Act 119 of 1998.
- b) Reaffirms the need to adhere to good corporate governance.

2. THE COUNCIL'S PURPOSE, COMPOSITION, COMMITTEES, APPOINTMENTS AND RESIGNATIONS

2.1 Purpose of the Council

The Council's purpose is to ensure that the **KwaZulu-Natal Museum** is a sustainable organization capable of fulfilling its objectives, statutory and otherwise. In order to fulfil this purpose, the Council must provide oversight on the direction and control of the business of the Institution. Council owes a fiduciary duty to the KwaZulu-Natal Museum both under the Cultural Institutions Act (Act 119) of 1998; the Public Finance Management Act, 1999 (Act No. 1 of 1999), "the PFMA" and is accountable to the Department of Arts and Culture, the Shareholder and eventually the Government of the Republic of South Africa. Council is also responsible, within the structures of corporate law and legislation, to the other stakeholders of the Museum. Council members are required to exercise due care, skill and utmost good faith in the performance of their duties.

2.2 Composition of the Council

- a) In terms of the Cultural Institutions Act, Act 119 of 1998 the Council may consist of a minimum of seven members and the Director. The Minister of Arts and Culture may call for the nomination of members of the public to serve on the Council.
- b) The Minister is responsible for the appointment of all members of the Council.
- c) The term of office for Council members appointed by the Minister expires after three (3) years or otherwise as stipulated. However, the Council may be eligible for re-appointment.

2.3 **Council Committees**

- 2.3.1 In terms of the King II, III & IV Reports and the Protocol on Corporate Governance, the Council has the power to appoint Council Committees and to delegate powers to such Committees.
- 2.3.2 The Council recognizes and accepts the legal principle that whilst certain powers are capable of delegation to individuals and/or committees the ultimate accountability for the matters delegated remains with the Council.
- 2.3.3 Authorities delegated by the Council accordingly always entail a simultaneous requirement of reporting to the Council and an obligation on the Council to monitor and evaluate the activities of committees and individuals with delegated authority.
- 2.3.4 The Council shall approve the formation of the following Committees:
 - a. Finance & Procurement Committee (FPC)
 - b. Audit and Risk Committee (ARC)
 - c. Human Resources & Remuneration Committee (HRRC)
 - d. Institutional Advancement and Ethics Committee (IAEC).

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

2.4 **Appointments and Removals**

- 2.4.1 The Council shall:
 - a. Appoint the Chairpersons and Members of Committees
 - b. Approve the appointment and/or removal of the Director
 - c. Ensure an adequate induction programme for new members of Council.
 - d. Where applicable and on the recommendation of the Director, approve the appointment and/or removal of other senior management staff.
 - e. Where applicable, make recommendations to the Minister for the removal of a Council member.

2.5 **Council Meetings and Council Documentation**

- a. The Council must have a minimum of 4 meetings per year.
- b. Additional meetings may be convened as and when necessary.
- c. Papers for consideration by the Council will be submitted, in the normal course, at least five days before the meeting to enable members to study the documentation in preparation for the meeting.
- d. The quorum shall be 50% plus 1 of the members of the Council.

3. **GENERAL POWERS AND AUTHORITY**

The Council shall:

- 3.1 Approve the strategic plan for achieving the objectives contemplated in the Act.
- 3.2 Annually review the Institution's corporate governance process and assess achievement against objectives;

- 3.3 Review the mandate of the Entity, at least annually, and approve recommended changes;
- 3.4 Determine the terms of reference and procedures of all Council Committees and review their reports and minutes;
- 3.5 Consider reports submitted by the Director and/or the senior management.
- 3.6 Review and monitor the performance of the Director and members of senior management via the Director;
- 3.7 Establish, review periodically and approve major changes to the Institution's policies on, *inter alia*:
 - a. collections management
 - b. research
 - c. education and outreach
 - d. financial management
 - e. human resources and administration
 - f. risk management
 - g. delegation of authority to management
 - h. quality control measures
 - i. occupational health and safety
 - j. code of ethics.
- 3.8 Approve, on the recommendation of the Museum's Human Resources and Remuneration Committee and with the concurrence of the Department of Arts and Culture, the remuneration to be paid to all staff.
- 3.9 Ensure that an adequate budget and planning process exists, that performance is measured against budgets and business plans and approve annual budgets and the Annual Performance plan for the Museum;
 - 3.9.1 Approve, subject to the Department's approval as may be required in law, significant acquisitions, mergers and new strategic alliances by the Museum.
 - 3.9.2 Consider and approve, on the recommendation of the Museum's Audit & Risk Committee, any significant changes proposed in accounting policy, the external audit fee and budgeted audit fee, and consider any other recommendations of the Museum's Audit & Risk Committee.
 - 3.9.3 Consider and approve the annual financial statements, interim statements and notices to the Department, and consider and agree the basis for considering the Museum to be a going concern.
 - 3.9.4 Have ultimate responsibility on oversight for systems of financial, operational and internal controls, the adequacy and review of which shall be delegated to the relevant committees of the Council, provided that the Council ensures that reporting on such matters is adequate.
 - 3.9.5 Have ultimate responsibility for regulatory compliance and ensure that reporting to the Council is comprehensive.
 - 3.9.6 Review non-financial matters that have not been specifically delegated to a subcommittee. Such review to include the following items that would be included in the Museum's sustainability report:
 - a. Code of ethics
 - b. Environmental issues
 - c. Social issues.
 - 3.9.7 Have authority to:

- a. access to any information they need to fulfil their responsibilities
- b. seek independent advice at the Museum's expense
- c. investigate matters within the Council's mandate.
- d. Delegate to the Director or, with the concurrence of the Director, any other employee of the Institution, any of the powers, authorities and discretions vested in the Council, including, to the extent permissible in law, the power of sub-delegation. Further sub-delegation must be in concurrence with the Council or Chairperson of the Council.
- e. Delegate similarly such powers, authorities and discretions to any committee as may exist or be created from time to time; A delegation in terms of this clause does not prevent the Council from exercising such power or performing such duty, as the case maybe itself.

4. THE CHAIRPERSON

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

- 4.1 maintain a regular dialogue with the Director in respect of all material matters affecting the Museum and to consult with the other Council members promptly where considered appropriate;
- 4.2 ensure that material matters in respect of the business or governance of the Museum that he/she is aware of, are tabled at Council meetings;
- 4.3 act as facilitator at meetings of the Council to ensure that material issues for consideration are tabled and ventilated effectively to ensure optimal Council decision-making and governance;
- 4.4 be available for the Director between Council meetings to provide counsel and advice.
- 4.5 represent the Museum in official ministerial fora and events organized by the Minister.
- 4.6 communicate with the Minister on behalf of the Council.

The Chairperson does not have any executive or management responsibilities.

5. THE DIRECTOR

The Director is the Accounting Officer and provides executive leadership and is accountable to the Council for the implementation of the strategies, objectives and decisions of the Council within the framework of the delegated authorities, values and policies of the Museum. The Director is appointed by the Council, in conjunction with the Department. To this end the Director is accountable to the Council to amongst other things:

- 5.1 develop and recommend to the Council the long-term strategy and vision of the Museum and its quantified expression by way of critical performance targets
- 5.2 develop and recommend to the Council the annual performance plans and budgets that support the Museum's long-term strategy
- 5.3 ensure that the Museum has an effective management team and management structures
- 5.4 ensure appropriate Institutional policies are formulated and implemented
- 5.5 ensure that effective internal institutional controls and governance measures are deployed
- 5.6 serve as the chief spokesperson of the Museum.

6. THE RIGHTS AND DUTIES OF INDIVIDUAL COUNCIL MEMBERS

The Council exercises its functions jointly and no member has any authority to severally perform any act on behalf of the Museum or the Council unless specifically authorized or requested by the Council or authorized nominees of the Council. Council members are jointly accountable for the decisions of the Council.

Council members have a legal obligation to act in the best interest of the Museum, to act with due care in discharging their duties as Council members, to declare and avoid conflicts of interest with the Museum and to account to the Museum for any advantages gained in discharging their duties on behalf of the Museum.

Members may at any time request a meeting with the Chairperson and may in any event annually be invited by the Chairperson for an individual meeting to discuss Council and institutional matters. Council is of the view that the interests of the Museum are better served if the Council functions as a team rather than a fractious, uneasy coalition of Council and independent factions.

Members have access to senior management for advice about the governance of the Museum and Council procedures and may after consultation with the Chairperson obtain such external advice as they may consider necessary to properly discharge their duties to the institution.

Costs related to procuring external advice should be within the approved Council budget; extra costs should be motivated and approved by Council.

7. REMUNERATION OF COUNCIL MEMBERS

7.1 Council members are remunerated based on the rates and guidelines determined by the Minister of Finance for Schedule 3A Public Entities.

7.2 Any authorized extra costs incurred in the pursuant of the functions of Council shall be reimbursed upon submission of proof of payment and/or expenditure.

7.3 Any unauthorized extra costs incurred in the pursuant of the functions of Council shall be reimbursed upon submission of proof of payment and/or expenditure supported by a motivation approved by Council.

7.4 No acting allowances and/or rates are paid unless such acting role/s have been sanctioned by the Minister.

8. THE COUNCIL SECRETARY SERVICES

The Director's Personal Assistant is responsible for providing secretarial services to the Council. These include:

8.1 Keeping of Council members' records.

8.2. Reminding Council members of Council and Committee meetings.

8.3 Requesting information from Council members for the compilation of reports for Council.

8.4 Making relevant travel and accommodation arrangements for Council members.

8.5 Ensuring that the minutes of all Council meetings and meetings of the Committees are properly recorded.

9. POLICY IN RESPECT OF CORPORATE GOVERNANCE

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

10. ACCOUNTABILITY OF COUNCIL

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

- a. A five-year Strategic Plan that is aligned to the government's term of office.
- b. An Annual Performance Plan and budget identifying key strategic thrusts of each financial year.
- c. A Shareholder Compact outlining linked Outcome Oriented Goals of the Museum for each financial year.
- d. Annual Financial Statements for each financial year as required by Section 55 of the Public Finance Management Act.

11. DISCLOSURE AND CONFLICT OF INTERESTS

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

- a. any company, partnership, trust or legal entity; or
- b. any contract or proposed contract which is of significance to the business of the Museum and which is entered into or to be entered into:
 - i. in pursuance of a resolution taken or to be taken at a meeting of Council; or
 - ii. by any member or officer of the Museum who has been authorized by the Council or management of the Museum to enter into such contract.

11.2 Full disclosures of the above should be made in writing and be submitted to the Council Secretary who will submit it to the Chairperson of the Human Resources and Remuneration Committee and the Council at the first subsequent Committee or Council meeting respectively. Disclosures should be made at the beginning of each calendar year. General disclosures of this nature are only effective until the end of the financial year in which the disclosures had been made. Enduring, material conflicts of interest are regarded by the Council as incompatible with the fiduciary duties of Council. Failure to make disclosures of interest constitutes a criminal offence in terms of the Companies Act.

11.3 The Human Resources and Remuneration Committee is required to:

- a. consider all declarations of interest
- b. report to the Council any conflicts of interest which require specific action by the Council
- c. recommend to the Minister which members should be categorized for governance purposes.

12. PERFORMANCE EVALUATION: COUNCIL, COMMITTEES AND INDIVIDUAL MEMBERS AND MEMBERS OF COMMITTEES

The Chairperson and Deputy Chairperson shall be responsible to annually review the effectiveness of the Council, Committees and individual Council members. For this purpose, they shall make use of the Council Evaluation Framework developed by the Department (Executive Authority) for all Institutions. Council should also use a peer review system to evaluate each other and the effectiveness of Council as a whole on an annual basis. The Chairperson of the Council will be evaluated by the Minister or other delegated person or Committee set up by the Ministry.