



# ANNUAL PERFORMANCE PLAN

For the period: 2024/25 - 2025/26



sport, arts & culture

Department:  
Sport, Arts and Culture  
REPUBLIC OF SOUTH AFRICA



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**i. ACCOUNTING AUTHORITY STATEMENT**

KZN MUSEUM APP 2024 -2025

**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 2024/2025 financial year. 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 2020 – 2025.

The midterm review report highlighted that despite many challenges that were beyond the KZN Museum's control, like social unrest, electricity crisis, natural disasters and resultant financial meltdown, the KZN Museum continued to successfully implement programmes that advanced its 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. South Africa has seen many challenges leading to negative economic growth over the past two financial years. While the country is slowly recovering from these challenges, their cumulative effects such as poor infrastructure maintenance; poverty and high crime levels especially gender based violence (GBV) threaten the core aspects of South Africa's new democracy.

The 2024/2025 financial year straddles over two government administrations, with the current administration of 2020 – 2025 ceasing after the 2024 national elections and a new one sworn in. In light of this, some programmes may be changed to align to the priorities of the new administration. Other programs of government, like the amalgamation of the Department of Sport, Arts and Culture entities might also necessitate the revision of this APP once they take shape.

The Council of the KZN Museum discussed this APP based on the various factors highlighted above and the need to align the KZN Museum's programmes to be responsive of societal needs. I am pleased to report that our core functions such as research, exhibitions and education will contribute towards youth education and empowerment; job creation with a focus on youths, people living with disabilities and women; enhanced food security; sustainable development; promotion of the fight against gender based violence, homophobia and human trafficking; and promotion of nation building and social cohesion.

During the 2024 – 2025 financial year, the KZN Museum expects to create about seventeen internships and learnership opportunities for young professionals to gain skills and experience in various aspects of heritage. The New Museum Project is on track for implementation during the third quarter of the financial year. Once at implementation stage, the New Museum project is expected to create about 1 000 job opportunities. The Museum identified various activities to celebrate national days

like Youth Day, Africa Month, Heritage Month, Women's Month, and others to bring awareness about government priorities to advance the interests of South Africans.

The KwaZulu-Natal Museum made significant advances in technological development that enabled savings and will continue to save on operational costs in line with the government's cost cutting measures. Council will continue to play its part by holding virtual meetings and limiting travelling as much as possible. 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 for the MTEF period. While many cost savings measures are being implemented, the KZN Museum continues to project a deficit and operate under financial strain due to significant reduction in its allocation during the previous three financial years.

The Council is grateful to the Minister and the Ministry for the guidance, thought leadership, support and continuation of funding and implementation of its various projects including the New Museum Project. Council commits itself to supporting management of the Museum in the implementation of this Annual Performance Plan 7777 and to discharge its oversight and monitoring roles in all functions of the Museum.



Miss Khwezi Kunene

Chairperson

**ii. ACCOUNTING OFFICER STATEMENT**

**KZN MUSEUM APP 2024 -2025**

**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 2024 – 2025 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's programmes would play in addressing the government priority outcomes for the current term of government.

During the midterm review, it became clear that the COVID-19 pandemic negatively impacted income generated through visitors and outreach programs during the first half of the strategic planning period; the 2020/2021 – 2021/2022 period. While some form of normalcy returned in the latter half of the planning period, the KZN Museum's financial woes will continue despite the robust plan of action to grow the Museum's programmes and outputs during the 2023/2024 – 2024/2025 financial year to pre-pandemic levels.

The benefits of technological developments will continue to be utilized in order to improve the Museum's target audience reach and minimise operational costs. During the 2023/2024 planning cycle, the KZN Museum has seen a decrease in its budget allocation that 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 government during this financial year.

The KZN Museum will continue to implement innovative measures like collaboration with sister organisations and reducing travelling costs to limit the impact of subsidy cuts during the 2024/2025 financial year. 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 social ills such as xenophobia and gender-based violence.

The KZN Museum relies on its research and diverse collections and artefacts to promote its goals. The Invertebrate Exhibition was completed in October 2023. It now serves as a reference point for learners and educators conducting lessons about the role of invertebrates as indicators of climate change that continue to draw large numbers of learners and visitors. The Rise of the Zulu Kingdom exhibition will proceed from planning to implementation stages to promote the role of the Zulu Kingdom in nation building, national identity and social cohesion. The KZN Museum will collaborate with the Zulu Royal House in planning the 2024/2025 centenary celebration for the late Zulu King Cetshwayo. Various programs have also been planned for the Museum's celebration of its 120 years' anniversary.

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 2024/2025 financial year. 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 seventeen unemployed youths. About R1 million will be sourced from donors by the research departments for the promotion of study of the biodiversity of insects and other invertebrates and their roles in climate change.

The New Museum Project's inception phase is now at an advanced level. The public participation process, a key requirement for the approval of the project from the KwaZulu-Natal Amafa Research Institute is nearing completion. The official site handover and implementation are expected to take place during the second half of the 2024/2025 financial year. These important developments will see the New Museum Project 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.

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 enhance 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 2024- 2025. I also thank the Department of Sport, Arts and Culture for the support and guidance.


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

Luthando Maphasa


**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 2024/2025.

  
Executive Manager: Finance & Administration  
Date: 31 January 2024

  
Director  
Date: 31 January 2024

  
Chairperson  
Date: 31 January 2024

  
Approved by:  
Minister: N.G. Kodwa  
Executive Authority  
Department of Sport, Arts and Culture  
Date: 31 January 2024

## **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.

The KZN Museum's programmes also addresses the following government priority actions:

- 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 2024 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 acquired 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**



Middle management & high level specialist	1	0	0	3	1	0	1	3	<b>9</b>
Supervisor & high level skilled / clerical	9	0	1	0	7	0	1	2	<b>20</b>
Lower level skilled / clerical	12	0	0	0	14	0	0	0	<b>26</b>
<b>TOTAL</b>	<b>27</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>24</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>67</b>

#### 4.2.3 Proposed Equity Table in 2026/2027

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

## **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.	<b>MTSF Priority 6:</b> Social Cohesion and Safe Communities; <b>Outcome:</b> A diverse socially cohesive society with a common identity; <b>Intervention:</b> Improve research output and popular presentations.
2. To implement efficient and effective collections management practices in line with international standards.	<b>MTSF Priority 1:</b> Building a Capable, Ethical & Developmental State; <b>Outcome:</b> Honest and capable state with professional and meritocratic public servants; <b>Intervention:</b> Develop and maintain collections to improve their relevance and significance.
3. To provide quality education and outreach programmes.	<b>MTSF Priority 3:</b> Education, skills and health; <b>Outcome:</b> A diverse socially cohesive society with a common identity; <b>Intervention:</b> To align educational programmes with NCS and increase audience base.
4. To design and produce transformative, state of the art exhibitions.	<b>MTSF Priority 6:</b> Social Cohesion and Safe Communities; <b>Outcome:</b> A diverse socially cohesive society with a common identity; <b>Intervention:</b> 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.	<b>MTSF Priority 1:</b> Building a Capable, Ethical & Developmental State; <b>Outcome:</b> Honest and capable state with professional and meritocratic public servants; <b>Intervention:</b> Improve the compliance profile of the Museum.
6. To be a leading training institute in Africa and South Africa.	<p><b>MTSF Priority 1:</b> Building a Capable, Ethical &amp; Developmental State; <b>Outcome:</b> Honest and capable state with professional and meritocratic public servants; <b>Intervention:</b> To increase the number of in-service students trained and supervised</p> <p><b>MTSF Priority 3:</b> Education, skills and health; <b>Outcome:</b> A diverse socially cohesive society with a common identity; <b>Intervention:</b> To introduce a credible outcome focused training, through the learner tracking system.</p> <p><b>MTSF Priority 7:</b> A better Africa &amp; better world; <b>Outcome:</b> Increase appreciation of the country's rich heritage; <b>Intervention:</b> 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.	<b>MTSF Priority 1:</b> Building a Capable, Ethical & Developmental State; <b>Outcome:</b> Honest and capable state with professional and meritocratic public servants; <b>Intervention:</b> Improve financial governance.
Create employment through capital works programmes and growth in the Museum.	<b>MTSF Priority 2:</b> Economic Transformation & Job Creation; <b>Outcome:</b> Increased market share of job opportunities in sport, cultural and creative industries; <b>Intervention:</b> 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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.	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.	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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Increased Appreciation of the country's Rich Heritage.	Visitor numbers.	Visitor numbers.	20 000 visitors	34 298 visitors.	66 838 visitors.	80 000 visitors.	85 000 visitors.	90 000 visitors.	95 000 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	100 000 people.	1 105 121 people.	1 556 045 people.	300 000 people.	1 500 000 people.	1 550 000 people.	1 600 000 people.

## Programme 2: Business Development

## 5.3

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Improved Research Output.	Publish research in scholarly journals and books.	Number of articles / chapters published.	7 original research papers.	16 original research papers.	14 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Present research in talks, posters and discussions at conferences, lectures, seminars and workshops.	Number of research papers presented at conferences.	5 presentations	18 presentations	32 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 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.	2 volumes and 4 JR reports produced.
	Collaborations	Number of collaborations	8 collaborations.	39 collaborations.	33 collaborations.	16 collaborations.	16 collaborations.	16 collaborations.	16 collaborations.

#### 5.4

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Curated Collections.	Heritage Asset Reports	Maintained collections in line with Heritage Asset Policy.	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.	Produce 4 Heritage Asset Reports.

	Field Days.	Number of field days conducted.	38 field trips.	302 field days.	382 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	2 000 items added to collections.	2 000 items added to collections.	2 000 items added to collections.	2 000 items added to collections.	2 000 items added to collections.

## 5.5

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Student/Intern supervision, co-supervision and mentoring.	Postgraduates, interns supervised, co-supervised or mentored.	Number of postgraduates, interns supervised, co-supervised or mentored.	4 Student / Interns per annum.	22 postgraduates, interns supervised, co-supervised or mentored.	16 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Increased cultural and natural heritage awareness.	Temporary exhibition.	Number of temporary exhibitions produced	2 exhibitions produced.	6 exhibitions produced.	8 temporary exhibitions produced.	2 temporary exhibitions produced.	4 temporary exhibitions produced.	4 temporary exhibitions produced.	4 temporary exhibitions produced.
	Permanent exhibitions.	Number of permanent exhibitions produced	None.	None.	None.	1 exhibition produced.	None.	None.	None.

## 5.7

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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 .	24 pieces and/or engagements per annum.	24 pieces and/or engagements per annum.	43 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	16 public lectures, tours and society events.	16 public lectures, tours and society events.	45 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Improved participation in the Museum's	Number of learners.	Number of learners.	13 895 learners	19 102 learners	47 196 learners	20 000 learners	36 000 learners	37 000 learners	38 000 learners

education and outreach programmes.	Schools participating in outreach programmes per annum	Number of schools participating in outreach programmes per annum	19 participating schools.	37 participating schools.	117 participating schools.	19 participating schools.	50 participating schools.	51 participating schools.	52 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.	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.	Host 2 Night at the Museum per annum.

## 5.9

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
A diverse socially cohesive society with a common identity.	National Days Commemoration.	Number of National Days Commemorated.	10 days commemorated.	12 days commemorated.	12 days commemorated.	10 days commemorated.	12 days commemorated.	12 days commemorated	12 days commemorated

## 6. Explanation of Planned Performance over the medium term period 2024/2025

### 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, and Annual Financial Statements, ENE and MTEC databases and Annual Report. Hold regular Audit & Risk committee meetings, and Internal Audits.	Unqualified Audit report.	Prepare Quarterly Report for quarter ending 31 March 2024, Prepare AFS and Annual Report for 2023/24, hold Council Meeting and Audit and Risk Committee Meetings to approve draft AFS.	Prepare Quarterly Report for quarter ending 30 June 2024, submit ENE/MTEC database, prepare and Submit to DSAC draft APP for 2024/25.	Prepare Quarterly Report for quarter ending 30 September 2024, hold Council Meeting and Audit and Risk Committee Meetings to approve AFS, submit 2 <sup>nd</sup> draft APP to DSAC. Interim Internal Audit Report issued.	Prepare Quarterly Report for quarter ending 31 December 2024, Annual Budget for 2025/2026 and hold Council Meeting and 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	85 000 visitors	23 000 visitors	22 000 visitors	20 000 visitors	20 000 visitors
Number of people reached online	1 500 000 people	375 000 people	375 000 people	375 000 people	375 000 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.	1 Joint Research Report	1 Joint Research Report	1 Joint Research Report	2 volumes, 1 Joint Research Report

Number of collaborations.	16 collaborations	4 collaborations	4 collaborations	4 collaborations	4 collaborations
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### 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
Number of items added to collections.	2 000 items added to collections.	-	-	-	2 000 items added to collections.

**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.	4 temporary exhibitions produced.	1 temporary exhibition produced.	1 temporary exhibition produced.	1 temporary exhibition produced.	1 temporary exhibition produced.
Number of permanent exhibitions 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.	36 000 learners.	14 500 learners	11 500 learners	4 000 learners	6 000 learners
Number of schools participating in outreach programmes per annum.	50 participating schools	20 schools	13 schools	7 schools	10 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.	12 days commemorated.	4 days commemorated.	3 days commemorated.	4 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. Women's day is used to address such issues with women and female learners. 16 Days of No Violence Against Women and Children is a vehicle used to address issues of Gender Based Violence to improve relations between women and men and to create safe communities. Some special days' activities target people with disabilities to promote accessibility and inclusivity and also to promote social cohesion. These include International day of persons with Disabilities and the Annual Storytelling Festival that is conducted during Heritage Month in September. Heritage Day, International Mandela Day, Reconciliation Day, World Aids Day, Youth Day and Freedom Day are celebrated and commemorated to promote tolerance, understanding and empathy within different communities.

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 and the promotion of National Development Plan. The KwaZulu-Natal Museum will be celebrating 120 years of existence during the 2024/2025 financial year. Each of the 120 years will be celebrated by a specific artefact that highlights the growth of the Museum and its strive for inclusivity, social advancement and economic emancipation through heritage promotion.

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

## 7. Program Resource Considerations

### a. BUDGET ESTIMATE: 2024/2027

	<u>2020/2021</u> <u>AUDITED</u>	<u>2021/2022</u> <u>AUDITED</u>	<u>2022/2023</u> <u>AUDITED</u>	<u>2023/2024</u> <u>PROJECTED</u>	<u>2024/2025</u> <u>PROJECTED</u>	<u>2025/2026</u> <u>PROJECTED</u>	<u>2026/2027</u> <u>PROJECTED</u>
	(Rand)	(Rand)	(Rand)	(Rand)	(Rand)	(Rand)	(Rand)
<b>REVENUE</b>	50 667 777	56 227 508	51 534 878	70 868 656	107 974 132	249 565 902	284 839 074
DAC - SUBSIDY	30 439 000	35 196 000	36 470 000	34 289 000	35 487 000	38 515 009	40 241 577
DAC - MUNICIPAL CHARGES	4 511 000	4 640 000	5 281 000	6 706 000	7 007 000	5 692 000	5 990 211
DAC - PARKING - LEASE	278 000	293 000	303 000	412 000	431 000	450 180	470 212
DONATIONS	938	3 140	3 120	3 000	3 000	3 420	3 572
INTEREST	357 208	237 045	1 154 256	350 000	400 000	424 488	443 377
JOURNALS	44 777	96 759	32 463	35 000	35 000	56 998	59 535
ENTRANCE CHARGES	26 260	87 243	133 485	148 660	160 000	161 397	168 580
SCHOOL ENT CHARGES	510	9 453	35 343	50 000	70 000	51 379	53 666
LRC INCOME	11 463	22 388	33 070	31 500	35 000	34 485	36 020
MUSEUM SHOP	8 663	24 856	41 868	65 000	60 000	58 133	60 719
HOLIDAY PROGRAMME	-	21 073	117 802	120 053	120 053	82 707	86 387
HALL BOOKINGS	-	33 550	102 338	100 000	100 000	111 261	116 212
OTHER INCOME *	476 951	336 835	26 617	1 753 616	1 622 512	31 324	
DPW - SERVICES - IN - KIND: RENTAL**	11 232 660	11 232 660	5 538 987	5 785 472	6 042 925	6 311 836	6 592 712
PROJECT FUNDS: RESEARCH & EXHIBITIONS	3 280 348	3 993 507	2 261 529	21 019 355	56 400 642	197 581 287	230 516 294
<b>EXPENDITURE</b>	(54 613 351)	(57 293 052)	(53 105 874)	(70 868 656)	(107 974 132)	(249 565 902)	(284 839 074)
PERSONNEL COSTS	(30 479 640)	(31 942 117)	(32 844 132)	(32 662 727)	(33 458 346)	(32 662 727)	(34 141 068)
OTHER OPERATING EXPENDITURE	(10 015 245)	(10 124 768)	(12 447 981)	(11 401 102)	(12 072 219)	(13 010 053)	(13 589 000)
SERVICES IN KIND - RENTAL**	(11 232 660)	(11 232 660)	(5 538 987)	(5 785 472)	(6 042 925)	(6 311 836)	(6 592 712)
GRANTS & PROJECT FUNDS EXPENDITURE	(2 885 807)	(3 993 507)	(2 274 774)	(21 019 355)	(56 400 642)	(197 581 287)	(230 516 294)
<b>NET SURPLUS / (DEFICIT)</b>	<b>(3 945 574)</b>	<b>(1 065 544)</b>	<b>(1 570 996)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

\* In the financial periods 2024/2025 to 2026/2027, 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 R551 279 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 three 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. This has left little or no room for the Museum to maneuverer. The subsidy reductions that took place in recent years has taken the Museum back 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 2024/25 amounts to R65.4 million. Included in this amount is the Services in Kind item amounting to R6 million as well as the grants and project funding expenditure that totals R14.2 million.

The operating budget for 2024/25 amounts to R45.1 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 million in 2024/25, rising to R6.1 million in 2025/26 and R6.5 million in 2026/27. 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 2024/25 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.

## 7.1. 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
<b>PROGRAMME 1: ADMINISTRATION</b>						
<b>FINANCE AND ADMINISTRATION</b>						
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.
<b>PUBLIC RELATIONS AND MARKETING</b>						
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.		
<b>PROGRAMME 2: BUSINESS DEVELOPMENT</b>						
<b>NATURAL AND HUMAN SCIENCES</b>						
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. 2) Loss of national and	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	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 manager to oversee infrastructure projects of the building.</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.		
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
<b>PROGRAMME 3: PUBLIC ENGAGEMENT</b>						
<b>EXHIBITIONS</b>						
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).
<b>EDUCATION</b>						
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.

## 7. 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	06 November 2024	23 February 2029	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	17 August 2023	17 August 2026	R3 520 000	R1 000 000

No	Project Name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year expenditure
3.	Service Provider to repair water reticulation system.	Administration	<p>This project entails the replacement of certain water reticulation pipes and the erection of a water tank on the roof of the museum building to augment water supply to the building and meet the water requirements.</p> <p>The services are required for the current Museum facility at 237 Jabu Ndlovu Street only.</p>	A system that is able to provide water for the entire building.	01 February 2024	30 June 2024	R5 700 000	R180 000

**PART D: TECHNICAL INDICATOR DESCRIPTION (TID)**

<b>Indicator title</b>	Unqualified audit report.
<b>Definition</b>	Unqualified audit report each financial year.
<b>Source of data</b>	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.
<b>Method of calculation or assessment</b>	Confirmations of submission from stakeholders.
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	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.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women: N/A</li> <li>• Target for youth: N/A</li> <li>• Target for people with disabilities: N/A</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities</li> <li>• Description</li> </ul>
<b>Calculation type</b>	An unqualified audit report indicates that the financials of the institution meet the required standards.
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	The KwaZulu-Natal Museum to acquire unqualified audit reports from the Auditor-General.
<b>Indicator responsibility</b>	The Director and Executive Manager: Finance and Administration.

<b>Indicator title</b>	Number of visitors.
<b>Definition</b>	The number of visitors reached by the Museum in all categories of programmes and services offered, as well as visitors to the Museum exhibitions.
<b>Source of data</b>	CRM Visitor Report, Visitor statistics, attendance registers.

<b>Means of verification</b>	Attendance registers, populated reports from CRM, quarterly visitor statistic reports, receipts from sales.
<b>Method of calculation or assessment</b>	Headcount of all categories of visitors.
<b>Assumptions</b>	Visitors will respond positively to visiting the museum and supporting planned programmes and offerings by the Museum.
<b>Disaggregation of beneficiaries (where applicable)</b>	Tailored events planned during specific months, such as Women's Month, Youth Month, Deaf Awareness Month, and International Day of Persons with Disabilities, aim to celebrate, empower, and cater to the interests of women, youth, and people with disabilities. The goal is to create impactful experiences that resonate with and benefit these distinct target groups.
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly against annual target.
<b>Desired performance</b>	To retain current customer base, to grown the number of visitors and to attract new visitors.
<b>Indicator responsibility</b>	Chief Public Relations & Marketing Officer.

<b>Indicator title</b>	Maintain a high profile of the Museum through a strong online presence through digital media.
<b>Definition</b>	The number of visitors reached by targeted online campaigns through the Museum's various electronic media.
<b>Source of data</b>	Insights on electronic platforms.
<b>Method of calculation or assessment</b>	Total number of people reach through all the digital platforms.
<b>Means of verification</b>	Insights produced from the various social media sights.
<b>Assumptions</b>	Visitors will respond positively to visiting the museum and supporting planned programmes and offerings by the Museum.

<b>Disaggregation of beneficiaries (where applicable)</b>	Throughout the calendar year, we will strategically curate diverse content and launch targeted social media campaigns tailored for Women (celebrating Women’s Month in March and August), Youth (highlighting Youth Month in June), and people with disabilities (observing Deaf Awareness Month in September and International Day of Persons with Disabilities in December). This comprehensive approach aims to effectively engage and resonate with each specific target group.
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly against annual target.
<b>Desired performance</b>	To retain current customer base, to grown the number of visitors and to attract new visitors.
<b>Indicator responsibility</b>	Chief Public Relations and Marketing Officer.

<b>Indicator title</b>	Number of articles / chapters published.
<b>Definition</b>	Research articles n peer-reviewed journals/edited volumes/books.
<b>Source of data</b>	Journal websites/volumes.
<b>Method of calculation or assessment</b>	Count no. of published articles.
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Manuscripts are published.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	8 per annum.



<b>Indicator responsibility</b>	Assistant Director: DNS & Assistant Director: DHS
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<b>Indicator title</b>	Number of research papers presented at conferences.
<b>Definition</b>	Research presented at conferences
<b>Source of data</b>	Conference programme.
<b>Method of calculation or assessment</b>	Count
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Funding raised for conference attendance.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	8
<b>Indicator responsibility</b>	Assistant Director: DNS & Assistant Director: DHS

<b>Indicator title</b>	Number of Joint Research Reports produced quarterly and Number of journal volumes produced per annum
<b>Definition</b>	One volume each of Southern African Humanities and African Invertebrates per annum and four Joint research reports per annum
<b>Source/collection of data</b>	Research Report and Online Articles
<b>Method of calculation or assessment</b>	One volume of Southern African Humanities and one volume of African Invertebrates per annum
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Money allocated for production costs
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly and annually
<b>Desired performance</b>	To ensure that the journals climb the rankings within their respective fields
<b>Indicator responsibility</b>	Assistant Director: DNS & Assistant Director: DHS

<b>Indicator title</b>	Number of collaborations
<b>Definition</b>	Collaborative projects with scholars outside of the museum. These can include collaborative fieldtrips or collaborative funding applications or research papers
<b>Source of data</b>	Reports and evidence locker material

<b>Method of calculation or assessment</b>	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
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Available funds permit such collaborations
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	To sustain one active collaboration per research active staff member at all times
<b>Indicator title</b>	Number of collaborations

<b>Indicator title</b>	Maintained collections in line with Heritage Asset Policy.
<b>Short definition</b>	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.
<b>Source of data</b>	DNS, DHS and Library operational report
<b>Method of calculation or assessment</b>	Audit criteria
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	The museum will adhere to the policy

<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly against the annual target
<b>Desired performance</b>	Complete databases
<b>Indicator responsibility</b>	Assistant Director: DNS, Assistant Director: DHS and Chief Librarian Offer.

<b>Indicator title</b>	Number of Field trips conducted.
<b>Definition</b>	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.
<b>Source of data</b>	Vehicle forms & Business leave forms.
<b>Method of calculation or assessment</b>	Days per researcher.
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Funding for fieldtrips.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly against the annual target

<b>Desired performance</b>	120 days
<b>Indicator responsibility</b>	Human Resources

<b>Indicator title</b>	Number of postgraduates, interns supervised, co-supervised or mentored
<b>Definition</b>	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
<b>Source/collection of data</b>	Research Report and material in digital evidence locker
<b>Method of calculation or assessment</b>	One intern/postgraduate/mentee counts as one unit
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Available students and external funding
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Postgraduates and interns are usually youth and predominantly women</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities</li> <li>• Description</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly against the annual target
<b>Desired performance</b>	One intern/postgraduate/mentee per research active staff member at all times
<b>Indicator responsibility</b>	Assistant Director: DNS & Assistant Director: DHS

<b>Indicator title</b>	Number of temporary exhibitions produced.
<b>Definition</b>	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.
<b>Source/collection of data</b>	Completed JPEG's of the generated designs and photographic evidence of the final display or exhibition in its location.
<b>Method of calculation or assessment</b>	Concept designs of future displays, exported JPEG's of the generated designs and photographic evidence of the final product once completed.
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Completed displays and exhibitions of a high educational and aesthetic standard.
<b>Disaggregation of beneficiaries (where applicable)</b>	Our Goal is to curate temporary exhibitions with themes that aim to celebrate, invest, and cater to the interests of women, youth, and people with disabilities. Temporary exhibitions are aligned to the special days celebrated in different formats, be it in poster, banner, traveling display or a temporary display. Themes are tailored for Women (celebrating Women's Month August), Youth (highlighting Youth Month in June), and people with disabilities (International Day of Persons with Disabilities in December), through different methods of display and the presentation of information that is user friendly for all. Our aim is to be inclusive, empower and celebrate the interests of women, youth, and people with disabilities through dynamic exhibitions and displays.
<b>Spatial transformation (where applicable)</b>	Methods of display that include audio, braille, visual and haptic methods of the presentation of information, as well as spatially accessible areas for all to access.
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly and annual progress against the five year target.
<b>Desired performance</b>	High quality exhibitions that are completed within their desired timeframes that directly contribute to Priority 2 (education, skills and health).
<b>Indicator responsibility</b>	Assisting Director: Exhibitions.

<b>Indicator title</b>	Number of items added to collections.
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<b>Short definition</b>	Number of items added to the collections. Each addition to the database counts as an item in this sense.
<b>Source/collection of data</b>	Collecting or donation forms and permits. Sundry office and laboratory supplies for processing
<b>Method of calculation or assessment</b>	Items added to database
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Field trips conducted or funding for purchases
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly against the annual target
<b>Desired performance</b>	2000 items
<b>Indicator responsibility</b>	Assistant directors: Human and Natural Sciences

<b>Indicator title</b>	Number of permanent exhibitions produced.
<b>Short definition</b>	Long term based exhibitions that have a duration of 5 years and longer.
<b>Source/collection of data</b>	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.
<b>Method of calculation or assessment</b>	Concept designs, minutes from meetings, exported JPEG's of the designs and photographic evidence of the final product one completed.
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data

<b>Assumptions</b>	Completed displays and exhibitions of a high educational and aesthetic standard.
<b>Disaggregation of beneficiaries (where applicable)</b>	Our Goal is to curate permanent exhibitions with themes that aim to celebrate, invest, and cater to the interests of all people with special focus on women, youth, and people with disabilities. Content is curated through different methods of display and the presentation of information that is user friendly for all. All text is presented in both English and isiZulu. An array of both audio, visual and haptic media are used to ensure information is delivered to all users. Our aim is to be inclusive, empower and celebrate the interests of women, youth, and people with disabilities through dynamic exhibitions and displays.
<b>Spatial transformation (where applicable)</b>	Methods of display that include audio, braille, visual and haptic methods of the presentation of information, as well as spatially accessible areas for all to access.
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Annual progress against the five year target.
<b>Desired performance</b>	High quality exhibitions that are completed within their appropriate timeframes and directly contribute to Priority 2 (education, skills and health).
<b>Indicator responsibility</b>	Assisting Director: Exhibitions.

<b>Indicator title</b>	Number of Popular Media Pieces and Engagements.
<b>Short definition</b>	Short media pieces for the museum website and social media platforms and interactions with general news media such as radio, television and print.
<b>Source/collection of data</b>	URLs to web pieces and or digital copies of items saved to evidence locker.
<b>Method of calculation or assessment</b>	Each article or engagement with media will count as one piece or one liaison.
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Functioning website, social platforms.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>n/a</li> </ul>



<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly but with annual targets.
<b>Desired performance</b>	High circulation of material on social platforms, website and other media to drive awareness of museum’s rich activities.
<b>Indicator responsibility</b>	Principal Curator: Human Sciences /Assistant Director: Natural Sciences.

<b>Indicator title</b>	Number of public lectures, tours and society events.
<b>Short definition</b>	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.
<b>Source/collection of data</b>	Reports with supporting evidence in digital form.
<b>Method of calculation or assessment</b>	Each tour/lecture/event/ will count as one activity
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data
<b>Assumptions</b>	Access to museum and linkages to avocational organizations.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>n/a</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>n/a</li> </ul>
<b>Calculation type</b>	Cumulative (year – end)
<b>Reporting cycle</b>	Quarterly but with annual targets.

<b>Desired performance</b>	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.
<b>Indicator responsibility</b>	Principal Curator: Human Sciences /Assistant Director: Natural Sciences.

<b>Indicator title</b>	Number of learners.
<b>Short definition</b>	Number of learners that the museum interacts with on various outreach programmes and in-house programmes.
<b>Source/collection of data</b>	Registers, registration forms and pictures.
<b>Method of calculation or assessment</b>	Headcount
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data -Registers and booking forms
<b>Assumptions</b>	Numbers increase due to new programmes and increased marketing efforts. Museum participates in more outreach programmes to reach new audiences.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women – Female learners participates in programmes aimed at women.ie women’s day and 16 days of activism for No Violence Against Women and Children.</li> <li>• Target for youth – high school learners are fall within the youth age bracket in South Africa</li> <li>• Target for people with disabilities- Special schools visit the Museum and the Museum takes outreach programmes to special schools.</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Calculation type</b>	Cumulative (year – end), Cumulative (year to date) or non-cumulative – Cumulative
<b>Reporting cycle</b>	Quarterly against annual target.
<b>Desired performance</b>	To achieve all set targets and to surpass them where possible.
<b>Indicator responsibility</b>	Assistant Director, Education

<b>Indicator title</b>	Number of schools participating in outreach programmes per annum.
<b>Short definition</b>	Number of schools that the Museum interacts with in various outreach programmes.
<b>Source/collection of data</b>	Letter of participation signed by schools or registration forms.
<b>Method of calculation or assessment</b>	Headcount
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data – Registers
<b>Assumptions</b>	Numbers might increase in response to hands on activities incorporated to our education programmes. Marketing of education programmes in Education Department cluster meetings is yielding.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women –</li> <li>• Target for youth – Museum works with high schools which have learners that fall within the youth age bracket in South Africa</li> <li>• Target for people with disabilities - Special schools are part and parcel of outreach schools.</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Calculation type</b>	Cumulative (year – end), Cumulative (year to date) or non-cumulative - cumulative
<b>Reporting cycle</b>	Annually against five year plans.
<b>Desired performance</b>	To achieve all set targets and to surpass them where possible.
<b>Indicator responsibility</b>	Assistant Director: Education

<b>Indicator title</b>	Number of public engagement programmes.
<b>Short definition</b>	Number of public events that promote the Museum and caters to the needs of family units.
<b>Source/collection of data</b>	Report on ticket sales.

<b>Method of calculation or assessment</b>	Headcount
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data – Recon of ticket sales
<b>Assumptions</b>	Prohibitions and restrictions of gatherings will decrease the numbers of participants or cause cancellation of events.
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women – This is a family event that is open to the public and caters for all age and sex groups.</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Calculation type</b>	Cumulative (year – end), Cumulative (year to date) or non-cumulative - cumulative
<b>Reporting cycle</b>	Biannually
<b>Desired performance</b>	To host successful events that leave a lasting impact on the participants.
<b>Indicator responsibility</b>	Assistant Director: Education

<b>Indicator title</b>	Number of National Days Commemorated.
<b>Short definition</b>	National Days are commemorated to educate, create awareness and to foster good relations between the South African citizens.
<b>Source/collection of data</b>	Event registers and pictures.
<b>Method of calculation or assessment</b>	Headcount
<b>Means of verification</b>	The portfolio of evidence required to verify the validity of the data - Registers
<b>Assumptions</b>	To continue to promote social cohesion and nation building through various programmes undertaken by the Museum.

<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women - Women’s Day and 16 days of Activism for No Violence Against Women and Children.</li> <li>• Target for youth – Youth day- activities conducted are directed to the youth.</li> <li>• Target for people with disabilities- International Day of Persons with Disabilities is marked every year. Deaf week in September is used to cater for the DEAF communities. Furthermore, People with disabilities are catered for in the Museum’s Annual Storytelling Festival.</li> </ul>
<b>Spatial transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Calculation type</b>	Cumulative (year – end), Cumulative (year to date) or non-cumulative - Cumulative
<b>Reporting cycle</b>	Annual against the five year plans.
<b>Desired performance</b>	To produce good programmes that leave a lasting impacts in the lives of participants.
<b>Indicator responsibility</b>	Assistant Director, Education

**ANNEXURE A: AMENDMENTS TO THE STRATEGIC – PLAN**

<b>Policy</b>	<b>Last Review Date</b>	<b>Next Review Date</b>
1. Corporate Governance of ICT Framework Policy	2020/2021	2024/2025
2. IT Disaster Recovery Plan	2020/2021	2024/2025
3. IT Strategy	2020/2021	2024/2025
4. IT Security Policy	2020/2021	2024/2025
5. Exhibitions Policy	2020/2021	2024/2025
6. Conditions of Service Policy	2020/2021	2024/2025
7. Leave Policy and Procedure	2021/2022	2025/2026
8. Protection of Personal Information Policy	2021/2022	2025/2026
9. Policy on Hardware Usage & Data Security	2021/2022	2025/2026
10. Employee Reward Policy	2021/2022	2025/2026
11. Employment Related Policy	2021/2022	2025/2026
12. Employee Relations Policy	2021/2022	2025/2026
13. Volunteers Policy	2021/2022	2025/2026
14. Code of Ethics and Legal Framework	2021/2022	2025/2026
15. Travel and Subsistence Rates and Guidelines	2021/2022	2025/2026
16. Enterprise Risk Management Policy	2021/2022	2025/2026
17. Recognition of Improved Qualification Policy	2021/2022	2025/2026
18. Collections Management: Ethics and Standards	2021/2022	2025/2026

19.	Heritage Assets Management Policy	2021/2022	2025/2026
20.	Performance Management and Development System Policy	2021/2022	2025/2026
21.	Chronic Diseases Policy	2021/2022	2025/2026
22.	Vehicle Safety and Usage Policy	2021/2022	2025/2026
23.	Library Collections Manual	2021/2022	2025/2026
24.	Natural Sciences Collections Manual	2021/2022	2025/2026
25.	Human Sciences Collections Manual	2021/2022	2025/2026
26.	Management of Performance Information	2022/2023	2026/2027
27.	Fraud Prevention Policy	2022/2023	2026/2027
28.	Service Charges Guidelines	2022/2023	2026/2027
29.	Appointment of Casual Labour Policy	2022/2023	2026/2027
30.	Employee Assistance Programme Policy	2022/2023	2026/2027
31.	Policy on Granting of Emergency Financial Assistance to Staff Members	2022/2023	2026/2027
32.	Policy on the Use of Official Languages	2022/2023	2026/2027
33.	Gender Equity Policy	2022/2023	2026/2027
34.	Communications Policy	2022/2023	2026/2027
35.	Supply Chain Management Policy	2023/2024	2027/2028
36.	Financial Procedures Manual	2023/2024	2027/2028
37.	Property Plant and Equipment Policy	2023/2024	2027/2028
38.	Health and Safety Policy	2023/2024	2027/2028

39. Capacity Management Policy	2023/2024	2027/2028
40. Harassment Policy	Being developed	Being developed



## ANNEXURE B: CONDITIONAL GRANT

Name of Grant	Purpose	Outputs	Current Annual Budget (R)	PERIOD OF GRANT
K Williams – NRF	Research Grant	Field work and research publications	R 100,000.00	12 months
TC Nxele	Research Grant	Field work and research publications	R 50,000.00	12 months
New Museum Project	Capital Works	New Museum Building	R 67.9 million	5 years
Water Piping Project	Capital Works	To improve water supply across the current building.	R 5.7 million	12 months
Facilities Management Project	Capital works	Maintenance of current building	R 2 Million	3 years
Dip - Dip	Research Grant	Field work and research publications and students	R 800,000.00	5 years
Cathseta	To give effect to section 10 of Skills Development Act 97(1998).	To develop skills of the South African population	R 480,000.00	12 month
SEEMAP	Research Grant	Species pages	R 22,524.00	12 months
ARM Research	Research Grant	Field work and research publications	R 115,000.00	12 months