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an agency of the  
Department of Arts and Culture

## ANNUAL PERFORMANCE PLAN – 2022/2023

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### **LUTHULI MUSEUM**

**3233 NOKUKHANYA LUTHULI STREET, GROUTVILLE  
KWADUKUZA, 4450  
KWAZULU NATAL  
SOUTH AFRICA**

**WEB: [WWW.LUTHULIMUSEUM.ORG.ZA](http://WWW.LUTHULIMUSEUM.ORG.ZA)  
EMAIL: [LUTHULIMUSEUM@LUTHULIMUSEUM.ORG.ZA](mailto:LUTHULIMUSEUM@LUTHULIMUSEUM.ORG.ZA)**

**TEL: 032 559 6822  
FAX: 032 559 506**

**PR01/2022  
ISBN: 978-0-621-49970-4**

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## ABBREVIATIONS

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<b>'APP'</b>	<b>:</b>	<b>Annual Performance Plan</b>
<b>'AA'</b>	<b>:</b>	<b>Accounting Authority</b>
<b>'AO'</b>	<b>:</b>	<b>Accounting Officer</b>
<b>'ENE'</b>	<b>:</b>	<b>Estimates of National Expenditure</b>
<b>'MTSF'</b>	<b>:</b>	<b>Medium Term Strategic Framework</b>
<b>'RAMP'</b>	<b>:</b>	<b>Repair and Maintenance Programme</b>
<b>'SP'</b>	<b>:</b>	<b>Strategic Plan</b>
<b>'TID'</b>	<b>:</b>	<b>Technical Indicator Description</b>
<b>'UAMP'</b>	<b>:</b>	<b>User Asset Management Plan</b>

## ACCOUNTING OFFICER STATEMENT

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This new 2022/2023 financial year opens with South Africa on a much less restrictive COVID-19 Alert Level 1 which in effect permits businesses and organisations to resume full operations and fulfil their respective mandates. For the Luthuli Museum this means that all unfulfilled planned programmes and activities in the previous financial year can now be pursued to their fullness in the 2022/23 financial year. This includes, but not limited to, implementing cancelled annual programmes and events; improved internal controls; completion of the projects that are behind schedule; filling critical vacant positions intended on improving the organization's capacity and operational efficiency; implement the necessary training and development; improve on audit readiness; and primarily refocus on measurable service delivery imperatives.

Innovative and creative marketing strategies become important to strengthen Luthuli Museum's brand awareness; visibility; reach and product development. Continued enrichment of Museum visitor experience through technologically innovative; varied and stimulating exhibitions provides an opportunity to further increase visitor numbers and profile the Legacy of Chief Albert Luthuli.

The advent of the pandemic has impressed on the Museum the importance of prudent financial management considering the prior year operational baseline budget adjustment by the Shareholder and the non-guarantee of MTEF budget increases. Fundraising and development of alternative revenue stream becomes a strategic and operational imperative. The hiring of the Museum as a venue for conferences; meetings; workshops and other social activities will be considered as another income stream for the organisation.

Collaborations and partnerships with institutions / organisation expressing shared value regarding the Museum mandate become more both of a financial sustainability and marketing imperative. The implementation of flagship events like 2022 Luthuli Walk (incl. the Fun Run and Golf Day); the planned joint hosting with the KZN Department of Education of the Inkosi Albert Luthuli Oral History Competition at the Museum; the Chief Albert Luthuli Research Chair Founders Lecture and the Albert Luthuli Memorial Lecture become important in this financial year in enhancing the public value of the Museum. In this financial year it becomes imperative that the Museum considers the strategic imperative of some of its years long running youth and community development programmes, like for example, the Chess Club; young girls 'Night at the Museum', etc., and consider scaling up its support.

That being said, it therefore becomes important for the Museum's 2022/2023 that its overall strategic imperative should be about recovery and reclaiming the ground lost to the COVID-19 two year break which impacted negatively on the organisation fulfilling its mandate. The Museum's commitment to public service delivery and the betterment of people's lives in the name of Chief Albert Luthuli remains and must continue; and improve with every challenge encountered!

**MR. BRIAN XABA**

**DIRECTOR: LUTHULI MUSEUM**

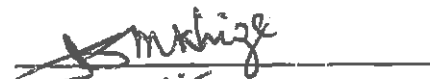
## ACCOUNTING AUTHORITY STATEMENT

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This Annual Performance Plan for the 2022/2023 financial year begins with the COVID-19 pandemic in South Africa at a reduced life threatening phase. The country is now at COVID-19 Alert Level 1 which by implication means that life is almost back to normal although safety practices to prevent infections remain in force. Therefore the Luthuli Museum, like many establishments in the tourism and hospitality sectors, can resume their business activities that include public gatherings. As the Council, we expect the Luthuli Museum's public programmes; events; schools' curriculum enrichment programmes; community development activities; exhibitions; etc. to resume fully in the new financial year. Of course this will be a challenge to the organisation having to regain the ground lost in the past two years because of the COVID-19 epidemic.

The advent of COVID-19 and the accompanying break in operational activities provided an opportunity of reflection for the organisation as renewed efforts in reinforcing the legacy of Chief Albert Luthuli bore positive results in the appointment of the Chief Albert Luthuli Research Chair and reigniting the efforts to reopen the inquest into Luthuli's death on 21 July 1967. In this new financial year the Museum recommits to redouble its efforts to support the newly established Chief Albert Luthuli Research Chair and push for the conclusion of the reopening of the inquest into the death of Chief Albert Luthuli. It is expected that management will pursue the capacitation of the Museum operations as provided for in the reviewed organogram that that is realigned with the organization's growth and development path.

In conclusion, the Luthuli Museum recommits to remain focused and geared towards expanding footprint of the legacy of Chief Albert Luthuli, ensuring the legacy's impact not only within its immediate community but also to South Africa at large as it lives up to its newly adopted vision of achieving a '*Transformed Society inspired by the values and ideals of Chief Albert Luthuli*'.



MR. IMPORTANT MKHIZE

LUTHULI MUSEUM COUNCIL CHAIRPERSON

15 February 2022

### LUTHULI MUSEUM

P.O. BOX 1869

STANGER, 4450

TEL: 032 559 6822/24

FAX: 032 559 6806

E-MAIL: [luthulimuseum@luthulimuseum.org.za](mailto:luthulimuseum@luthulimuseum.org.za)

WEBSITE: [www.luthulimuseum.org.za](http://www.luthulimuseum.org.za)

## OFFICIAL SIGN-OFF

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It is hereby certified that this Annual Performance Plan was developed by the management of the Luthuli Museum under the guidance of the Luthuli Museum Council. It takes into account all relevant policies, legislation and other mandates for which the Luthuli Museum is responsible. It accurately reflects the outcomes and outputs which the Luthuli Museum will endeavour to achieve over the period 2022 – 2023.

Ms. Loyiso Gumede  
CURATOR

Signature:



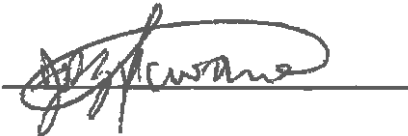
Ms. Valentia Mthembu  
MARKETING & COMMUNICATIONS MANAGER

Signature:



Mr Julanotwazi Ncwane  
FINANCE MANAGER

Signature:



Mr Brian Xaba  
ACCOUNTING OFFICER

Signature:



**LUTHULI MUSEUM**


P.O. BOX 1869  
STANGER, 4450  
TEL: 032 559 6822/24  
FAX: 032 559 6806

E-MAIL: [luthulimuseum@luthulimuseum.org.za](mailto:luthulimuseum@luthulimuseum.org.za)  
WEBSITE: [www.luthulimuseum.org.za](http://www.luthulimuseum.org.za)

**ENDORSED BY COUNCIL**

Mr Important Mkhize  
ACCOUNTING AUTHORITY

Signature:

NAME: Mkhize  
SIGNATURE:   
DATE:

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2. Updates to institutional policies and strategies
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1. Updated situational analysis
2. External environment analysis
3. Internal environment analysis

### **PART C: MEASURING OUR PERFORMANCE**

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## **PART A: OUR MANDATE**

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### **1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES**

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

#### **1.1. Sector specific Legislative Framework and Regulations**

- *Cultural Institutions Act (Act No. 119 of 1999) as amended*
- *South African Heritage Resources Act, 1999 (Act 25 of 1999), as amended*
- *Government Immovable Asset Management Act, 2007 (Act 19 of 2007), as amended*
- *Intellectual Property Rights Act (2008)*
- *Tourism (Act 3 of 2014), as amended*
- *The Patents Act 57 of 1978*
- *The Copyright Act 98 of 1978*
- *The Trademarks Act 194 of 1993*

The legislative and policy mandates outlined above provide a guiding framework for the broader Arts Culture and Heritage Sector, and the performance and organisational environment of the Museum, and supports the framing of critical matters, which influence the content of this Strategic Plan and ultimately will drive success for the period of this plan.

## **1.2. Broad Governance and Regulations, *inter alia***

- *Public Finance Management Act (Act No. 1 of 1999) as amended*
- *National Treasury Regulations and Guidelines (as published)*
- *Preferential Procurement Policy Framework Act (Act No. 5 of 2000)*
- *Public Administration Management Act (Act 11 of 2014)*
- *National Development Plan Vision 2030*
- *Revised White Paper on Arts, Culture and Heritage*
- *African Union Agenda 2063*
- *The Intergovernmental Relations Framework Act (2005)*
- *The Occupational Health and Safety Act, 1993*
- *The Labour Relations Act, 1995*
- *The National Archives Act, 1996*
- *The Basic Conditions of Employment Act, 1997*
- *The Promotion of Access to Information Act, 2000*
- *The Employment Equity Act, 1998*
- *The Prevention and Combating of Corrupt Activities Act, 2004*
- *The Preferential Procurement Policy Framework Act, 2000*
- *The Promotion of Administrative Justice Act, 2000*
- *White Paper on Transforming Public Service Delivery (Batho-Pele White Paper). 1997*
- *National Youth Policy (2015-2020)*

## **2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES**

Luthuli Museum's Strategic Outcomes are realigned to the Department of Sports, Arts and Culture's Medium Term Strategic Framework (MTSF) which is an expression of government's Programme of Action. The Outcomes are also aligned to the vision set in the National Development Plan (NDP 2030) with respect to improving education, training and innovation; building a capable and developmental state and also Nation Building and Social Cohesion, a critical government outcome.

With respect to broader *Government Outcomes*, the Luthuli Museum's policies and strategies remain aligned to *Outcome 1*, which focuses on Education in creating a future today; *Outcome 5*, which is about research and skills development expanded towards building an inclusive society; *Outcome 11*, which resonates with the fact that Chief Albert Luthuli was an influential and leading member of the international community, a global icon for Peace; and *Outcome 14*, aimed at developed a broad based knowledge of universal values aspired for by leaders like Chief Albert Luthuli and the first President of democratic South Africa, President Nelson Mandela.

Overall, the APP is remains aligned to the Museum's Vision; Mission and Values as approved by the Luthuli Museum Council and reinforced in the Shareholder's Compact signed between the Minister of Sports, Arts and Culture and the Chairperson of the Luthuli Museum Council.

## **3. UPDATES TO RELEVANT COURT RULINGS**

There are currently no applicable 'Court Rulings' implicating the Museum

## **PART B: OUR STRATEGIC FOCUS**

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### **1. UPDATED SITUATIONAL ANALYSIS**

The 2022/2023 financial year become the year of recovery and refocus on strategies and plans that will ensure that the Museum reclaims lost ground and maintains course in strengthening its value to the public at large.

#### **1.1 EXTERNAL ENVIRONMENT ANALYSIS**

In terms of the external environment it should be accepted that the visitor or customer base of heritage; tourism and hospitality sectors have been negatively impacted on in the past two years. New creative ways and strategies are required to revitalise the sectors to bring back the tour buses; the schools; universities; communities; friends; families; donors; sponsors; stakeholders; partners; etc. This remains the challenge in this new financial year.

#### **1.2 INTERNAL ENVIRONMENT ANALYSIS**

The effective planning; organising; coordination; monitoring; reporting and accountability; directing of Museum resources becomes important in this new financial year. The building of permanent capacity in administrative support; monitoring and evaluation; oversight and compliance reporting; human resources management; supply chain management and ending irregular expenditure becomes an important imperative in this new financial year.

## **PART C: MEASURING OUR PERFORMANCE**

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### **1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION**

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- Governance
- Support Services (*FM; HRM; SCM*)

#### **B. Programme 2: Business Development**

- Collections Management
- Research
- Exhibitions

#### **C. Programme 3: Public Engagement**

- Marketing
  - Social Media
  - Education & Tours
  - Public Relations
  - Public Programmes
-

## ADMINISTRATION

### A. PROGRAMME 1:

#### I. Subprogramme (A):

##### Governance

###### Description:

Responsible for governance; management and accountability for overall Museum operations and resources in compliance with the PFMA; Cultural Institutions Act and other compliance legislation. The office is supported by a Personal Assistant to the Accounting Officer.

###### Purpose:

Ensure that the organization is compliant with applicable legislative prescripts and Accounting Authority (Council) oversight responsibility with respect to the organization's mandate and strategic objectives.

#### II. Subprogramme (B):

##### Support Services

###### Description:

This subprogramme includes all organizational support services that have cross cutting implications in terms of organizational efficiency and effective implementation of its mandate. This subprogramme includes: Financial Management (FM); Supply Chain Management (SCM); Human Resources Management (HRM).

###### Purpose:

Provide the necessary administrative support services for the organization in terms of procurement of goods and services; financial processes and reporting; human resources management; compliance with ICT governance framework; performance of service level agreements; security reporting and design input for displays and marketing collateral.

## BUSINESS DEVELOPMENT

### Collections Management

The sub-programme is concerned with the maintenance of museum collections or heritage assets in line with international standards of best practice and compliance with GRAP 103.

To ensure that the collection is accessioned and catalogued; digitized for ease of access; implemented conservation standards; verified accordingly for auditing purposes as per GRAP 103 prescripts.

### Research

The subprogramme focus is on research areas mapping and development of new knowledge on the life and times of Chief Albert Luthuli to inform, educate and enhance visitor experience through exhibitions

Conduct research to support organization mandate with respect to the development and production of exhibitions; publications; research papers; collections development; academic study and public inquiry.

### Exhibitions

The subprogramme focuses on the visual presentation of museum research produced in order to achieve creating access to knowledge on Chief Albert Luthuli.

To provide visitor experience through creative visual interpretations of the legacy of Chief Albert Luthuli. Create interactive exhibitions to enhance and prompt involvement and participation. Create temporary, travelling and permanent exhibitions to provide wider access.

## B. PROGRAMME 2:

### I. Subprogramme:

Description:

Purpose:

### II. Subprogramme:

Description:

Purpose:

### III. Subprogramme:

Description:

Purpose:

## **PUBLIC ENGAGEMENT**

### **C. PROGRAMME 3:**

- I. **Subprogramme:**  
**Description:** The programme primary responsibility is to promote and profile the Museum by applying media and marketing principles and techniques.  
**Purpose:** Develop, implement and manage Museum marketing programmes and campaigns with the aim to promote and profile the organization and by so doing create wider public awareness and increase visitor numbers.

### **Social Media**

- II. **Subprogramme:**  
**Description:** Increased and sustained museum social media presence; impact and monitoring.  
**Purpose:** Ensure that that organization's public programmes; events; campaigns and all other activities are featured on all social media platforms supported by approved monitoring and reporting systems.

### **Education and Tours**

- III. **Subprogramme:**  
**Description:** Organized museum learner education programmes; visitor tours and public programmes.  
**Purpose:** Develop and manage innovative and interesting education programmes for learners; public and enhance visitor experience through informative and exciting tours.



**IV. Subprogramme: Public Relations**

**Description:** Public relations and stakeholder relations management

**Purpose:** Develop and implement a public relations programme and campaigns intended to communicate and build positive relationships with stakeholders; media and the public.

**V. Subprogramme: Public Programmes**

**Description:** Management of Museum public relations and public programmes

**Purpose:** Develop and implement community outreach programmes that assist in the promotion of the museum; building a diverse audience and maintaining public relations and programmes in conjunction with the Marketing Manager & Education officer

## 2. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

### A. PROGRAMME 1: ADMINISTRATION

#### Subprogramme (A): Governance

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/2021	2021/22	2022/2223	2023/24	2024/25
Effective and Efficient Organization	Council Minutes	Mandatory number of quarterly Council meetings conducted	4 x Council meetings meeting achieved	5 x Council Meetings Achieved 1. 29 May 2019 2. 19 October 2019 3. 14 December 2019 4. 15 February & 29 February 2020	5 x Council quarterly Meetings conducted  1. 29/04/2020 2. 28/08/2020 3. 25/11/2020 4. 20/01/2021 5. 27/02/2021	4 x Council quarterly Meetings conducted	4 x Council quarterly Meetings conducted	4 x Council quarterly Meetings conducted	4 x Council quarterly Meetings conducted
	Council reviewed & approved policies	Number of policies reviewed and approved	0 x Policies reviewed & amended by Council	10 x policies reviewed and approved by Council 1. Performance Information Policy 2. Workplace Smoking Policy 3. Telephone, Fax and Assets Policy 4. Gifts and Benefits Policy 5. Education Assist Policy 6. Employment Policy 7. Picketing Policy 8. Racial Harassment Policy 9. Safety Policy 10. Life Threatening and Noticeable Diseases Policy	4 x Policies reviewed and approved by Council  1. Heritage Assets Policy 2. Social media Policy 3. Standard Operating Procedures for events (Internal & External) 4. Fundraising Policy	5 x Policies reviewed & approved by Council	5 x Policies reviewed and approved by Council	5 x Policies reviewed & approved by Council	5 x Policies reviewed & approved by Council

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/2021	2021/22	2022/23	2023/24	2024/25
Effective and Efficient Organization	Quarterly Internal Audits implemented	Number of Internal Audits conducted	1x Internal Audit Implemented and achieved	4 x Internal audits Implemented (SCM, ICT, Performance, Expenditure Management)	4 x Internal Audits conducted 1. Heritage Assets 2. Annual Performance Report 3. Performance Information (Quarter 1 – 2020/2021) 4. Supply Chain Management	2 x Internal Audits Conducted	4x Internal Audits conducted	4x Internal Audits conducted	4x Internal Audits conducted
	Compiled with DAC mandatory reporting deadlines	100% compliance with mandatory reporting deadlines	—	3 x Quarterly reports submitted to DAC 1 x Annual Report Achieved & submitted 2nd Draft of Strategic Plan submitted on 30 November 2019. Final strategic plan submitted 30 January 2020	11 x Key Reporting Deadlines Implemented	21 x DSAC Key Reporting Deadlines Implemented	21 x Key Reporting Deadlines Implemented	21x Key Reporting Deadlines Implemented	21x Key Reporting Deadlines Implemented

**A. PROGRAMME 1: ADMINISTRATION**  
**Subprogramme (B): Support Services**

FINANCIAL MANAGEMENT									
Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Effective and Efficient Organization	Submitted Quarter Reports; Annual Financial Statements & Annual Budget	Number of Financial Performance Reviews and reports	—	—	<b>5 x Financial Performance Reviews and Report achieved</b>  1. 4 x Quarterly Financial Performance Reports 2. 1 x Annual Financial Statement Review	4 x Quarterly Financial Performance Reviews and Reports  1 x Annual Financial Performance Reviews and Reports	4 x Financial Performance Reviews & Report  1 x Annual Financial Performance Reviews and Reports  1x Review & approval of Annual Budget	4 x Financial Performance Reviews & Report  1 x Annual Financial Performance Reviews and Reports  1x Review & approval of Annual Budget	4 x Financial Performance Reviews & Report  1 x Annual Financial Performance Reviews and Reports  1x Review & approval of Annual Budget
	Accounted for Museum Assets (in compliance with GRAP 17 and 103)	Number of PPE and Heritage Assets reports produced with 100 % compliance (GRAP 17 & GRAP 103)	—	—	<b>0 x PPE and Heritage Assets reports produced</b>  <i>The Museum did not perform PPE or Heritage Assets reports; however the reconciliations for assets were performed on a monthly basis. The reconciliation will be used to compile the reports required and Museum management will ensure that asset reconciliation is accompanied by a report each quarter.</i>	2 x PPE Reports produced	2 x PPE and Heritage Assets reports produced with 100 % compliance (GRAP 17 & GRAP 103)	2 x PPE and Heritage Assets reports produced with 100 % compliance (GRAP 17 & GRAP 103)	2 x PPE and Heritage Assets reports produced with 100 % compliance (GRAP 17 & GRAP 103)

	<b>Annual Performance Report compiled with the APP</b>	Number of Quarterly Performance Information Reports submitted	—	—	<b>4 x Quarterly Performance Information Reports Submitted to DSAC</b>	4 x Quarterly Performance Information Reports Submitted to DSAC	4 x Quarterly Performance Information Reports Submitted to DSAC with 80 % achievement of targets	4 x Quarterly Performance Information Reports Submitted to DSAC with 90 % achievement of targets	4 x Quarterly Performance Information Reports Submitted to DSAC with 100 % achievement of targets
	<b>Unqualified Audit Outcome</b>	100% Developed and implemented audit improvement plans	—	—	<p>63% Findings on Audit Improvement Plan completed</p> <p>2019/2020 Audit Improvement Plan status report.</p> <p><i>The museum external audit concluded in November 2020 and there was insufficient time to plan and address all the findings. This impacted on the implementation and developing of the audit action plan. The low implementation is due to the late development of the audit action plan. Findings not addressed will be addressed continuously in the next financial year.</i></p>	100% Audit action plan objectives implemented	100% Audit Action Plan objectives implemented	100% Audit Action Plan objectives implemented	100% Audit Action Plan objectives implemented

HUMAN RESOURCES MANAGEMENT									
Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Effective and Efficient Organization	Signed Performance Agreements by staff	Number of performance assessment conducted for all annual staff	0 x Assessment of staff performance	1x performance assessment for staff	<p>Performance Assessments were conducted for only 2 staff members.</p> <p><i>The Museum currently does not have an HR Practitioner, or service provider to assist with HR related work. The Museum has made provision for an HR practitioner in the organogram as this is a new position in the institution The Museum is currently in the process of securing a service provider who will assist the Museum with the backlog of performance assessments.</i></p>	1 x Performance assessments conducted for all staff	1 x performance assessments conducted for all staff	1 x performance assessments conducted for all staff	1 x performance assessments conducted for all staff

	<b>Implemented employee Annual Training and Development Plan</b>	Number of training opportunities provided to staff	3 x Training of staff members conducted	<b>3 x training of staff members</b> <b>1. First Aid Training</b> <b>2. Registry Training</b> <b>3. SCM Training</b>	<b>3 x training of staff members</b>  <b>1. Inventorying the Collection</b> <b>2. Museum Education</b> <b>3. Luthuli Museum Operational Plan Workshop</b>  <i>The Museum identified the three virtual training as per the training schedule. Focus was also redirected to staff reviewing policies as a form of information sharing and learning about Museum policies. The revised training schedule will be implemented in the new financial year.</i>	3 x Training of staff members	3 x Training of staff members	4x Training of staff members	5x Training of staff members
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SUPPLY CHAIN MANAGEMENT									
Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Effective and Efficient Organization	Implemented and reported on SCM Checklist	Number of Monthly SCM compliance reports produced	—	4 x Monthly SCM compliance reports produced	10 x Monthly SCM compliance reports produced instead of the planned x12.  <i>The Museum was closed from 27 March 2020 due to the COVID-19 pandemic outbreak, globally. The travel restrictions affected performance in this regard as essential officials were only granted permits in June 2020 to be able to travel to work but with limited working hours.</i>	12 x Monthly SCM compliance reports produced	12 x Monthly SCM compliance reports produced	12 x Monthly SCM compliance reports produced	12 x Monthly SCM compliance reports produced



**B. PROGRAMME 2: BUSINESS DEVELOPMENT**  
**Subprogramme (A): Collections Management**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increased access to information about the Luthuli Museum	Updated Collections Accession Register & Database	Number of museum artefacts acquired	18x Artefacts & documents collected	22 x artefacts /documents collected achieved: 1. April 26, 2019 - Gcina Mkhize Is the Chess Whizz 2. April 24, 2019 - Jazz Prodigy heads to Groutville 3. April 26, 2019 - Stanger Hospital Renaming event 4. May 1, 2019 - Al Jama-ah Election Manifesto 5. April 26, 2019 - Big, new clinic for Groutville 6. May 10, 2019 - Chess is helping kids soar in the classroom 7. Zulu Society Papers 8. "In Loving Memory of: Nomusa Selpati Ngakane "Memorial Service and Tombstone Unveiling Programme 9. Chief Albert Luthuli Walk and Fun Run T-Shirt 10. July 3, 2019 - Sal Masekela graces KwaDukuza (Newspaper article) 11. 26 July 2019 - "In Luthuli's footsteps" (Newspaper Article) 12. July 5 2019 - Luthuli walk and Fun Run poster advert 13. Prince Mangosuthu Buthelezi interview 14. Chief Albert Luthuli Memorial lecture recording 15. Chief Albert Luthuli Memorial Lecture Publication 16. Lecture T-Shirt 17. Luthuli Walk Medal x 2	31 x Museum artefacts acquired  1 x Photograph of Youth League 1 x Photograph (signed) of Boys Choir at Nobel Prize Ceremony 1 x Letter (original) from Julius Nyerere 2 x Photographs at Solusi Zimbabwe 23 x New Agenda Magazines 1 x Book: Beyond the Miracle by Ben Turok 1 x Book: Nothing but The Truth, by Ben Turok 1 x Book: Violence and Solace by Dr. Mxolisi Mchunu.  <i>There was an over achievement in quarter 3 on this target due to the donation made by Ben Turok's secretary. The donation came after the passing of Mr. Turok which included journal magazines and two books. From the 23 magazines donated only two were classified as heritage assets and the remainder forms part of the Museum's reference collection</i>	15 x Museum artefacts acquired	200 x Museum artefacts acquired	20 x Museum artefacts acquired	20 x Museum artefacts acquired

				<p>18. Speech delivered on behalf of KZN Education MEC Mr. Khrwed Mshenga, During the Valued Citizens Exhibition Programme. (Signed scanned Copy)</p> <p>19. Book. "Politics is a Dirty Game" The autobiography of Themba Linus Dlamini.</p> <p>20. Booklet. The Legacy of Inkosi Albert Lutshuli.</p> <p>21. Newspaper article, The Story of Justice Gizaga- Published in the Dolphin Coast Mail</p> <p>22. Letter from Prince Mangosuthu Butheled to Thulani Thusi</p>					
	<b>Digital Collections Database</b>	Number of Museum artefacts digitized	—	—	—	300 x Museum artefacts digitized	300 x Museum artefacts digitized	300 x Museum artefacts digitized	
	<b>Researched &amp; developed Museum collection</b>	Number of Research field trips conducted for collection development	—	—	<p>No field trips were conducted for collection development.</p> <p>No Research trips for collection development were conducted as the Grootville Oral History programme interviews did not commence due to logistical challenges which pertained to the compensation of volunteers for the programme. The Museum will resolve all logistical matters in the new financial year for the research trips to commence and for the programme to commence.</p>	3 x Research field trips conducted for collection development	4 x field trips conducted for collection development	5 x field trips conducted for collection development	6 x field trips conducted for collection development

**B. PROGRAMME 2: BUSINESS DEVELOPMENT**  
**Subprogramme (B): Research**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increased access to information about the Luthuli Museum	Mounted Exhibitions	Number of research documents produced for exhibitions	—	1x travelling exhibition installed ' <i>Valued Citizens Sandela Exhibition</i> '  1x temporary exhibition installed ' <i>Know Your Africa exhibition</i> '	2 x Research documents produced for exhibitions  1. <i>Invoking the Spirit of Mama Nokukhanya</i> 2. <i>ANC Presidents Exhibition</i>	2 x Research documents produced for exhibitions	4 x Research documents produced for exhibitions	3x Research documents produced for exhibitions	3x Research documents produced for exhibitions
	Published brochures; books; newsletters and other reading material	Number of documents produced for Museum publications	—	Publication on Chief Albert Luthuli not finalized	1 x Documents produced for Museum publications  1. <i>Chief Albert Luthuli: The Legacy Revisited</i> by Reverend Christopher 'Fane' Mzoneli	2x Documents produced for Museum publications	1x Documents produced for Museum publications	2x Documents produced for Museum publications	3x Documents produced for Museum publications
	Produced conference papers and articles	Number of conference paper or newspaper opinion produced for public dissemination	—	2 x conference / seminar papers presented:  1. <i>Chief Albert Luthuli Research Chair Founder's Lecture</i> 2. Paper presented by Ms Samia Nirumah during the <i>Chief Albert Luthuli Memorial Lecture</i> . 3. Paper presented by Mr. Nduli during the <i>Luthuli Detachment Dialogue</i>	5 x Conference paper or newspaper opinion produced for public dissemination  1. PPE Scandal 2020 2. Paper presentation by Prof. Moletsane 3. Keynote address by Dr. Mlambo-Ngaka 4. Paper presentation by MEC of Finance Hon Nomusa Dube-Ncube 5. Paper presentation by Ms Ntse Malange	3x Conference paper or newspaper opinion produced for public dissemination	4x Conference paper or newspaper opinion produced for public dissemination	3x Conference paper or newspaper opinion produced for public dissemination	3x Conference paper or newspaper opinion produced for public dissemination

**C. PROGRAMME 2: BUSINESS DEVELOPMENT**

**Subprogramme (C): Exhibitions**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increased access to information about the Luthuli Museum	Mounted, creatively designed and informative exhibitions	Number of Permanent Museum Exhibitions upgraded	—	0x Permanent exhibition upgraded	<p>Permanent Museum Exhibition upgrade not finalized.</p> <p><i>The planned upgrade was for the ANC permanent exhibition located in the Museum. The Research for the exhibition was completed but due to restorative work that is required in the Museum, all exhibitions were dismantled, and the Museum closed as from 01 April 2021 – September 2021 for restorative work. The dismantled exhibitions were reinstalled in the Museum Gallery and boardroom. The ANC exhibition will be digitised and uploaded onto the Museum's website.</i></p>	—	1x Permanent Museum Exhibitions upgraded	1x Permanent Museum Exhibitions upgraded	—
		Number of Museum exhibition staged	—	2x Exhibitions staged	<p>1 x Museum virtual exhibition staged</p> <p><i>Block History Month Online Exhibition</i></p>	2 x Museum Temporary and Travelling exhibitions staged	3 x Museum exhibitions staged	2 x Museum exhibitions staged	2 x Museum exhibitions staged

**D. PROGRAMME 3: PUBLIC ENGAGEMENT**  
**Subprogramme (A): Marketing**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/2021	2021/22	2022/23	2023/24	2024/25
Increased awareness about the Luthuli Museum	Marketing campaigns	Number of Marketing Campaigns Implemented	4 x Marketing campaigns achieved	4x marketing & promotions campaigns reports achieved: 1. <i>Africa Tourism Indaba</i> 2. <i>Travelling Marketing Experts Workshop</i> 3. <i>Luthuli Legacy Walk and Fun Run Media Launch</i> 4. <i>Luthuli Walk and Fun Run (Event)</i> 5. <i>"Violence is not My Heritage"</i> campaign 6. <i>Social Media Chief Albert Luthuli Memorial Lecture campaign</i>	2 x Marketing campaigns achieved implemented  1. Chief Albert Luthuli Soccer Tournament 2. Virtual Human Rights Campaign  <i>The Museum's Marketing Manager was appointed during the lockdown level 5 and therefore could not conceptualize, plan and execute a campaign as the lockdown restrictions also presented challenges in initiating her induction.</i>	4 x Marketing Campaigns Implemented	4 x Marketing campaigns achieved Implemented	4 x Marketing campaigns achieved implemented	4 x Marketing campaigns achieved implemented
	Increased visitor numbers	Number of Museum visitors per annum	—	36 585 Visitors achieved	15305 Museum visitors received  <i>The Museum hosts a variety of activities, programmes, events and provides services to the public. The Museum visitor numbers are comprised of people who come to the Museum to utilize our services, part-take in our programmes</i>	20000 x Visitors per Annum	35 000 x Visitors per Annum	40 000 x Visitors per Annum	40 000 x Visitors per Annum

					<i>and events hosted by the Museum.</i>				
	<b>Reconciled Sales Report</b>	Number of promotional items sold and revenue generated	4x Sales Report	12x shop sales recon report not achieved	<p>12 x Monthly reconciled sales Reports compiled on promotional items,</p> <p><i>The over achievement is due to 8 monthly reconciliations that were performed during the year. The annual target on the Annual Performance Plan was also incorrectly captured as 4 monthly reports were targeted instead of 12.</i></p>	9 x Monthly reconciled Sales Reports compiled on promotional items	12 x Monthly Reconciled Sales Reports compiled on promotional items	12x Monthly Reconciled Sales Reports compiled on promotional items	12x Monthly Reconciled Sales Reports compiled on promotional items

**E. PROGRAMME 3: PUBLIC ENGAGEMENT**

**Subprogramme (B): Social Media**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increased awareness about the Luthuli Museum	Social media interaction and website visitor interaction	Number of posts by the Museum on Website; Facebook; Tweeter; Instagram		120 x Facebook uploads	<p>424 x posts by the Museum</p> <p>12 x Website updates; 166 x Facebook uploads; 126 x Tweeter uploads; 120 x Instagram uploads</p> <p><i>The Museum had anticipated that it would be able to host all its events as had planned initially in 2019/2020 financial year. These programmes are also covered on our social media platforms which increases the number of uploads/ posts. Due to the reduced number of targets and programmes it has been challenging to achieve this target.</i></p>	<p>1000x Website; Facebook; Tweeter; Instagram posts</p> <p>200 x Website posts</p> <p>200 x Twitter posts</p> <p>400 x Facebook posts</p> <p>200 x Instagram posts</p>	820 x posts by the Museum on Website; Facebook; Tweeter; Instagram	820 x posts by the Museum on Website; Facebook; Tweeter; Instagram	820 x posts by the Museum on Website; Facebook; Tweeter; Instagram

**F. PROGRAMME 3: PUBLIC ENGAGEMENT**  
**Subprogramme (C): Education and Tours**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Inclusive and empowered communities	Annual Museum Education Programme	Number of Museum Education Programmes Implemented	18x Education Programmes & Commemorative Days	19 x educational programmes and commemorative days: 1. Poetry Memory, 27 April 2019 2. CC Art School Programme 09 - 31 March 2019 3. Africa Month Dialogue - 27 May 2019 4. World Environment Day - 05 June 2019 5. Luthuli Museum Spelling Bee workshop - 12 June 2019 6. Youth Celebrating Literature - 28 June 2019 7. CC Art School Programme -- 08 - 30 July 19 and 01 - 30 August 2019. 8. LM Spelling BEE Contest Group A & B - 15 & 16 Aug 2019 9. Museum in a Box -- 06 Sept 2019. 10. International Day of Peace -- 21 Sept 2019 11. Music Business workshops 12, 19, 26 Oct 2019 12. Centre for Creative Arts School Programme Prize Giving - 04 Dec 2019 13. KZN Film Festival Workshop 06 Dec 2019	2 x Museum Education Programmes implemented  1. Writers Guild Time of the Writer Festival (Virtual)	3 x Museum Educational Programmes Implemented	5x Education Programmes Implemented	5x Education Programmes Implemented	5x Education Programmes Implemented



	<p>Museum Education Outreach Programme</p>	<p>Number of Museum Community Outreach Programmes Implemented</p>	<p>19x Community and youth outreach programmes achieved</p>	<p><b>15x Community and youth outreach programmes:</b>  <b>1. CALCC School Chess Programme 02 - 30 April 2019</b>  <b>2. CALCC School Chess Programme 02 - 30 May 2019</b>  <b>3. Arbiter Training 03 - 05 May 2019</b>  <b>4. CALCC School Chess Programme 02 -30 June 2019</b>  <b>5. Luthuli &amp; Kennedy Chess Tournament 08 June 2019</b>  <b>6. Kumelekwazwe - Miss Kumelekwazwe 22 June 2019</b>  <b>7. CALCC School Chess Programme - 09 - 24 July 2019.</b>  <b>8. CALCC School Chess Programme - 05 - 31 Aug 2019.</b>  <b>9. NHHC Young Cannibal Music Tour - 17 Aug 2019</b>  <b>10. Nokukhanya Luthuli Rated Chess Tournament - 31 Aug 2019.</b>  <b>11. CALCC School Chess Programme - 02 - 25 Sept 2019.</b>  <b>12. NHHC Music Dialogue Session - 28 Sept 2019.</b>  <b>13. Nobel Peace Prize Chess Tournament - 01 Feb 2020</b>  <b>14. Nokukhanya Luthuli Commemoration Chess Tournament - 07 March 2020</b>  <b>15. Nirvana Hip Hop Club Documentary Screening - 14 March 2020</b></p>	<p><i>This target required the education department officials to travel to schools in the Ilombe District to promote the Museum's education programmes and offer supplementary assistance to the school curriculum. The different lockdown levels restricted the movement of people and schools were operating on a rotational basis to minimize the risk of children contracting and spreading the COVID-19 virus. Due to the risk associated with contracting and spreading the COVID-19 virus, all outreach activities were cancelled by the Museum.</i></p>	<p>4 x Museum Education Outreach Programmes implemented</p>	<p>4x Community Education Outreach Programmes Implemented</p>	<p>4x Community Education Outreach Programmes implemented</p>	<p>8x Community Education Outreach Programmes implemented</p>
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<p><b>Inclusive and empowered communities</b></p>	<p><b>Museum Guided Tours</b></p>	<p>Number of guided tours conducted</p>	<p>—</p>	<p>—</p>	<p><b>82 x Guided Tours conducted.</b></p> <p><i>The Museum can only conduct tours when there are visitors who would like to view the Museum's offerings. The COVID-19 pandemic has had a negative effect on the tourism industry with tourist destinations such as museums closing hence the decline in visitor numbers and tours conducted. The Museum is outsourcing the services of creating virtual tours. This will allow the visitors at any location to take a virtual tour of the Museum. These hits/virtual visits will be calculated with physical visitors who are taken on tours.</i></p>	<p>1000x Guided Tours conducted</p>	<p>200x Guided Tours conducted</p>	<p>1000x Guided Tours conducted</p>	<p>1200x Guided Tours conducted</p>
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Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Inclusive and empowered communities	Museum Holiday Programme for children	Number of Children Holiday Programmes Implemented	—	5x children holiday programmes implemented: 1. Luthuli Museum Easter Holiday Programme 01 April 2019 2. Luthuli Museum Winter Programme 26 - 28 June 2019 3. Luthuli Museum Winter Holiday Programme - 01- 08 July 2019 4. LM Spring Holiday Programme - 23 - 30 Sept 2019 5. 1x children Christmas holiday programmes implemented	No Children Holiday Programmes implemented in this financial year.  <i>The Museum had anticipated that the lockdown levels in the third and fourth quarters would be completely lifted. The national lockdown level alerts have continued therefore restricting capacity intake. Due to the risk with housing minors during a pandemic, the museum opted for the safety of children and staff by not hosting the Children's holiday programmes.</i>	2 x Children Holiday Programmes implemented	5x Children Holiday Programmes implemented	5x Children Holiday Programmes implemented	5x Children Holiday Programmes implemented
	National & Special Days Commemoration Programmes	Number of National Special Days commemorated	—	5x National & Special Days commemorated: - Africa Month - Youth Day - International Day of Peace - World Environment Day - Heritage Day	9 x National Special Days commemorated  1. International Museum's Day 2. World Environment Day 3. Youth Day 4. Women's Day 5. International Day of Peace 6. World Aids Day 7. Black History Month 8. Human Rights Day	9x National & Special Days Commemorated	9x National & Special Days Commemorated	9x National Special Days Commemorated	9x National Special Days Commemorated

**G. PROGRAMME 3: PUBLIC ENGAGEMENT**  
**Subprogramme (D): Public Relations**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increased awareness about the Luthuli Museum	Published Quarterly Newsletter	Number of quarterly Museum newsletter produced and distributed to the public	0x Quarterly Newsletter printed and distributed	4 x quarterly newsletter printed and distributed	No quarterly Museum newsletter produced and distributed to the public by the Museum.  <i>The Luthuli Museum newsletter could not be finalised due to lack of content development for the newsletter. The format and content of the newsletter is being reconceptualised for the new financial year.</i>	2 x Museum newsletters produced and distributed to the public	2x BI-Annual Museum newsletters produced for the public	2x BI-Annual Museum newsletters produced for the public	2x BI-Annual Museum newsletters produced for the public
	Museum Promotional Activations	Number of promotional fair or event attended	8x Youth / learner or community capacity building programme	7 x youth / learner or community capacity building programme 1. Moot Court Competition - May - June 2019 2. Youth Month Talk Show with Radio Khwezi 3. National Moot Court Competition 4. Heritage Celebrations- Radio Talk Show 5. IKhwezi Radio Show 6. Intokozo Radio Show 7. Night at the Museum (28 Feb 2020)	<b>TARGET REMOVED</b> <i>This target was removed as activations formed part of public gatherings.</i>	5 x Promotional activations conducted	5 x Promotional activations conducted	5 x Promotional activations conducted	5 x Promotional activations conducted

	<b>Radio and online promotional Interviews</b>	Number of promotional Interviews conducted on radio and online		<b>2x Radio Shows achieved</b> - IKhwezi Radio - INTokozo Radio	<b>6 x promotional Interviews conducted on VUMA FM radio.</b>  <i>The over achievement of interviews was due to a package deal received from VUMA FM for the Chief Albert Lutulu Lecture.</i>	4x promotional Interviews conducted (Radio/Online)	4x promotional Interviews conducted (Radio/Online)	4x Promotional Interviews conducted (Radio/Online)	4x Promotional Interviews conducted (Radio/Online)
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Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increased awareness about the Luthuli Museum	Issued Press Releases	Number of Press Releases distributed	13x Media releases distributed	10x media releases promoting public programmes & profiling events	3 x Press Releases distributed to media houses (Chief Albert Luthuli Memorial Lecture, Chief Albert Luthuli Soccer Tournament)  <i>The Museum only had two major events in this financial year. This affected the number of press releases that could be dispatched. A re-alignment schedule for the new financial year will be developed.</i>	15 x Press Releases distributed	15 x Press Releases distributed	15 x Press Releases distributed	15 x Press Releases distributed
	Distributed Museum promotional Brochures & Newsletters	Number Promotional Brochures and Newsletters Distributed to the public				3000 x Promotional Brochures	1000 x Promotional Brochures and 3000 x Newsletters Distributed to the public	1000 x Promotional Brochures and 3000 x Newsletters Distributed to the public	1000 x Promotional Brochures and 3000 x Newsletters Distributed to the public

**H. PROGRAMME 3: PUBLIC ENGAGEMENT**  
**Subprogramme (E): PUBLIC PROGRAMMES**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Inclusive and empowered communities	Community Outreach Programmes	Number of community capacity building programmes implemented	—	<p>7 x youth / learner or community capacity building programme:</p> <p>1. Moot Court Competition - May - June 2019</p> <p>2. Youth Month Talk Show with Radio Khrwezi</p> <p>3. National Moot Court Competition</p> <p>4. Heritage Celebrations- Radio Talk Show</p> <p>5. IKhwezi Radio Show</p> <p>6. INTokozo Radio Show</p> <p>7. Night at the Museum (28 Feb 2020)</p>	<p>10 x community capacity building programmes implemented</p> <p>1. Garden project for people living with Disabilities x 1</p> <p>2. Rites of Passage Nokuhanya Flowers</p> <p>3. Virtual Jazz Concerts x 5</p> <p>4. Chief Albert Luthuli Chess Club Online Tutorials</p> <p>6. Nelson Mandela International Youth Camp</p> <p>7. Uhuru Arts Festival</p> <p>The Museum under achieved by 14 programmes. This is due to the disruptions relating to Museum Closure due to the COVID-19 pandemic.</p>	16 x community capacity building programmes implemented	5 x community capacity building programmes implemented	5x community capacity building programmes implemented	5x community capacity building programmes implemented

Include and empower communities	Stakeholder Engagement Plan	Number of Partnerships established	Achieved	Achieved	<p><b>10 x Partnerships established</b></p> <ol style="list-style-type: none"> <li>1. Concert SA - Virtual Concerts;</li> <li>2. KZN Film Commission - NQF Level 4 Learnership;</li> <li>3. Nelson Mandela Museum-International Youth Camp</li> <li>4. KwaDukaza Municipality</li> <li>5. KZN Department of Sports and Recreation (Ilembe District)</li> <li>6. Ilembe District Municipality</li> <li>7. Department of Health - Ilembe District</li> <li>8. Afrikology</li> <li>9. VUMA FM</li> <li>10. KZN Department of Arts and Culture</li> </ol>	10x Partnerships established	10x Partnerships established	10x Partnerships established	10x Partnerships established
	Community Dialogues	Number of dialogues or lectures conducted	—	5x Community Dialogues achieved	<p><b>4 x Dialogues or seminars offered</b></p> <ol style="list-style-type: none"> <li>1. Dialogue conducted VUMA FM Round Table</li> <li>2. Mama NolaKhanya Dialogue</li> <li>3. Chief Albert Luthuli Memorial Lecture with UKZN</li> <li>4. Chief Albert Luthuli Founders Lecture with UNISA</li> </ol>	7 x Dialogues or lectures implemented	7 x Dialogues or lectures implemented	7 x Dialogues or lectures implemented	7 x Dialogues or lectures implemented



### 3. OUTPUTS INDICATORS: ANNUAL AND QUARTERLY TARGETS

#### PROGRAMME 1: ADMINISTRATION

#### Subprogramme (A): Governance

<b>GOVERNANCE</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of Council quarterly meetings conducted	4 x Council quarterly Meetings conducted	1 x Council quarterly Meeting conducted	1 x Council quarterly Meeting conducted	1 x Council quarterly Meeting conducted	1 x Council quarterly Meeting conducted
Number of policies reviews and approved	5 x Policies reviewed and approved	2 x HR Policies reviewed and approved	2 x Finance Policies reviewed and approved	—	1 x Curatorial Policies reviewed and approved
Number of Internal Audits Conducted	4 x Internal Audits Conducted	1 x Internal Audits Conducted	1 x Internal Audits Conducted	1 x Internal Audits Conducted	1 x Internal Audits Conducted
Number of Key Reporting Deadlines Implemented	21x Key Reporting Deadlines Implemented	5 x Implemented DAC Key Reporting Deadlines (Ref. DAC Key reporting Deadlines 2022/2023)	7x Implemented DAC Key Reporting Deadlines (Ref. DAC Key reporting Deadlines 2022/2023)	6x Implemented DAC Key Reporting Deadlines (Ref. DAC Key reporting Deadlines 2022/20213)	3 x Implemented DAC Key Reporting Deadlines (Ref. DAC Key reporting Deadlines 2022/2023)

**PROGRAMME 1: ADMINISTRATION**  
**Subprogramme (B): Support Services**

<b>FINANCIAL MANAGEMENT</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of Financial Performance Reviews and reports	<b>4 x Quarterly Financial Performance Reviews and Reports</b>  <b>1 x Annual Financial Performance Reviews and Reports</b>  <b>1 x Review and Approval of Annual Budget</b>	<b>1 x Quarterly Financial Performance Reviews conducted</b>  <b>1 x Annual Financial Performance</b>	<b>1x Quarterly Financial Performance Reviews conducted</b>	<b>1x Quarterly Financial Performance Reviews conducted</b>	<b>1x Quarterly Financial Performance Reviews conducted</b>  <b>1 x Review and Approval of Annual Budget</b>
Number of PPE and Heritage Assets reports produced with 100 % compliance (GRAP 17 & GRAP 103)	<b>1 x PPE Report produced with 100% compliance of GRAP 17</b>  <b>1 x Heritage Assets Report produced with 100% compliance of GRAP 103</b>	—	—	—	<b>1 x PPE Report produced with 100% compliance of GRAP 17</b>  <b>1 x Heritage Assets Report produced with 100% compliance of GRAP 103</b>

<p>Number of Quarterly Performance Information Reports Submitted to DSAC with 80 % achievement of targets</p>	<p>4 x Quarterly Performance Information Reports Submitted to DSAC with 80 % achievement of targets</p>	<p>1 x Quarterly Performance Information Report Submitted to DSAC with 80 % achievement of targets</p>	<p>1 x Quarterly Performance Information Report Submitted to DSAC with 80 % achievement of targets</p>	<p>1 x Quarterly Performance Information Report Submitted to DSAC with 80 % achievement of targets</p>	<p>1 x Quarterly Performance Information Report Submitted to DSAC with 80 % achievement of targets</p>
<p>100% Developed and Implemented audit improvement plans</p>	<p>100% Developed and Implemented audit improvement plans</p>	<p>—</p>	<p>1x Audit Improvement Plan developed</p>	<p>50% Findings on Audit Improvement Plan completed (internal &amp; external)</p>	<p>50% Findings on Audit Improvement Plan completed (internal &amp; external)</p>

**PROGRAMME 1: ADMINISTRATION**  
**HUMAN RESOURCES MANAGEMENT**

<b>HUMAN RESOURCES</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of performance assessments conducted for all staff	1x Performance assessments conducted for all staff	1 x Full cycle performance assessments conducted for all staff	—	—	—
Number of training opportunities provided to staff	3 x Training of staff members	1 x Training of staff members on legislative compliance reporting and operations	1 x Training of staff members on SCM and Financial Management	—	1 x Training of staff members on GRAP 103 and GRAP 17

## PROGRAMME 1: ADMINISTRATION

### SUPPLY CHAIN MANAGEMENT

<b>SUPPLY CHAIN MANAGEMENT</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of Monthly SCM compliance reports produced	12 x Monthly SCM compliance reports produced	3x Monthly SCM compliance report produced	3x Monthly SCM compliance report produced	3x Monthly SCM compliance report produced	3x Monthly SCM compliance report produced

**PROGRAMME 2: BUSINESS DEVELOPMENT**

**Subprogramme (A): Collections Management**

<b>COLLECTIONS MANAGEMENT</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of Museum artefacts acquired	200 x Museum artefacts acquired	—	—	200 x Library Material acquired	—
Number of Museum artefacts digitized	300 x Museum artefacts digitized	Developed and approved digitization plan	—	300 x Museum artefacts digitized	—
Number of Research field trips conducted for collection development	4 x Research field trips conducted for collection development	1 x Research field trips conducted for collection development	1 x Research field trips conducted for collection development	1 x Research field trips conducted for collection development	1 x Research field trips conducted for collection development

**PROGRAMME 2: BUSINESS DEVELOPMENT**

**Subprogramme (B): Research**

<b>RESEARCH</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of research documents produced for exhibitions	4 x Research documents produced for exhibitions	1x Research documents produced for an outdoor exhibition (Death of Chief Albert Luthuli)  1x Research documents produced for Let my people go Outdoor exhibition	1x Research documents produced for Chief Albert Luthuli's ANC Presidency	1x Research documents produced for Research for Bedroom and Kitchen	—
Number of documents produced for Museum publications	1 x Documents produced for Museum publications	—	—	1 x Document produced for Luthuli Museum Memorial Lecture speeches publications	—

<b>RESEARCH</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of conference paper or newspaper opinion produced for public dissemination	4 x Conference papers or newspaper opinion produced for public dissemination		1 x Newspaper opinion produced for public dissemination for the Luthuli Walk	1 x Newspaper opinion produced for public dissemination for the Chief Albert Luthuli Memorial Lecture  1 x Conference paper presented at the SAMA Conference	1 x Newspaper opinion produced for public dissemination for Mrs. Nokukhanya Luthuli



**PROGRAMME 2: BUSINESS DEVELOPMENT**

**Subprogramme (C): Exhibitions**

<b>EXHIBITIONS</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of Permanent Museum Exhibitions upgraded	1 x Permanent Museum Exhibitions upgraded	—	—	—	1 x Bedroom and Kitchen House Exhibition
Number of Museum exhibition staged	3 x Museum exhibition staged	—	1 x Museum Exhibition Installed The passing of Chief Albert Luthuli  1 x Let My People Go Outdoor Exhibition	1 x for Chief Albert Luthuli's ANC Presidency	—

**PROGRAMME 3: PUBLIC ENGAGEMENT**

**Subprogramme (A): Marketing**

<b>MARKETING</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of marketing Campaigns Implemented	4x Marketing Campaigns Implemented	1x Marketing Campaign Implemented	1x Marketing Campaign Implemented	1x Marketing Campaign Implemented	1x Marketing Campaign Implemented
35 000 x Visitors per Annum	35 000 x Museum visitors per Annum	8 750 x Museum visitors per quarter	8 750 x Museum visitors per quarter	8 750 x Museum visitors per quarter	8 750 x Museum visitors per quarter
Number of monthly reconciled Sales Reports compiled on promotional items	12x Monthly reconciled Sales Reports compiled on promotional items	3x Monthly reconciled Sales Reports compiled on promotional items	3x Monthly reconciled Sales Reports compiled on promotional items	3x Monthly reconciled Sales Reports compiled on promotional items	3x Monthly reconciled Sales Reports compiled on promotional items

**PROGRAMME 3: PUBLIC ENGAGEMENT**

**Subprogramme (B): Social Media**

<b>SOCIAL MEDIA</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of posts by the Museum on Website; Facebook; Tweeter; Instagram	820x Website; Facebook; Tweeter; Instagram posts  20 x Website posts  200 x Twitter posts  400 x Facebook posts  200 x Instagram posts	5 x Website posts uploaded. 50x Twitter posts uploaded;  100x Facebook posts uploaded.  50x Instagram posts uploaded	5x Website posts uploaded.  50x Twitter posts uploaded; 100x Facebook posts uploaded.  50x Instagram posts uploaded	5 x Website posts uploaded.  50x Twitter posts uploaded; 100x Facebook posts uploaded.  50x Instagram posts uploaded	5 x Website posts uploaded. 50x Twitter posts uploaded; 100x Facebook posts uploaded; 50x Instagram posts uploaded

**PROGRAMME 3: PUBLIC ENGAGEMENT**  
**Subprogramme (C): Education and Tours**

<b>EDUCATION AND TOURS</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of Museum Education Programmes implemented	5 x Museum Educational Programmes Implemented	2 x Museum Educational Programmes implemented	1 x Museum Educational Programmes implemented	1 x Museum Educational Programmes Implemented	1 x Museum Educational Programmes Implemented
Number of Museum Education Outreach Programmes implemented	4 x Museum Education Outreach Programmes Implemented	1 x Museum Education Outreach Programmes Implemented	1 x Museum Education Outreach Programmes implemented	1 x Museum Education Outreach Programmes Implemented	1 x Museum Education Outreach Programmes implemented
Number of guided tours conducted	200 x Guided Tours conducted	50 x Guided Tours conducted	50 x Guided Tours conducted	50 x Guided Tours conducted	50 x Guided Tours conducted
Number of Children Holiday Programmes implemented	5 x Children Holiday Programmes Implemented	1x Children Holiday Programme Implemented	1x Children Holiday Programme Implemented	2x Children Holiday Programme Implemented	1x Children Holiday Programme implemented
Number of National Special Days commemorated	9x National Special Days commemorated	1 x World Book Day 1 x International Museums Day 1 x World Environment Day 1 x Youth Day	1 x Women's Day 1 x International Day of Peace 1 x Heritage Day	1 x World Aids Day	1 x Human Rights Day

**PROGRAMME 3: PUBLIC ENGAGEMENT**  
**Subprogramme (D): Public Relations**

<b>EDUCATION AND TOURS</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Number of quarterly Museum newsletter produced and distributed to the public	2x BI-Annual Museum newsletter for the public	—	1 x Quarterly Museum newsletter produced and distributed to the public	—	1 x Quarterly Museum newsletter produced and distributed to the public
Number of Museum activations conducted	5x Museum activations conducted	—	3 x Museum activations conducted	2x Museum activations conducted	—
Number of promotional Interviews conducted on radio and online	4x promotional Interviews conducted (Radio/Online)	1x Promotional Interviews conducted (Radio/Online)	1x Promotional Interviews conducted (Radio/Online)	1x Promotional Interviews conducted (Radio/Online)	1x Promotional Interviews conducted (Radio/Online)
Number of Press Releases distributed	15 x Press Releases distributed to media houses	3 x Press Releases distributed/circulated to media houses	5x Press Releases distributed/circulated to media houses	5x Press Releases distributed/circulated media houses	2x Press Releases distributed/circulated media houses
Number of promotional Brochures & Newsletters distributed to the public	1000 x Promotional Brochures and 3000 x Newsletters Distributed to the public	250 x Promotional Brochures distributed to the public	250 x Promotional Brochures distributed to the public  1500 x Newsletters distributed to the public	250 x Promotional Brochures distributed to the public	250 x Promotional Brochures distributed to the public  1500 x Newsletters distributed to the public

**PROGRAMME 3: PUBLIC ENGAGEMENT**  
**Subprogramme (E): Public Programmes**

<b>COMMUNITY DEVELOPMENT PROGRAMMES</b>					
<b>Output Indicator</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
<b>Number of community capacity building programmes implemented</b>	<b>3 x community capacity building programmes implemented</b>	<b>2x community capacity building programmes implemented</b>	<b>2x community capacity building programmes implemented</b>	<b>2x community capacity building programmes implemented</b>	<b>2x community capacity building programmes implemented</b>
<b>Number of Partnerships established</b>	<b>10x Partnerships established</b>	<b>4x Partnerships established</b>	<b>3x Partnerships established</b>	<b>3x Partnerships established</b>	<b>—</b>
<b>Number of dialogues offered</b>	<b>7 x Dialogues conducted</b>	<b>2x Dialogue conducted</b>	<b>2x Dialogue conducted</b>	<b>2x Dialogue conducted</b>	<b>1x Dialogue conducted</b>

## 4. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

### 4.1 The programme outcomes and impact are listed as follows:

PROGRAMME	OUTCOMES	PROGRAMME IMPACT STATEMENT	PROGRAMME NARRATIVE
PROGRAMME 1	Efficient and Effective Organization	<ul style="list-style-type: none"> <li>▪ Organizational legislative compliance for financial operational sustainability</li> <li>▪ Public service delivery</li> </ul>	<i>Outputs in P1 are largely operational and place emphasis on controls; monitoring and reporting within deadlines. It further addresses itself to human capital development whereby staff is capacitated; trained and informed in the business process of the organization's service delivery mandate.</i>
PROGRAMME 2	Increased access to information about the Luthuli Museum	<ul style="list-style-type: none"> <li>▪ Educated and informed society</li> <li>▪ Building a capable developmental state</li> </ul>	<i>Core business of any museum is research; collections; exhibitions and education. Compliance with value chain ensures that the Luthuli Museum's value proposition (core products and services) is achieved at all times.</i>
PROGRAMME 3	Increased awareness of the Luthuli Museum	<ul style="list-style-type: none"> <li>▪ Local economic beneficiation</li> </ul>	<i>Increased awareness of the Museum captures many more diverse visitors who enhance the site's heritage value and accompanying financial spinoffs.</i>
	Inclusive and empowered communities	<ul style="list-style-type: none"> <li>▪ Nation building and Social Cohesion</li> <li>▪ Skills development</li> </ul>	<i>The philosophy and values of Chief Albert Luthuli inspires greatness within individuals.</i>

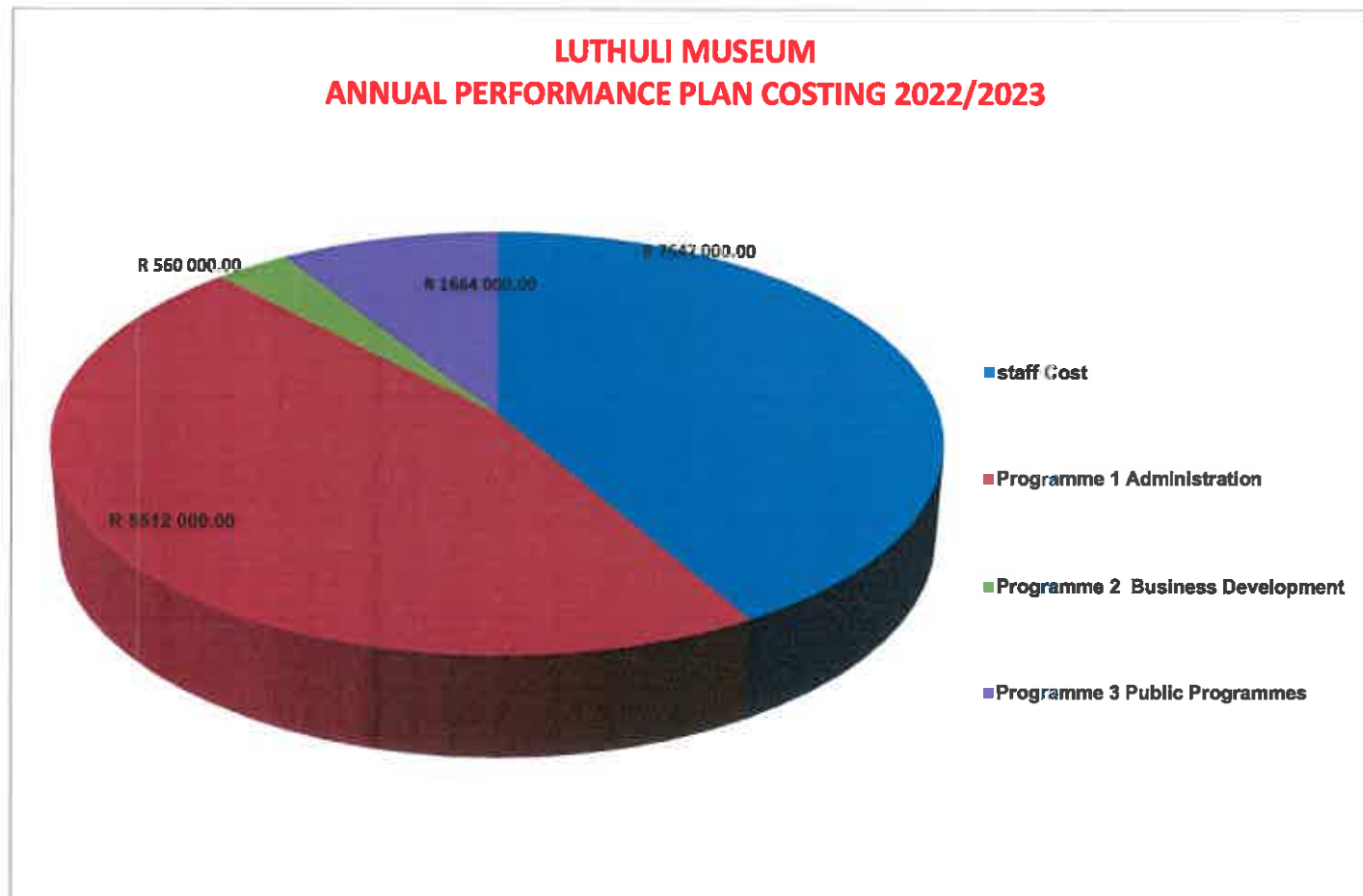
## 5. PROGRAMME RESOURCE CONSIDERATIONS

5.1 The following three (3) programmes are funded / budgeted for as per the operational base line.

<b>PROGRAMME 1 : ADMINISTRATION</b>	
<b>Description</b>	This programme includes administration; support services and facilities management.
<b>Purpose</b>	Ensure that the organization is compliant with applicable legislative prescripts and Accounting Authority oversight responsibility with respect to the organization's mandate and strategic objectives.
<b>PROGRAMME 2 : BUSINESS DEVELOPMENT</b>	
<b>Description</b>	This programme includes research; collections; educations and exhibitions
<b>Purpose</b>	Knowledge production; preservation and dissemination with respect to collections management; research and exhibitions development.
<b>PROGRAMME 3 : PUBLIC ENGAGEMENT</b>	
<b>Description</b>	This programme includes marketing; social media; education; tours; public relations and public programmes
<b>Purpose</b>	Marketing and promotion of Luthuli Museum though activations; social media; social media; education; tours; public relations and public programmes.



## 5.2 TOTAL BUDGET BREAKDOWN AS PER PROGRAMME AGAINST STAFF COSTS



### 5.3 BUDGET PER PROGRAMME AS PER THE ESTIMATES OF NATIONAL EXPENDITURE (ENE)

Table 1: Programmes Allocation

Expense	2018/19	2019/20	2020/21	2021/22			2022/23			2023/24			2024/25
	Audited Outcome	Audited Outcome	Audited outcome	Budget estimate	Approved budget	Changes from approved budget	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning Budget Estimate
<b>For the entity as a whole:</b>													
<b>Admin-Programme 1</b>													
	13 096	15 110	14 416	15 709	14 923	-1236	16 199	15 725	563	16 266	16 855	-748	17 603
Compensation of employees	6 288	6 764	7 923	7 353	8 937	1 584	7 647	9 473	826	7 952	10 042	2 090	10 844
Goods and services	6 718	8 346	6 493	8 356	5 986	-2 526	8 512	6 252	084	8 336	6 813	-156	6 969
<b>Bus Dev. : Programme 2</b>													
	406	445	140	509	505	-4	580	278	282	585	306	- 279	321
Goods and services	403	445	140	509	505	-4	580	278	282	585	306	- 279	321
<b>Pub Eng. : Programme 3</b>													
	1 417	1 250	453	1 513	1 672	159	1 664	1 900	236	1 739	981	-758	1 030
Goods and services	1 417	1 250	453	1 513	1 672	159	1 664	1 900	236	1 739	981	-758	1 030
<b>TOTAL</b>	<b>14 829</b>	<b>16 805</b>	<b>16 069</b>	<b>17 731</b>	<b>17 100</b>	<b>-1 283</b>	<b>18 383</b>	<b>17 983</b>	<b>-709</b>	<b>18 612</b>	<b>18 142</b>	<b>-812</b>	<b>18 954</b>

Table 2: Income

Economic Classification	AUDITED OUTCOME						Preliminary		Medium-Term Estimate				
	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22	2022/23		2023/24	2023/24	2024/25
Revenue	Budget	Audited Outcome	Budget	Audited Outcome	Budget	Audited Outcome	Budget Estimate	Approved budget	Budget Estimate	Revised Budget Estimate	Budget Estimate	Revised Budget Estimate	Planning Budget Estimate
<b>NON-Tax Revenue</b>													
<b>Sales of goods and services:</b>	<b>1</b>	<b>1</b>	<b>601</b>	<b>524</b>	<b>281</b>	<b>257</b>	<b>682</b>	<b>51</b>	<b>696</b>	<b>216</b>	<b>707</b>	<b>237</b>	<b>245</b>
<b>sale of DVD's</b>	1	1	1	1	1	-	1	1	1	1	1	1	1
<b>Donation</b>	-	-	500	516	50	91	560	50	570	55	580	60	66
<b>Book Sales</b>	-	-	-	7	-	1	-	-	-	-	-	-	-
<b>Transfer from Capital</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other income</b>	-	-	100	-	150	165	121	-	125	160	126	176	178
<b>Transfers received</b>	<b>14 028</b>	<b>14 828</b>	<b>14 647</b>	<b>16 281</b>	<b>14 915</b>	<b>14 752</b>	<b>17 048</b>	<b>17 049</b>	<b>17 887</b>	<b>17 687</b>	<b>17 905</b>	<b>17 905</b>	<b>18 709</b>
<b>Total revenue</b>	<b>14 029</b>	<b>14 829</b>	<b>15 248</b>	<b>16 805</b>	<b>15 116</b>	<b>15 099</b>	<b>17 731</b>	<b>17 109</b>	<b>18 383</b>	<b>17 903</b>	<b>18 612</b>	<b>18 142</b>	<b>18 954</b>

**Table 3: Statement of Financial Position**

Statement of Financial Position	2018/19		2019/20		2020/21		2021/22		2022/23		2023/24		2023/24
	Budget	Audited Outcome	Budget	Audited Outcome	Budget	Audited Outcome	Budget estimate	Approved budget	Budget estimate	Revised Budget Estimate	Budget estimate	Revised Budget Estimate	Planning Budget Estimate
<b>ASSETS</b>													
<b>Current assets</b>	<b>18 645</b>	<b>17 313</b>	<b>8 002</b>	<b>16 446</b>	<b>5 751</b>	<b>9 249</b>	<b>6 039</b>	<b>6 039</b>	<b>6 642</b>	<b>6 642</b>	<b>6 941</b>	<b>6 941</b>	<b>7 266</b>
Inventory	645	38	690	14	500	12	525	525	577	577	603	603	633
Trade and other receivables from exchange transactions	46	9	46	23	51	31	54	54	59	59	62	62	65
Cash and cash equivalents	15 515	8 426	7 263	8 146	5 200	9 206	5 460	5 460	6 006	6 006	6 278	6 276	6 590
Construction contracts and receivables	2 439	8 840	-	8 263	-	-	-	-	-	-	-	-	-
<b>Non-current assets</b>	<b>6 623</b>	<b>8 159</b>	<b>6 953</b>	<b>7 545</b>	<b>7 299</b>	<b>15 953</b>	<b>7 663</b>	<b>7 663</b>	<b>8 429</b>	<b>8 429</b>	<b>8 608</b>	<b>8 608</b>	<b>9 249</b>
Property, plant and equipment	1 083	975	1 137	797	1 194	9119	1 253	1 253	1 378	1 378	1 440	1 440	1 512
Intangible assets	37	39	38	15	38	15	41	41	45	45	47	47	49
Heritage assets	5 503	5 144	5 778	6 733	8 088	6 824	6 369	6 369	7 006	7 006	7 321	7 321	7 687
<b>Total assets</b>	<b>25 268</b>	<b>23 471</b>	<b>14 955</b>	<b>23 991</b>	<b>13 050</b>	<b>25 202</b>	<b>13 702</b>	<b>13 702</b>	<b>15 071</b>	<b>15 071</b>	<b>15 749</b>	<b>15 749</b>	<b>16 537</b>
<b>LIABILITIES</b>													
<b>Current liabilities</b>	<b>1 326</b>	<b>1 578</b>	<b>1 350</b>	<b>973</b>	<b>897</b>	<b>872</b>	<b>847</b>	<b>847</b>	<b>932</b>	<b>932</b>	<b>974</b>	<b>974</b>	<b>1 023</b>
Trade and other payables from exchange transactions	453	434	150	316	157	242	165	165	182	182	190	190	200
Other payable from non-exchange transactions, including taxes, fines and transfers	-	312	-	312	-	-	-	-	-	-	-	-	-
Current provisions	875	832	1200	657	850	630	682	682	750	750	784	784	823
Leave	875	832	1200	657	850	630	682	682	750	750	784	784	823
<b>Non-current liabilities</b>	<b>6 397</b>	<b>145</b>	<b>453</b>	<b>389</b>	<b>-</b>	<b>268</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Unspent conditional grants and receipts	6 597	145	453	389	-	268	-	-	-	-	-	-
<b>Total liabilities</b>	<b>7 925</b>	<b>1 723</b>	<b>1 805</b>	<b>1 362</b>	<b>807</b>	<b>1 140</b>	<b>847</b>	<b>847</b>	<b>932</b>	<b>832</b>	<b>974</b>	<b>1 023</b>
<b>NET ASSETS</b>	<b>17 341</b>	<b>21 748</b>	<b>13 152</b>	<b>22 629</b>	<b>12 243</b>	<b>24 082</b>	<b>12 855</b>	<b>12 855</b>	<b>14 139</b>	<b>14 139</b>	<b>14 775</b>	<b>15 514</b>
Accumulated surplus / (deficit)	12 525	16 930	-	253	-	22 522	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Non-cash reserves	4 818	4 818	13 162	22 376	-	-	-	-	-	-	-	-
<b>Total net assets and liabilities</b>	<b>25 285</b>	<b>23 471</b>	<b>14 955</b>	<b>23 891</b>	<b>13 050</b>	<b>25 202</b>	<b>13 702</b>	<b>13 702</b>	<b>15 071</b>	<b>15 071</b>	<b>15 749</b>	<b>16 537</b>

**Table 4: Cash Flows**

	<b>Audited 2019/20</b>	<b>Audited 2020/21</b>	<b>Projected 2021/22</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Cash receipts from Government Grants and Customers	15 290	14 631	17 100
Cash paid to suppliers and employees	<b>-15 828</b>	<b>-13 602</b>	<b>-14 962</b>
<b>Cash generated/(utilised) from operations</b>	<b>-538</b>	<b>1 029</b>	<b>2 138</b>
Interest received	<b>442</b>	<b>164</b>	<b>125</b>
<b>Net cash flows from operating activities</b>	<b>-96</b>	<b>1 193</b>	<b>2 263</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of plant and equipment	-184	-132	-350
Purchase of heritage assets	-	-	<b>-30</b>
<b>Net cash flows from operating activities</b>	<b>-184</b>	<b>-132</b>	<b>-380</b>
<b>Net increase/(decrease)in cash and cash equivalents</b>	<b>-280</b>	<b>1 061</b>	<b>1 883</b>
<b>Cash and cash equivalents at beginning of the year</b>	<b>8 425</b>	<b>8 146</b>	<b>9 207</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>8 146</b>	<b>9 207</b>	<b>11 090</b>

## 6 UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

### 6.2 Outcome 1

Outcome	Outcome Indicator	Risk	Risk Mitigation
Increased ACCESS to information about the Luthuli Museum	1. Research Projects	Ineffective Research Policy and application of standard operating procedures	<i>In year monitoring and reporting plan on conducted museum research and implementation of standard operating procedures</i>
	2. Exhibitions	Non updating / upgrading of Museum exhibitions / displays	<i>Development and implementation of a 3 year Exhibitions Implementation Plan linked to the strategic outcomes and outputs</i>
	3. Publications	Published inaccurate information about the life and times of Chief Albert Luthuli	<i>Application of research and information verification standards in the compilation of new knowledge or publications on Chief Albert Luthuli</i>
	4. Seminars / Lectures	Selection of seminar or public lecture topics irrelevant to the Museum Mandate	<i>Selected topics for public discourse to be consulted with the Accounting Officer / Authority</i>
	5. Collections	Unaccounted and deteriorating museum collections (heritage assets)	<i>Monitoring and reporting on the implementation of Museum Collections Management Policies; Procedures and compliance with GRAP 103 Standards</i>

### 6.3 Outcome 2

Outcome	Outcome Indicator	Risk	Risk Mitigation
	<b>1. Museum education learners programme</b>	<b>Misaligned Museum education programme</b>	<i>Joint planning of Museum annual education programme with participating schools</i>
<b>Inclusive and empowered communities</b>	<b>2. Community outreach programmes</b>	<b>Lack of public support of Museum annual programmes</b>	<i>Monitoring and reporting on programmes outcomes; attendance and promotional plans</i>
	<b>3. Children Holiday Programmes</b>	<b>Public misconception about beneficiaries of the Museum lifeskill and education programmes</b>	<i>Develop and implement monitoring and evaluation plan on participants and beneficiaries of lifeskill and education programmes</i>
	<b>4. Commemoration Days</b>	<b>Noncompliance with the Employment Equity Plan and the gender representivity in public programming</b>	<i>Develop strategies and plans to comply with applicable legislation and the Museum Vision; Mission and Values</i>
	<b>5. Community Development</b>	<b>Lack of community support of outreach programmes</b>	<i>Conduct community needs analysis to determine the appropriate outreach intervention</i>
	<b>6. Shared value strategic partnerships</b>	<b>Partnership discord</b>	<i>Compliance with Museum stakeholder relationship management plan</i>
	<b>7. Public Dialogues</b>	<b>Shareholder and public backlash</b>	<i>Proper conceptualization; planning and management of dialogue proceedings</i>

## 6.4 Outcome 3

Outcome	Outcome Indicator	Risk	Risk Mitigation
Increased AWARENESS of the Luthuli Museum and Chief Albert Luthuli	1. Marketing Campaigns	Diminished Museum profile and public support	Increase innovative promotional activations and marketing collateral
	2. Museum visitor numbers	Ineffective public communication and servicing of Museum visitors	In year monitoring and reporting on the implementation of the Communications Plan and the Customer Service Pledge
	3. Guided Tours	Unsatisfactory visitor experience	Conduct museum visitor satisfaction surveys and feedback sessions
	4. Annual Sales of promotional items	Unaccounted sales and stock items	Compliance with stock control policies and procedures; and install fraud prevention measures
	5. Social Media footprint	Unscientific audience segmentation and targeting	Conduct quarterly analysis and evaluation of monthly social media reports
	6. Level of media coverage	Negative media coverage	Appointed media monitoring services to report quarterly and annually
	7. Museum promotion	Public misconception about the Museum work and public value	Properly conceptualized and informative content development
	8. Brand awareness	Misrepresentation and reduced profile of the Museum brand	Marketing research on public awareness of the Luthuli Museum and Chief Albert Luthuli
	9. Promotion on electronic media	Public misinformation	Effective planning; review and feedback regarding electronic media campaigns



## 6.5 Outcome 4

Outcome	Outcome Indicator	Risk	Risk Mitigation
EFFECTIVE and EFFICIENT organization	<b>1. Reporting and Compliance</b>	<b>Noncompliance with legislation; policies and the mission of the Museum</b>	<i>Yearly monitoring and reporting on alignment of policies; strategy; operations and the training for museum staff on GRAP Standards</i>
	<b>2. Audit Outcome</b>	<b>Ineffective Internal Audit and Audit and Risk Committee</b>	<i>Effective responsiveness to audit queries; implemented records management and ensure that internal audit plan is risk based</i>
	<b>3. Financial Sustainability</b>	<b>Inability to sustain Museum operations and financial obligations</b>	<i>Annual monitoring and reporting on the alignment of the budget; expenditure; annual grants and revenue generation</i>
	<b>4. Performance Against Objectives</b>	<b>Non achievement of planned performance targets</b>	<i>Implement effective monitoring; reporting and interventions on quarterly performance</i>
	<b>5. GRAP Standards Compliance</b>	<b>AFS Misstatements</b>	<i>In year financial performance reviews to ensure reporting compliance with GRAP Standards</i>
	<b>6. Performance Management</b>	<b>Depressed productivity and undermining of service delivery imperatives</b>	<i>Implement effective monitoring and reporting on performance management and make necessary interventions where required</i>
	<b>7. Training and Development</b>	<b>Reduced quality of service delivery</b>	<i>Monitoring and reporting on the Implementation of the Annual Training and Development Plan</i>
	<b>8. SCM Compliance</b>	<b>Irregular Expenditure</b>	<i>Monitoring and reporting on the SCM Monthly Checklists and compliance with SCM policies and procedures</i>

## 10. INFRASTRUCTURE PROJECTS

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Completion Date	Total Estimated Cost	Current Year Expenditure
1	Partitioning and resourcing of the Nokukhanya Luthuli Resource Centre	Programme 1	The sectioning of the current resource center for multiple use	A resource facility that can accommodate numerous capacities simultaneously	2022	2023	R1,5 million	None
2	Reception area refurbishment	Programme 1	Upgrading / Refurbishment of the Museum reception area to provide for the promotional shop; merchandise storage and limited seating area for visitors	Revamped Museum Reception that is accommodating	2022	2023	R100 000	None
3	Landscaping	Programme 1	Rehabilitation of the Museum site	A scenic garden environment	2022	2023	R150 000	None
4	Umvoti / eThembeni Site Upgrade (Liberation Heritage Route)	Programme 1	Rehabilitate and upgrade the site where Chief Albert Luthuli was reportedly hit by a goods train and met his untimely death and link the site with other heritage sites	Open Air Museum; Monument; public space and pedestrian bridge over the uMvoti River	2023	2025	R35 million	R224 000

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure
5	Luthuli Heritage Sites Integration	Programme 1	Establish an interlinking pathway / route between the Umvoti site; his shop; the UCCSA Church; Luthuli's grave and the Luthuli Museum. This project will include improvements of interlinking access roads; kerbing for pedestrian walk; landscaping; signage; connection to other historical landmarks; traffic control measures.	Albert Luthuli Heritage Precinct	2024	2026	R55 million	None
6	Land purchase	Programme 1	Identify and purchase land within proximity of the Luthuli Museum for the extension of Museum operational facilities, e.g. parking	Enhanced Museum service delivery	2023	2024	R1 million	None
7	Collections & Preservation Centre	Programme 2	An artefacts storage facility that conforms to international standards of preservation and conservation	Well-preserved, catalogued & accessible displayed collection of Chief Albert Luthuli	2024	2026	R50 million	None

## 11. PUBLIC-PRIVATE PARTNERSHIPS

PPP	PURPOSE	OUTPUTS	CURRENT VALUE OF AGREEMENT	END DATE OF ENGAGEMENT
1. University of KwaZulu Natal (Corporate Relations)	Partnership to organize the Chief Albert Luthuli Memorial Lecture	Annual Luthuli Lecture Event	Services in Kind	31 March 2023
2. University of KwaZulu Natal (College of Law)	Training and hosting of the Schools Moot Court Competition	Schools Moot Court Competition	Services in Kind	31 March 2023
3. University of KwaZulu Natal (Centre for the Creative Arts)	Shared hosting of the 'Time of the Writer'; 'Durban International Film Festival'; 'Poetry Africa'.	Annual Creative Arts and Film Festivals	Services in Kind	31 March 2023
4. University of South Africa (UNISA)	Establishment of the Chief Albert Luthuli Research Chair	Chief Albert Luthuli Research Chair Office	Services in Kind	31 March 2024
5. Institute of Afrikology	Organize themed Community Dialogues	Dialogue Programme	Services in kind	31 March 2023

## PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

**OUTCOME 1** : Increased ACCESS to information about the Luthuli Museum

**OUTCOME INDICATOR** : Research Projects

**OUTPUT INDICATOR** : Number of Research field trips conducted for collection development

<b>INDICATOR TITLE</b>	Number of Research field trips conducted for collection development
<b>DEFINITION</b>	Development/ production of new knowledge on the legacy of Chief Albert Luthuli and the museum concept and expanding the Museum collection for the educational and societal benefit for future generations.
<b>SOURCE OF DATA</b>	Annual Operational Plan
<b>METHOD OF CALCULATION / ASSESSMENT</b>	Qualitative and Quantitative
<b>MEANS OF VERIFICATION</b>	Submissions & Close Out Reports; Articles; Oral History recordings; Surveys; Field Research forms
<b>ASSUMPTIONS</b>	Public appreciation to affirm marginalized histories
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	Scholars; Youth; Adults; Learners
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	National Demographic
<b>REPORTING CYCLE</b>	Quarterly and Annually
<b>DESIRED PERFORMANCE</b>	Deepen public appreciation of the legacy and the Museum
<b>INDICATOR RESPONSIBILITY</b>	Curator

**OUTCOME 1** : Increased ACCESS to information about the Luthuli Museum  
**OUTCOME INDICATOR** : Managed Collections  
**OUTPUT INDICATOR** : Number of Museum artefacts digitized

<b>INDICATOR TITLE</b>	<b>Number of Museum artefacts digitized</b>
<b>DEFINITION</b>	<b>Preservation and conservation of the Chief Albert Luthuli legacy through digitally capturing museum collection to preserve digitally in line with museum national and international standards</b>
<b>SOURCE OF DATA</b>	<b>Annual Digitization Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Digital database</b>
<b>ASSUMPTIONS</b>	<b>Museum subscribes to international best practices in museology</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Researchers; Donors; Learners; Youth; Adults</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly</b>
<b>DESIRED PERFORMANCE</b>	<b>Museum collection to be accessible to the public for education</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator (incl. Collections Officer)</b>

- OUTCOME 1** : Increased ACCESS to information about the Luthuli Museum
- OUTCOME INDICATOR** : Conducted research on life and times of Chief Albert Luthuli
- OUTPUT INDICATOR** : Number of research documents produced for exhibitions

<b>INDICATOR TITLE</b>	<b>Number of research documents produced for exhibitions</b>
<b>DEFINITION</b>	<b>Knowledge produced through conducting research in order to produce and exhibition for information dissemination</b>
<b>SOURCE OF DATA</b>	<b>Research Sources</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Mounted or virtual exhibition; Approved research document</b>
<b>ASSUMPTIONS</b>	<b>Visual mediums deepen public appreciation and knowledge</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Learners; Youth; Adults;</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>New knowledge on Chief Albert Luthuli produced and appreciated</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator (incl. Researcher)</b>

- OUTCOME 1** : **Increased ACCESS to information about the Luthuli Museum**
- OUTCOME INDICATOR** : **Organised public seminars; workshops; lectures**
- OUTPUT INDICATOR** : **Number of conference paper or newspaper opinion produced for public dissemination**

<b>INDICATOR TITLE</b>	<b>Number of conference paper or newspaper opinion produced for public dissemination</b>
<b>DEFINITION</b>	<b>This refers to the number of documents / knowledge produced about Chief Albert Luthuli / the Museum or his values which are shared on a public platform in a form of conference, newspaper article</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan, Research</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Published newspaper article on public platform; presented conference/lecture paper</b>
<b>ASSUMPTIONS</b>	<b>Public appreciation to affirm marginalized histories</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Learners; Youth; Adults; Artists</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Deepen public appreciation of the legacy and the Museum</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator (Incl. Researcher)</b>



**OUTCOME 1** : **Increased ACCESS to information about the Luthuli Museum**

**OUTCOME INDICATOR** : **Exhibitions**

**OUTPUT INDICATOR** : **Number of permanent Museum Exhibitions upgraded**

<b>INDICATOR TITLE</b>	<b>Number of permanent Museum Exhibitions upgraded</b>
<b>DEFINITION</b>	<b>Knowledge dissemination through creative and visual mediums to better inform and educate the public on the values, principals and legacy. This refers to the improvement or enhancement of an already existing permeant museum exhibition</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan, Research</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Mounted or virtual exhibition; Submission &amp; Close-out report; Catalogues; Programmes; Newspaper articles</b>
<b>ASSUMPTIONS</b>	<b>Visual mediums deepen public appreciation and knowledge</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Learners; Youth; Adults; Artists</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Creative; Informative and technological innovative exhibitions</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator (Incl. Researcher and Designer)</b>

**OUTCOME 1** : **Increased ACCESS to information about the Luthuli Museum**

**OUTCOME INDICATOR** : **Exhibitions**

**OUTPUT INDICATOR** : **Number of Museum Temporary and Travelling exhibitions staged**

<b>INDICATOR TITLE</b>	<b>Number of Museum Temporary and Travelling exhibitions staged</b>
<b>DEFINITION</b>	<b>Knowledge dissemination through creative and visual mediums to better inform and educate the public on the values, principals and legacy.</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan, Research</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Mounted or virtual exhibition; Submission &amp; Close-out report; Catalogues; Programmes; Newspaper articles</b>
<b>ASSUMPTIONS</b>	<b>Visual mediums deepen public appreciation and knowledge</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Learners; Youth; Adults; Artists</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Creative; Informative and technological innovative exhibitions</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator (Incl. Researcher and Designer)</b>

**OUTCOME 1** : **Increased ACCESS to Information about the Luthuli Museum**

**OUTCOME INDICATOR** : **Publications**

**OUTPUT INDICATOR** : **Number of documents produced for Museum publications**

<b>INDICATOR TITLE</b>	<b>Number of documents produced for Museum publications</b>
<b>DEFINITION</b>	<b>Production of knowledge for posterity and knowledge preservation of the legacy through published Museum work.</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan, Research documents/sources</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Research documents; Conference Paper Abstracts; Publication; Brochures; Opinion pieces</b>
<b>ASSUMPTIONS</b>	<b>A book reading culture is a national aspiration</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Learners; Scholars; Youth; Adults</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National and International Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Enhanced Museum status as a publisher</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator (incl. Museum Researcher)</b>

**OUTCOME 1** : Increased ACCESS to information about the Luthuli Museum

**OUTCOME INDICATOR** : Managed Collections

**OUTPUT INDICATOR** : Number of Museum artefacts acquired

<b>INDICATOR TITLE</b>	<b>Number of Museum artefacts acquired</b>
<b>DEFINITION</b>	<b>Preservation and conservation of the Chief Albert Luthuli legacy through collecting items/collections which are managed in line with museum international standards</b>
<b>SOURCE OF DATA</b>	<b>Annual Acquisition Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Accession Register; Heritage Assets Valuation Register; Donation forms; requisitions; items collected</b>
<b>ASSUMPTIONS</b>	<b>Museum subscribes to international best practices in museology</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Researchers; Donors; Learners; Youth; Adults</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Effective use of Museum collection for public information and education</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator (Incl. Collections Officer)</b>

**OUTCOME 2** : **INCLUSIVE and EMPOWERED communities**

**OUTCOME INDICATOR** : **Level of participation**

**OUTPUT INDICATOR** : **Number of community capacity building programmes Implemented**

<b>INDICATOR TITLE</b>	<b>Number of community capacity building programmes Implemented</b>
<b>DEFINITION</b>	<b>Promotion of active citizenry and leadership through programmes that empower and educate the community</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Submission &amp; Close-out reports; Attendance registers; Photographs</b>
<b>ASSUMPTIONS</b>	<b>Society aspires for a better life through individual and community agency</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Youth; Women; Senior Citizens; Children</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Local community</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Museum to build a shared value within the community</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager (incl. Public Relations Officer, Education Officer)</b>

**OUTCOME 2** : **INCLUSIVE and EMPOWERED communities**

**OUTCOME INDICATOR** : **Empowerment through museum education**

**OUTPUT INDICATOR** : **Number of Museum Education Programmes implemented**

<b>INDICATOR TITLE</b>	<b>Number of Museum Education Programmes implemented</b>
<b>DEFINITION</b>	<b>Developed Museum learner and community programmes designed for the educational enrichment</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Submission and Close-out reports; Attendance registers; approved social media schedule; Photographs; Certificates of participation</b>
<b>ASSUMPTIONS</b>	<b>Museums enrich and provide support to school curriculum</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Learners; Students</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Local; Regional and National</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Increased Museum meaningful support to formal education and training</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator (incl. Education Officer)</b>

**OUTCOME 2** : **INCLUSIVE and EMPOWERED communities**  
**OUTCOME INDICATOR** : **Empowerment through museum education**  
**OUTPUT INDICATOR** : **Number of Museum Education Outreach Programmes implemented**

<b>INDICATOR TITLE</b>	<b>Number of Museum Education Outreach Programmes implemented</b>
<b>DEFINITION</b>	<b>This refers to Museum content/information used on outreach activities mostly presented at schools and other interested institutions.</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Submission and Close-out reports; Attendance registers; schedule; Photographs</b>
<b>ASSUMPTIONS</b>	<b>Museums enrich and provide support to school curriculum</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Learners; Students; Teachers, Communities</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Local; Regional and National</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Increased Museum meaningful support to formal education and training</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator</b>

**OUTCOME 2** : **INCLUSIVE and EMPOWERED communities**  
**OUTCOME INDICATOR** : **Social Cohesion**  
**OUTPUT INDICATOR** : **Number of National Special Days commemorated**

<b>INDICATOR TITLE</b>	<b>Number of National Special Days commemorated</b>
<b>DEFINITION</b>	<b>Public calendar days selected to assist with the development of a diverse audience and drive the national transformation agenda</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Submission and Close-out report, approved social media schedule; Attendance Registers;</b>
<b>ASSUMPTIONS</b>	<b>Unity in Diversity principle aspired by South Africans</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Race; Gender; Youth; Adults; Children; Senior citizens</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Luthuli Museum to reflect South Africa's vision of diverse coexistence</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager; Curator and Director</b>



**OUTCOME 2** : **INCLUSIVE and EMPOWERED communities**

**OUTCOME INDICATOR** : **Shared value**

**OUTPUT INDICATOR** : **Number of Partnerships established**

<b>INDICATOR TITLE</b>	<b>Number of Partnerships established</b>
<b>DEFINITION</b>	<b>Strategic collaborations with public or private organizations to achieve institutional mandate</b>
<b>SOURCE OF DATA</b>	<b>Memorandum of Understanding</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Memorandum of Understanding (MOUs); Project Close Out Reports</b>
<b>ASSUMPTIONS</b>	<b>Museum achieves more economically through partnerships</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Museum partners</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Local; Regional; National; International</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Maximized Museum profile through associations</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>

**OUTCOME 2** : **INCLUSIVE and EMPOWERED communities**

**OUTCOME INDICATOR** : **Public Discourse /Seminars / Dialogues / Workshops / Lectures**

**OUTPUT INDICATOR** : **Number of dialogues conducted for the public**

<b>INDICATOR TITLE</b>	<b>Number of Dialogues or lectures implemented for the public</b>
<b>DEFINITION</b>	<b>Promotion of public debate and exchange of diverse viewpoints. Public discourse that builds community linkages</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Submission &amp; Close-out Report; Attendance Registers; Event Programmes; Audio visual recording</b>
<b>ASSUMPTIONS</b>	<b>Constitutionality of free speech is entrenched in South Africa. Museums are spaces of community conversations</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Learners; Scholars; Youth; Adults; Students; Communities</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National and International Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Increased Museum participation in current social discourse and Museum to be a neutral space of community engagement</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator; Director; Chairperson of Council</b>

**OUTCOME 2** : **INCLUSIVE and EMPOWERED communities**  
**OUTCOME INDICATOR** : **Community Development**  
**OUTPUT INDICATOR** : **Number of Children Holiday Programmes implemented**

<b>INDICATOR TITLE</b>	<b>Number of Children Holiday Programmes implemented</b>
<b>DEFINITION</b>	<b>Programmes developed for children extracurricular activities at the Museum to foster and encourage learning outside the classroom</b>
<b>SOURCE OF DATA</b>	<b>Annual Holiday Programme of children; Operational Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Submission and Close-out report; Attendance Register; Audio visual recording; photographs</b>
<b>ASSUMPTIONS</b>	<b>Children are future museum visitors</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Children; parents; local community</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Local</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Museum supporting early childhood development</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Curator (incl. Education Officer)</b>

**OUTCOME 3** : Increased AWARENESS about the Luthuli Museum  
**OUTCOME INDICATOR** : Increased profile of Luthuli Museum  
**OUTPUT INDICATOR** : Number of Museum promotional Brochures distributed to the public

<b>INDICATOR TITLE</b>	<b>Number of Museum promotional Brochures distributed to the public</b>
<b>DEFINITION</b>	<b>Constructed information about the museum that has been collated in a brochure format for public distribution to create awareness of the legacy</b>
<b>SOURCE OF DATA</b>	<b>Annual Operational Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Signed printer proof brochure</b>
<b>ASSUMPTIONS</b>	<b>Media will always cover a newsworthy story</b>
<b>DISAGGREGATION OF BENEFICIARIES</b> <i>(Where applicable)</i>	<b>South African society</b>
<b>SPATIAL TRANSFORMATION</b> <i>(Where applicable)</i>	<b>National and International</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Increased interested on the Museum and legacy</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>

**OUTCOME 3** : Increased **AWARENESS** about the Luthuli Museum

**OUTCOME INDICATOR** : Level of Media coverage

**OUTPUT INDICATOR** : Number of Press Releases distributed to media houses

<b>INDICATOR TITLE</b>	<b>Number of Press Releases distributed to media houses</b>
<b>DEFINITION</b>	<b>The distribution of press releases for Museum coverage in print media</b>
<b>SOURCE OF DATA</b>	<b>Live reads; Newspaper articles; Press Releases</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Signed-off Press Release; newspaper articles; Live reads</b>
<b>ASSUMPTIONS</b>	<b>Media will always cover a newsworthy story</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>South African society</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National and International</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Media to consider every Museum event as newsworthy</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>

**OUTCOME 3** : Increased AWARENESS about the Luthuli Museum

**OUTCOME INDICATOR** : Social Media Footprint

**OUTPUT INDICATOR** : Number of posts by the Museum on Website; Facebook; Tweeter; Instagram

<b>INDICATOR TITLE</b>	<b>Number of posts by the Museum on Website; Facebook; Tweeter; Instagram</b>
<b>DEFINITION</b>	<b>Enhanced social media strategy for increased public knowledge about the Museum</b>
<b>SOURCE OF DATA</b>	<b>Annual Social Media Plan; Social Media Uploads</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Social Media Reports (Website; Facebook; Twitter, Instagram)</b>
<b>ASSUMPTIONS</b>	<b>Social media is a new and effective marketing tool</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>National and International visitors</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National and International</b>
<b>REPORTING CYCLE</b>	<b>Quarterly</b>
<b>DESIRED PERFORMANCE</b>	<b>Verified social media accounts, 100 000 online followers</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>

**OUTCOME 3** : Increased **AWARENESS** about the Luthuli Museum  
**OUTCOME INDICATOR** : Marketing Campaigns  
**OUTPUT INDICATOR** : Number of Marketing Campaigns implemented

<b>INDICATOR TITLE</b>	<b>Number of Marketing Campaigns Implemented</b>
<b>DEFINITION</b>	<b>Specific drives developed to increase the Museum's stature as a tourist destination</b>
<b>SOURCE OF DATA</b>	<b>Marketing Surveys; Media Reports;</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Submission and Close-Out Report; Attendance Register; Audio visual recordings</b>
<b>ASSUMPTIONS</b>	<b>Marketing activations enhance public shared value of the organisation</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Luthuli Museum</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Increased Museum public support and increased visitor numbers</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>

**OUTCOME 3** : Increased AWARENESS about the Luthuli Museum  
**OUTCOME INDICATOR** : Museum Visitor Numbers  
**OUTPUT INDICATOR** : Number of Museum visitors per annum

<b>INDICATOR TITLE</b>	<b>Number of Museum visitors per annum</b>
<b>DEFINITION</b>	<b>Recorded Museum visitors in order to contribute to increased awareness of the Museum</b>
<b>SOURCE OF DATA</b>	<b>Visitors Book ; Monthly Reports</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Museum Visitor Registers; Monthly Reports</b>
<b>ASSUMPTIONS</b>	<b>Visitors encourage more visitors</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Visitors; Luthuli Museum</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National and International</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>100 000 visitors per year</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>



**OUTCOME 3** : Increased AWARENESS about the Luthuli Museum  
**OUTCOME INDICATOR** : Guided Tours  
**OUTPUT INDICATOR** : Number of guided tours conducted

<b>INDICATOR TITLE</b>	<b>Number of guided tours conducted</b>
<b>DEFINITION</b>	<b>Visitors guided through the Museum for an enriched visitor experience</b>
<b>SOURCE OF DATA</b>	<b>Visitors Book</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Monthly Tour Guides Reports; Attendance Register (security)</b>
<b>ASSUMPTIONS</b>	<b>Informed and satisfied visitors are an organization's ambassadors</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Visitors; Luthuli Museum</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National and International</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>100 000 visitors per year</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>

**OUTCOME 3** : Increased AWARENESS about the Luthuli Museum

**OUTCOME INDICATOR** : Annual Sales of promotional items

**OUTPUT INDICATOR** : Number of monthly reconciled Sales Reports compiled on promotional items

<b>INDICATOR TITLE</b>	<b>Number of monthly reconciled Sales Reports compiled on promotional items</b>
<b>DEFINITION</b>	<b>Sales reports on stock for sustained additional income stream</b>
<b>SOURCE OF DATA</b>	<b>Stock sales</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Signed stock control report and sales report</b>
<b>ASSUMPTIONS</b>	<b>Revenue generation can improve an organization's balance sheet</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Luthuli Museum</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National and International</b>
<b>REPORTING CYCLE</b>	<b>Monthly, Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>R150 000 raised annually</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager and Finance Manager</b>

**OUTCOME 3** : Increased awareness about Luthuli Museum  
**OUTCOME INDICATOR** : Museum Promotion  
**OUTPUT INDICATOR** : Number of Museum newsletters produced and distributed to the public

<b>INDICATOR TITLE</b>	<b>Number of Museum newsletters produced and distributed to the public</b>
<b>DEFINITION</b>	<b>Museum profile raised through writing and publishing content in a newsletter.</b>
<b>SOURCE OF DATA</b>	<b>Published Newsletter ; Distribution Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Published Newsletter; Newsletters Distribution Report</b>
<b>ASSUMPTIONS</b>	<b>Public interested in knowing about the work of Luthuli Museum</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>National and International Public</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National and international Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Increased public appreciation of Luthuli Museum</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>

**OUTCOME 3** : Increased awareness about Luthuli Museum  
**OUTCOME INDICATOR** : Brand Awareness  
**OUTPUT INDICATOR** : Number of Museum Activations Conducted

<b>INDICATOR TITLE</b>	<b>Number of Museum Activations Conducted</b>
<b>DEFINITION</b>	<b>Public programmes designed to promote and create awareness and appreciation of Luthuli Museum</b>
<b>SOURCE OF DATA</b>	<b>Annual Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Submission and Close Out Report; Attendance Register; Photographs; Audio visual recordings</b>
<b>ASSUMPTIONS</b>	<b>Public interested in the Luthuli Museum brand</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Broader society</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Increased public awareness of Luthuli Museum</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>

**OUTCOME 3** : Increased awareness about Luthuli Museum

**OUTCOME INDICATOR** : Electronic media promotion

**OUTPUT INDICATOR** : Number of promotional Interviews conducted on radio and online

<b>INDICATOR TITLE</b>	<b>Number of promotional Interviews conducted on radio and online</b>
<b>DEFINITION</b>	<b>Public awareness through electronic media and radio</b>
<b>SOURCE OF DATA</b>	<b>Audio or visual interviews</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Audio recording; Online media audio visual; Submission and Close Out Reports</b>
<b>ASSUMPTIONS</b>	<b>Electronic media enhances wider brand awareness</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Race; Gender; Youth; Adults; Children; Senior citizens</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>National Demographic</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Increased Museum access through electronic media platform</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Marketing Manager</b>

**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**

**OUTCOME INDICATOR** : **Complied with Mandatory reporting deadlines; policies and governance imperatives**

**OUTPUT INDICATOR** : **Number of Council quarterly meetings conducted**

<b>INDICATOR TITLE</b>	<b>Number of Council quarterly meetings conducted</b>
<b>DEFINITION</b>	<b>This refers to council meeting held (virtual or physical) during each quarter in order to provide institutional oversight</b>
<b>SOURCE OF DATA</b>	<b>Council Charter</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Quantitative and Qualitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Meeting Minutes; Agenda; Attendance Register</b>
<b>ASSUMPTIONS</b>	<b>Council provides strategic guidance and oversight of the institution</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Luthuli Museum</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Organizational</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>An efficiently managed institution</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Director</b>

**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**

**OUTCOME INDICATOR** : **Complied with Mandatory reporting deadlines; policies and governance imperatives**

**OUTPUT INDICATOR** : **Number of policies reviewed and approved**

<b>INDICATOR TITLE</b>	<b>Number of policies reviewed and approved</b>
<b>DEFINITION</b>	<b>This indicator refers to Museum policies which are due for review. This is also including polices that have are not due but have been identified as urgent for review as there may be change in policy or regulation guidelines.</b>
<b>SOURCE OF DATA</b>	<b>Policy Register</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Quantitative and Qualitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Minutes of Policy Approval from Museum Council Committees</b>
<b>ASSUMPTIONS</b>	<b>Policies guide the implementation and operations of an institution</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Luthuli Museum and Audit and Risk Committee</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Compliance and Performance Management</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Updated implementable Museum policies</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Director</b>

**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**

**OUTCOME INDICATOR** : **Complied with all applicable GRAP standards**

**OUTPUT INDICATOR** : **Number of PPE and Heritage Assets reports produced (GRAP 17 & GRAP 103)**

<b>INDICATOR TITLE</b>	<b>Number of PPE and Heritage Assets reports produced (GRAP 17 &amp; GRAP 103)</b>
<b>DEFINITION</b>	<b>This refers to the reports that have been compiled by the Museum that indicate that GRAP 17 and 103 standards have been complied with in working with Museum Assets.</b>
<b>SOURCE OF DATA</b>	<b>PPE and Heritage Asset Register</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Quantitative and Qualitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Verification lists; counting sheets</b>
<b>ASSUMPTIONS</b>	<b>Complied with GRAP standards</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Luthuli Museum</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Compliance and Performance Management</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Unqualified audit outcomes</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Director</b>



**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**  
**OUTCOME INDICATOR** : **Audit Outcome**  
**OUTPUT INDICATOR** : **Number of Internal Audits conducted**

<b>INDICATOR TITLE</b>	<b>Number of Internal Audits conducted</b>
<b>DEFINITION</b>	<b>Audits that are conducted to ensure Compliance Assurance</b>
<b>SOURCE OF DATA</b>	<b>Internal Audit Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Quantitative and Qualitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Internal Audit Reports</b>
<b>ASSUMPTIONS</b>	<b>Internal audit providing quality assurance</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Luthuli Museum and Audit and Risk Committee</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Compliance and Performance Management</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Unqualified audit outcomes</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Director</b>

**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**

**OUTCOME INDICATOR** : **Performance against Objectives**

**OUTPUT INDICATOR** : **Number of Quarterly Performance Information Reports Submitted to DSAC**

<b>INDICATOR TITLE</b>	<b>Number of Quarterly Performance Information Reports Submitted to DSAC</b>
<b>DEFINITION</b>	<b>Reports compiled to monitor institutional performance and ensure achievement of targets on a quarterly basis.</b>
<b>SOURCE OF DATA</b>	<b>Annual Performance Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Quantitative and Qualitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Quarterly Reports and POEs; Emails to DSAC submission; Uploads on DSAC shared drive</b>
<b>ASSUMPTIONS</b>	<b>Museum commitment to service delivery</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Luthuli Museum Management; Council; DAC</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Compliance and Performance Management</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>100% Achievement of all planned targets</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Director / Accounting Officer</b>

**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**  
**OUTCOME INDICATOR** : **GRAP Standards Compliance**  
**OUTPUT INDICATOR** : **Number of Financial Performance Reviews and reports**

<b>INDICATOR TITLE</b>	<b>Number of Financial Performance Reviews and reports</b>
<b>DEFINITION</b>	<b>Financial Compliance Assurance and Application of financial processes and procedures</b>
<b>SOURCE OF DATA</b>	<b>Annual Budget</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Quantitative and Qualitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Quarterly financial reports; Annual Financial Statements; Monthly financial reconciliations</b>
<b>ASSUMPTIONS</b>	<b>Internal audit providing quality assurance</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Luthuli Museum and Audit and Risk Committee</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Compliance and Performance Management</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Unqualified audit outcomes</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Finance Manager</b>

**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**  
**OUTCOME INDICATOR** : **Reporting and Compliance**  
**OUTPUT INDICATOR** : **Number of DSAC Key Reporting Deadlines Implemented**

<b>INDICATOR TITLE</b>	<b>Number of DSAC Key Reporting Deadlines Implemented</b>
<b>DEFINITION</b>	<b>Implemented mandatory reporting and compliance with policies and procedures</b>
<b>SOURCE OF DATA</b>	<b>DSAC Annual Key Reporting Deadlines</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Emails to DSAC submission; Uploads on DSAC shared drive</b>
<b>ASSUMPTIONS</b>	<b>General acceptance of a regulated working and compliance environment</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Employer and Employees</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Luthuli Museum</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annually</b>
<b>DESIRED PERFORMANCE</b>	<b>Compliance with policies and procedures</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Director</b>

**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**

**OUTCOME INDICATOR** : **Audit Outcomes**

**OUTPUT INDICATOR** : **100% Audit Action Plan Objectives Implemented**

<b>INDICATOR TITLE</b>	<b>100% Audit Action Plan Objectives Implemented</b>
<b>DEFINITION</b>	<b>Audit action plan that is created to address audit findings from internal and external audits to ensure operational improvement and Audit Outcomes</b>
<b>SOURCE OF DATA</b>	<b>Audit Action Plan and Management Letter</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Internal Auditors Reviewed Audit Action Plan</b>
<b>ASSUMPTIONS</b>	<b>Internal audit providing quality assurance</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Management and Audit and Risk Committee</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Compliance and performance management</b>
<b>REPORTING CYCLE</b>	<b>Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Clean Audit</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Director and Accounting Authority</b>

**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**  
**OUTCOME INDICATOR** : **Performance Management**  
**OUTPUT INDICATOR** : **Number of performance assessments conducted for all staff**

<b>INDICATOR TITLE</b>	<b>Number of performance assessments conducted for all staff</b>
<b>DEFINITION</b>	<b>Performance Management tool to assess the effectiveness of staff</b>
<b>SOURCE OF DATA</b>	<b>Job Profiles</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Signed Performance Assessments Reports</b>
<b>ASSUMPTIONS</b>	<b>Performance Management enhances productivity and service delivery</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Museum staff</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Organizational</b>
<b>REPORTING CYCLE</b>	<b>Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>Operational efficiency and effectiveness</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Director; Finance Manager; Curator; Marketing Manager</b>

**OUTCOME 4** : **EFFECTIVE and EFFICIENT ORGANIZATION**  
**OUTCOME INDICATOR** : **Training and Development Plan**  
**OUTPUT INDICATOR** : **Number of training opportunities provided to staff**

<b>INDICATOR TITLE</b>	<b>Number of training opportunities provided to staff</b>
<b>DEFINITION</b>	<b>Skills Development programme developed to address skills shortage within the Museum</b>
<b>SOURCE OF DATA</b>	<b>Training and Development Plan</b>
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<b>Qualitative and Quantitative</b>
<b>MEANS OF VERIFICATION</b>	<b>Certificates of participation; Attendance Registers; Submission and Close-out Reports</b>
<b>ASSUMPTIONS</b>	<b>Museum is a learning organization</b>
<b>DISAGGREGATION OF BENEFICIARIES (Where applicable)</b>	<b>Museum Staff</b>
<b>SPATIAL TRANSFORMATION (Where applicable)</b>	<b>Organizational</b>
<b>REPORTING CYCLE</b>	<b>Quarterly and Annual</b>
<b>DESIRED PERFORMANCE</b>	<b>A skilled and motivated staff complement</b>
<b>INDICATOR RESPONSIBILITY</b>	<b>Programme Managers</b>

OUTCOME 4 : EFFECTIVE and EFFICIENT ORGANIZATION  
 OUTCOME INDICATOR : SCM Compliance  
 OUTPUT INDICATOR : Number of Monthly SCM compliance reports produced

INDICATOR TITLE	Number of Monthly SCM compliance reports produced
DEFINITION	Reports compiled to ensure Museum Compliance with SCM Policies and Procedures
SOURCE OF DATA	SCM Policy; SCM Compliance Checklist;
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
MEANS OF VERIFICATION	Signed SCM Compliance Report Procurement Plan
ASSUMPTIONS	Museum complies with SCM policies and procedures
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Audit and Risk Committee
SPATIAL TRANSFORMATION (Where applicable)	Compliance with SCM; PFMA and Treasury Regulations
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Complete compliance with applicable procurement legislation
INDICATOR RESPONSIBILITY	Finance Manager



## ANNEXURE A: MATERIALITY SIGNIFICANCE FRAMEWORK

PFMA Requirement	Materiality Significance	Policies, procedures and Controls in place	Non Compliance Implication
Requirements of the section 54(2) of the Act, in terms of this section of the Act, the Accounting Authority of the Luthuli Museum is required to submit information, documents, explanations and motivations to the relevant treasury and its executive authority for approval before they engage in the following activities:			In terms of section 86(2) of the Act, an accounting authority is guilty of an offence and liable on conviction to a fine or imprisonment
a. Establishment or participation in the establishment of a company.	None	Not participating	
b. Participation in a significant partnership, Trust, incorporated Joint Venture or similar management	None	Not participating	
c. Acquisition or disposal of a significant shareholding in company.	None	Not participating	
d. Acquisition or disposal of a significant asset.	<ul style="list-style-type: none"> <li>• Acquisition/disposal of an asset in excess of R100 000 or &gt; 5% of total asset at cost at a time of transaction.</li> <li>Or</li> <li>• Acquisition/disposal in excess of 5% of the asset category concerned.</li> </ul>	Supply Chain Management Policy	
e. Commencement or cessation of a significant business activity.	None	Not participating	

f. Significant change in the nature or extent of the Luthuli Museum's interest in a significant partnership, Trust, unincorporated joint venture or similar arrangement	None	Not participating	
<b>PFMA Requirement</b>	<b>Materiality Significance</b>	<b>Policies, procedures and Controls in place</b>	<b>Non Compliance Implication</b>
In terms of section 50 (1) of the Act, the Council must:			
a) Exercise the duty of utmost care to ensure reasonable protection of assets and records of the public entity	<ul style="list-style-type: none"> <li>• Any breach of management controls is considered material by its nature.</li> <li>• Breach committed by LM officials, suppliers and customers/clients is considered material for management purposes.</li> <li>• Any breach of code of conduct by management and executives is considered material for this purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate Insurance cover of all fixed assets.</li> <li>• Retention of records for 5 years in compliance of the Treasury Regulations</li> <li>• Design, develop and implement a sound system of internal controls over assets (FA policy, Collection Management Policy).</li> <li>• Regular independent reviews by Internal Audit.</li> </ul>	
b) Act with fidelity, honesty, integrity and in the best interests of the public entity in managing the financial affairs of the public entity.	<ul style="list-style-type: none"> <li>• Any breach of management controls is considered material by its nature.</li> <li>• Breach committed by LM officials, suppliers and customers/clients is considered material for management purposes.</li> <li>• Any breach of code of conduct by management and executives is considered material for this purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• Strict screening process in respect for hiring of new personnel to ensure that only people of integrity are employed.</li> <li>• Existence of internal audit function and the audit committee is the compensating control mechanism.</li> <li>• Delegated Authority Framework</li> </ul>	
<b>PFMA Requirement</b>	<b>Materiality Significance</b>	<b>Policies, procedures and Controls in place</b>	<b>Non Compliance Implication</b>



<p>c) On request, disclose to the executive authority responsible for that public entity or legislature to which the public entity is accountable, all material facts including those reasonable discoverable, which in any way may influence the decisions or actions of the executive authority or that legislature, and</p>	<ul style="list-style-type: none"> <li>Anything which contravenes the laws and regulations applicable to the LM will constitute material fact as envisaged by this section.</li> <li>Anything which undermines or compromises the LM from delivering in terms of its mandate will constitute a material fact.</li> <li>Any misconduct/misbehaviour by any official in management of the LM resources will constitute material fact.</li> <li>All the above will be disclosed in the Council's report if applicable.</li> </ul>	<ul style="list-style-type: none"> <li>Systems of internal control (policies and procedures – finance, human resources, logistical, administration)</li> </ul>	
<p>d) Seek, within the sphere of influence of that accounting authority, to prevent any prejudice to the financial interests of the state.</p>	<ul style="list-style-type: none"> <li>Register of Declaration of conflict of interest.</li> <li>Direct or Indirect interest by any official will be considered material for this section.</li> </ul>	Code of conduct developed	
<p>In terms of section 55 (1) (b), the Accounting Authority must prepare the financial statements for each financial year in accordance with GAAP, unless the Accounting Standards Board approves the application of general recognized accounting practice for that public entity</p>	<ul style="list-style-type: none"> <li>Anything that contravenes full compliance to the relevant laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>The appointed CFO must monitor, assess and implement such approved general recognized accounting practices.</li> </ul>	
<p>In terms of section 55 (1) (c), (d), the Accounting Authority must submit the financial statements within two months after the end of the financial year to the auditors. Such audited statements with an annual report and the report of the auditors on those statements must be submitted, within five months after the end of that financial year to the treasury and the executive authority</p>	<ul style="list-style-type: none"> <li>Anything that contravenes full compliance to the relevant laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>The Director and CFO must ensure that the necessary steps are taken to ensure compliance with these subsections.</li> </ul>	
<p><b>PFMA Requirement</b></p>	<p><b>Materiality Significance</b></p>	<p><b>Policies, procedures and Controls in place</b></p>	<p><b>Non Compliance Implication</b></p>
<p>In terms of section 55 (2), the Annual report and financial statements of the public entity must:</p>			
<p>a) Fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the year concerned.</p>	<ul style="list-style-type: none"> <li>Anything that contravenes the delegation document will be considered a material fact for fair presentation purposes.</li> <li>For the purpose of preparing the financial statements, management considers the attached framework to be material for fair presentation.</li> </ul>	<ul style="list-style-type: none"> <li>Delegated Authority Framework/schedule</li> <li>Disciplinary and grievance policy in respect of financial misconduct</li> </ul>	
<p>Include particulars of –</p>	<ul style="list-style-type: none"> <li>For the purpose of preparing the financial</li> </ul>	<ul style="list-style-type: none"> <li>Disciplinary and grievance policy in respect of</li> </ul>	

<ul style="list-style-type: none"> <li>Any material loss through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year,</li> <li>Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure,</li> <li>Any losses recovered or written off,</li> <li>Any financial assistance received from the state and commitments made by the state on its behalf and</li> <li>Any other matters that may be prescribed and</li> <li>Include the financial statements of the subsidiaries.</li> </ul>	<p>statements, management considers the attached framework to be material for fair presentation.</p>	<ul style="list-style-type: none"> <li>financial misconduct</li> <li>Writing off (disposal) of assets including collections</li> </ul>	
<p><b>PFMA Requirement</b></p>	<p><b>Materiality Significance</b></p>	<p><b>Policies, procedures and Controls in place</b></p>	<p><b>Non Compliance Implication</b></p>
<p><b>Section 66 Imposes Restrictions on borrowing, guarantees and other commitments.—(1) An institution to which this Act applies may not borrow money or issue a guarantee, indemnity or security, or enter into any other transaction that binds or may bind that institution or the Revenue Fund to any future financial commitment, unless such borrowing, guarantee, indemnity, security or other transaction—</b></p> <ul style="list-style-type: none"> <li>a) is authorised by this Act, and</li> <li>b) in the case of public entities, is also authorised by other legislation not in conflict with this Act, and</li> <li>c) in the case of loans by a province or a provincial government business under the ownership control of a provincial executive, is within the limits as set in terms of the Borrowing Powers of Provincial Governments Act, 1996 (Act no. 48 of 1996)</li> </ul>	<p>Any borrowings with third parties will be considered material for the purpose of this section.</p>	<ul style="list-style-type: none"> <li>Disciplinary and grievance policy in respect of financial misconduct</li> </ul>	

**Conclusion**

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

- |                     |  |
|---------------------|--|
| <b>Materiality</b>  | <ul style="list-style-type: none"><li>- Every amount in respect of criminal conduct</li><li>- R5000 and above in respect of irregular, fruitless and wasteful expenditure involving gross negligence</li><li>- R3000 and above being approximately 0.5% of gross revenue in respect of any other irregular, fruitless and wasteful expenditure</li></ul> |
| <b>Significance</b> | <ul style="list-style-type: none"><li>- The acquisition/disposal of a significant asset</li><li>- The commencement/cessation of a significant business activity</li></ul>  |
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## **ANNEXURE B: LUTHULI MUSEUM COUNCIL CHARTER**

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

The purpose of this document is to set out the mission, duties and responsibilities of Council Members of the Luthuli Museum. A summary of the contents of this Council charter should be disclosed in the annual report of the Museum.

### **2. MISSION OF COUNCIL MEMBERS**

- The mission of Council Members is to represent the interests of the shareholder (the Government) in perpetuating a successful business that ensures the achievement of the vision of the Museum.
- The Council is ultimately accountable and responsible to Government for the performance and affairs of the Museum. The Council must therefore retain full and effective control over the institution and give strategic direction to the management of the Museum. The Council is also responsible for ensuring compliance with all relevant laws, regulations and codes of business practice.
- In addition, the Council has a responsibility to the broader stakeholders which include the present and potential beneficiaries of the Museum' products and services, clients, lenders and employees, to achieve continuing prosperity for the Museum.

### **3. FIDUCIARY RESPONSIBILITY**

The individual Council Members of the Museum, both executive and non-executive carry full fiduciary responsibility in terms of the binding Acts under which this institution is managed.

### **4. SELECTION AND COMPOSITION OF THE COUNCIL**

- 4.1 Council Members shall be selected and appointed or removed by the Minister, in accordance with the applicable legislation<sup>1</sup>.
- 4.2 The Council may form committees consisting of Council Members, and such committees may take independent professional advice with the consent of the Chairperson at the Museum' expense as and when necessary. These committees should report regularly to the Council on their activities. The committee structure, membership and mandates should be reviewed regularly.

## 5. COUNCIL LEADERSHIP

The chairperson of the Council should not be the Director or any other executive Council member. The role of the Director and Chairperson should accordingly be separate and the chairperson should be an Executive Council Member.

## 6. ORIENTATION OF NEW COUNCIL MEMBERS

- Council Members have a responsibility to acquaint themselves with their fiduciary duties, and responsibilities, as well as with the issues pertaining to the operations and business environment of the Museum so that they are able to fulfil their duties.
- To assist them, the Council should establish a formal orientation programme for new Council Members which includes background material, meetings with senior management and visits to the Luthuli Museum and sites associated with Chief Albert Luthuli.
- Further, briefings on relevant new laws and changing commercial risks should be held periodically.

## 7. CONFLICTS OF INTEREST

- 7.1 A Council Member is disqualified by virtue of his office from contracting directly or indirectly with the Museum.
- 7.2 Full disclosure of the nature of a Council Member's direct or indirect interest on any matter before the Council is required.
- 7.3 A Council Member may not vote on any matter in which they have an interest. Additionally, they should be recused from any meeting when such matters are discussed.
- 7.4 A register of declarations of interest should be kept.
- 7.5 A Council Member who applies for a management position within the organisation must first resign as a Council Member before doing so. In the event that the application is unsuccessful, such a Council Member may not be re-appointed to the Council.
- 7.6 Executive Council Members (e.g. the Director) must distinguish between their role as Council Member and that of manager. Should they be unable to reconcile the two roles they should withdraw from the discussions. An executive Council Member when acting as a Council Member, as opposed to when acting as a manager is not accountable to the Director in the hierarchal sense for their actions or vote.
- 7.7 The chairperson may for good reason request executive Council Members to leave the Council room for any part of the Council meeting. This is especially so during deliberations relating to executive performance or remuneration.
- 7.8 A Council Members' Code of Conduct shall be codified and disclosed in the annual report.



## 8. SEGREGATION OF ROLES

- In the execution of its fiduciary obligation the Council will ensure a segregation of roles between itself (policy) and management (implementation) without abdicating its accountability role as imposed on it by applicable legislation.

## 9. COMMITTEES

### 9.1 AUDIT; FINANCE; HUMAN RESOURCES, AND OTHER COMMITTEES

The Council should appoint an audit committee, finance and human resources committee and should set out their purpose. Each committee should have at least three members and non-executive members should be in the majority. The Council may also establish other committees and should determine the functioning of those committees, and delegate powers to such committees.

### 9.2 ASSIGNMENT AND ROTATION OF COMMITTEE MEMBERS

The chairperson, considering of the desires of individual Council Members, should annually propose the assignment of Council Members to various committees. Subject to any requirements for specific skills and experience, it is good practice to rotate the membership of the various committees.

### 9.3 COUNCIL COMMITTEE CHARTERS

A summary of the charters of all Council committees shall be disclosed in the Annual Report, together with the composition of each committee.

## 10. EVALUATION OF COUNCIL MEMBERS

### 10.1 GENERAL

The collective assessment of the Council should evaluate the Council's contribution as a whole and should specifically review areas in which the functioning of the Council could be improved.

### 10.2 FORMAL EVALUATION OF THE DIRECTOR

- The Human Resources Committee, sitting without executive Council Members and in consultation with the chairperson, should make a formal evaluation of the Director annually. The evaluation should be based on objective criteria including performance of the business, accomplishment of long-term strategic objectives, development of management, etc. For this purpose the Director may be called to an interview.
- The committee should provide a report for deliberation to the full Council sitting without executive Council Members and may modify its findings based on such deliberations.
- The evaluation will be used by the Human Resources Committee in the course of its deliberations when considering the compensation of the Director.

### 10.3 FORMAL EVALUATION OF COUNCIL COMMITTEES

The Council should evaluate the performance and effectiveness of the Council Committees on an annual basis, to determine areas in which the functioning of the committees requires improvement.

### 10.4 INDIVIDUAL SENIOR MANAGERS' ASSESSMENTS

Formal evaluations will be conducted by the Chairperson of the Council together with the Director. These two persons must ensure that the managers know that they will be the subject of a review, the criteria used for the assessment and the procedure that will be followed. A series of assessment questions must be distributed in time for the managers to complete prior to any meeting with the chairperson.

## 11. COUNCIL RELATIONSHIP TO STAFF AND EXTERNAL ADVISORS

### 11.1 ATTENDANCE OF NON-COUNCIL MEMBERS AT COUNCIL MEETINGS

The chairperson may permit members of the Museum staff and outside parties to attend all or part of Council meetings at specific or regular times. The purpose for such attendance is to provide the Council with expert insights to their deliberations or as capacity building for potential Council Members. The Museum Director should propose such attendance and should consult the Council before reaching a decision.

### 11.2 COUNCIL ACCESS TO SENIOR STAFF AND THE BOOKS AND RECORDS

Council Members in consultation with the Chairperson, may consult the Museum' senior Managers regarding information about the operations of the Organisation, records, documents and property, which they may require to make competent decisions. Such contact should not be distracting to the business operation of the Institution and, if in writing, be copied to the Museum Director and the Chairperson of the Council.

### 11.3 COUNCIL ACCESS TO EXTERNAL EXPERTS

Council members may collectively or individually consult external professional advisors with the permission of the Chairperson on any matter of concern to the Museum after having advised the Museum Director and chairperson as appropriate. The Museum shall be obliged to bear the costs of these consultation services.

## 12. SUCCESSION AND EMERGENCY PLANNING

- 12.1 The Chairperson should determine in consultation with the Museum Director, a succession plan for the Museum Director and one for executive management.
- 12.2 Similarly, acting arrangements for when the Museum Director is away or indisposed should be pre-planned.
- 12.3 Should the Museum Director be indisposed for an extended period or indefinitely, the chairperson should consult with the Council on acting arrangements, before an acting Museum Director is appointed.

## 13. COUNCIL MEETINGS

- 13.1 Council meetings shall be held as determined by the Council, in accordance with applicable legislation specifying the Council's reserved powers.
- 13.2 The Council shall make decisions by a majority of votes which is fifty percent plus 1 additional member's vote.
- 13.3 A record should be kept of the attendance of Council Members at Council meetings. Council members must attend not less than fifty percent of the annual sub-committee and council meetings.
- 13.4 The chairperson, with the assistance of the Secretariat, shall establish the agenda for each Council meeting and in doing so should consult with other Council Members and the Museum Director where necessary. The chairperson should place any item on the agenda that is proposed in writing by a Council Member.
- 13.5 The Museum Director shall, with the assistance of the Secretariat, ensure that information and data that is important to the Council's understanding of the business to be distributed in writing before the Council meets. This material should be as brief as possible while still providing the essential information.
- 13.6 Presentations should be sent to the Council Members in advance so that the Council's meeting time can be conserved, and the discussion time focused on questions that the Council has about the material. On those occasions when the subject matter may in the opinion of the chairperson be too sensitive to record, the presentation will be discussed at the meeting.
- 13.7 Minutes of all Council meetings shall record the proceedings and decisions taken, the details of which shall remain confidential.

## 14. SECRETARIAL ROLE

The Council, assisted by the Museum Director, is responsible for the selection and appointment of the Secretariat. The Council Secretary is responsible for the delivery of secretarial services and adequate Council meeting logistics for the successful running of the Council's business. The Council Secretary shall attend all Council and Council Committee meetings to record the proceedings and decisions.

## 15. RESERVATION OF POWERS

Except as reserved for in terms of applicable legislation, the Council has unfettered powers to govern the Organisation. The Council shall adopt a Strategic plan for the business. In addition, all material matters reserved for decision by the Minister and the Council, and those powers that have been delegated to management are set out in the MUSEUM Delegated Powers document, 2006.

## 16. RISK MANAGEMENT AND INTERNAL CONTROL

- 16.1 The Council is responsible for determining the policies and processes necessary to ensure the integrity of the internal controls and risk management. Specifically, the Council must ensure that a formal risk assessment is undertaken annually to identify and evaluate key risk areas. The Council must also ensure that it continually reviews and forms its own opinion on the effectiveness of the risk management process.
- 16.2 The Council's Risk Management policy should be clearly communicated to all employees to ensure that the risk strategy of the Council is incorporated into the language and culture of the Museum.
- 16.3 A Council Committee may assist the Council in reviewing the risk management process and the significant risks facing the Museum.

## 17. MONITORING OF OPERATIONAL PERFORMANCE

The Council should ensure that procedures are in place for monitoring and evaluating the implementation of its strategies, policies and business plans, as a measure of operational performance and management.

## 18. PUBLIC COMMUNICATIONS

- Public communications on the affairs of the organisation should normally be dealt with by management. The Council, may by exception, decide to communicate directly, in which case only the Chairperson or his/her Deputy should make such communication.

- An individual Council Member however has fiduciary responsibility to a wide range of stakeholders. Where such Council Member is compromised by a serious matter of conscience and feels compelled to make a public communication, he or she should first discuss the matter with the Chairperson and on the Chairperson's advice, with the stakeholder.

## **19. INTEGRATED SUSTAINABILITY REPORTING**

- The Museum Council should identify, monitor and report at least annually, on the nature and extent of its social, transformation, ethical, safety, health and environmental management policies and practices. The disclosure of this information should be governed by the principles of reliability, relevance, clarity, comparability, timeliness and verifiability.

## **20. CODE OF ETHICS**

- The Council should establish the values of the Organisation in support of its mission, and establish principles and standards of ethical business practice in support of such values. These principles and standards should be communicated to affected stakeholders in codified form, and the Council should assume responsibility and accountability to stakeholders for compliance with these.

## **21. QUORUM**

- The Council's quorum will be fifty percent plus one to make decisions on behalf of the Luthuli Museum

## **22. REVERSAL OF THE CHARTER (AMENDMENTS)**

- The Museum Council may choose to amend the whole Charter or sections of the Charter. This can only be done at a meeting of the Luthuli Museum Council where the Council Member motivates for the amendment. All Council Members will be expected to vote on accepting or rejecting the change or changes. Any amendments to this Charter will be done by majority vote.

## **23. ENDORSEMENT BY COUNCIL (CHAIRPERSON STAMP)**

## APPENDIX 1 TO COUNCIL CHARTER:

### COUNCIL CODE OF CONDUCT

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#### 1. INTRODUCTION

The Council is accountable for the governance of the Organisation. It is also responsible inter alia, for strategic vision, setting policies and procedures, monitoring operational performance, sustainability and communications.

In order to be able to carry out their duties, the Council Members must:

- Know and understand the regulatory environment in which the organisation operates;
- Ensure that they have sufficient facts at their disposal to make informed decisions; and
- Identify on an ongoing basis the risks in the management of the Organisation and ensure that there are appropriate systems to manage such risks.

In addition to exercising due prudence and skill, Council Members must conduct their fiduciary duties loyally and in the best interests of the organisations they serve. These standards form the foundation of this code.

#### 2. GOVERNING PRINCIPLES

The following twelve principles, grouped into the two overriding standards of **diligence** and **good faith**, govern Council Members' conduct:

##### 2.1 Diligence (duties of care and skill)

- Induction and training
- Regulatory compliance
- Preparation and attendance at meetings
- Access to information and expert advice
- Disciplined, proactive and courageous participation
- Performance evaluation

- (a) Council Members should not only act with integrity but they should also ensure that they know their duties and responsibilities. They should exercise a higher level of care than they would exercise when carrying their own affairs.
- (b) The standard of care required is greater than that of a reasonable man; the duty is to observe the utmost good faith and to exercise proper care and diligence in the safe custody, control or governance of the Organisation.
- (c) A Council should understand its duties and responsibilities and it should ensure that it acts in accordance with the organisation's rules as well as all applicable legislation and other laws.
- (d) The Public Finance & Management Act 1973 and equivalent legislation only prescribes minimal criteria for being elected or appointed as a Council Member. Subject to its Articles of Association or rules of establishment, a Council can establish its own guiding principles for such elections and appointments. However it is essential that Council Members should be persons of integrity who are competent to carry out the duties required of a Council.
- (e) No person should be appointed as a Council Member who has been found guilty of an offence involving dishonesty or is an unrehabilitated insolvent.

## 2.2 Good Faith (fiduciary duties)

- Honesty and integrity
- Personal transactions
- Payments, gifts, entertainment and travel
- Disclosure of interests
- Confidentiality of information
- Abiding by the law

- (a) The Council has a fiduciary responsibility to the organisation and its stakeholders and should protect their interests above the interests of any third party or the personal interests of Council Members individually or collectively.
- (b) It is the duty of the Council to protect and serve, impartially and with due care and consideration, the equitable interest of all stakeholders such as employees, suppliers, customers and regulators. Councils are required to ensure competing interests of the active and passive (e.g. the environment) stakeholders, are balanced in an equitable and fair manner, and that no individual or group of stakeholders is given preferential treatment over others.
- (c) The Council's discretionary powers have to be exercised in terms of its rules, the provisions of the Act and other regulations. In the exercise of its discretionary powers, Councils must act reasonably and fairly. The Council may not do anything, which will fetter its discretion, and may not delegate a fiduciary responsibility to those whom that responsibility is owed. A Council is always accountable for decisions it makes, as well as the actions and decisions made by those to whom the Council has delegated responsibility.
- (d) Disclosure is an inherent aspect of this fiduciary duty to act with due care diligence and good faith. The Council is required to disclose adequate and relevant information to institutional stakeholders and beneficiaries in an institution.

### 3. CODE OF CONDUCT

#### 3.1 Induction and training

- (a) Council Members must be aware of their accountabilities and responsibilities, and must attend training programmes and workshops to assist them in executing their duties. Induction training needs to cover general governance, as well as organisation specific legislation and operations.
- (b) As the regulatory environment continually evolves, it is essential that each Council Member learns about the amendments or new laws and regulations that impact on the organisation and future decisions that will be taken by the Council. Formal update sessions must be conducted and attended by all Council Members on a regular (at least annual) basis to discharge this responsibility.

#### 3.2 Regulatory compliance

- (a) Council Members will abide by the law at all times. The Council Members must also always act within limitations imposed by the Council on its activities.
- (b) Council Members' responsibilities and limitations are primarily set out in the Public Finance Management Act or other rules, and Council resolutions.
- (c) The Council Members are expected to strictly observe the provisions of the statutes applicable to the use and confidentiality of corporation information.

#### 3.3 Preparation and attendance at meetings

- (a) Council Members need to be aware of the procedures to be followed at Council meetings as provided for in its Charter or other the rules of the organisation. Council members must ensure that they attend not less than fifty percent of their meetings.
- (b) Council members are required to prepare for each Council and committee meeting. Sufficient information shall be distributed to them before hand to enable each Council Member to prepare adequately.
- (c) Council Members must ensure that they make every effort to attend all Council meetings as scheduled and notified. Where they also serve on Council committees, the same level of commitment applies.
- (d) Minutes should be kept reflecting all decisions taken and the basis on which such decisions were made. The minutes must also reflect which members attended each meeting.



- (e) Where consensus is not achieved, dissenting views should be recorded in the minutes and, in the case of Council committee meetings, communicated to the Council through the institutions' secretary or Council chairman.

### 3.4 Access to information and expert advice

- (a) The Council is entitled and in fact is obliged to obtain expert advice from professionals such as lawyers, actuaries and auditors in matters where its members lack sufficient expertise. Council Members should give the advice due consideration, and make decisions based on the assessment of the advice obtained.
- (b) Where the management, administration and investment functions of the Institution are delegated, Council Members remain responsible for the actions of those to whom these functions are delegated. The mandates in terms of which these functions are delegated must clearly set out the delegated responsibilities and the rights of recourse by the Council or the Institution against those to whom these responsibilities are delegated. There must be a process of regular reporting to the Council by those to whom the responsibilities have been delegated.
- (c) Where investment functions have been delegated, the Council should ensure that there are appropriate benchmarks for performance and that the risk profile matches that of the stakeholders of the Institution, where appropriate.
- (d) The Council Members are entitled to have access, at reasonable times, to all relevant corporation information and to senior management to assist them in the discharge of their duties and responsibilities and to enable them to take informed decisions. A protocol is normally established through the Institution's secretary, Museum Director or chairman of the Council for this purpose.

### 3.5 Disciplined, proactive and courageous participation

- (a) The Council needs to be disciplined in carrying out its role, with the emphasis on strategic issues and policy.
- (b) The Council's discussions must be open and constructive. The chairman will seek a consensus in the Council but may call for a vote, where considered necessary. Discussions and records of the Council proceedings must remain confidential unless a specific direction from the Council to the contrary has been issued.
- (c) The Council has sole authority over its agenda but any Council Member may request that additional items are added to its agenda.
- (d) It is incumbent on individual Council Members to exercise complete objectivity and independence especially in situations driven by a dominant or charismatic leader, which may not be in the best, sustainable interests of the organisation.

### 3.6 Performance evaluation

- Every Council Member of the Council and its committees needs to strive to improve his or her performance, objectively adjudged by peers. A prerequisite for this is a clear and mutual understanding of the role and responsibilities assumed by each individual, preferably documented as a formal performance contract that runs for a maximum of 3 years.

### 3.7 Honesty and integrity

- (a) Council Members must act honestly and with integrity in all their dealings on behalf of the Institution.
- (b) They should not discriminate on the grounds of race, religion, gender, marital status, or disability.
- (c) Council Members may not make promises or commitments that the Institution does not intend, or would be unable to honour.
- (d) Council Members' conduct at all times will be such that their honesty is beyond question.
- (e) Council Members shall adhere to the truth, and not mislead directly or indirectly nor make false statements, nor mislead by omission.

### 3.8 Personal transactions

- (a) Council Members personal or other business dealings will be kept separate from their dealings as a Council Member of the organisation.
- (b) Council Members shall not use the name of the organisation or any group Organisation to further any personal or other business transaction.
- (c) Council Members agree to use goods, services and facilities provided to them by the Organisation, strictly in accordance with the terms on which they were provided.

### 3.9 Payments, gifts, entertainment, travel and other forms of enrichment

- (a) Council Members may not under any circumstances solicit or accept benefits, entertainment or gifts of any kind (including, without limitation, cash preferred pricing, preferred loans, securities, secret commission) or any other direct or indirect benefit, financial or otherwise as an inducement for performing an act or as consideration for failing to act in any manner or in exchange for preferential treatment.
- (b) In particular, no Council Member may make any secret profit or otherwise enrich himself or herself at the expense of the Institution by virtue of his or her office. Any benefit, direct or indirect and financial or otherwise received by the Council Member by virtue of his or her office, unless it constitutes part of the Council Member's declared remuneration, shall be passed on to the Institution.
- (c) Hence Council and committee members should treat with caution any offer of gifts, favours, hospitality or fees arising from their position in the Institution. Entertainment, hospitality and modest gift items (such as business lunches, exchange of modest items between business associates, the presentation of small tokens of appreciation at public functions or an inexpensive memento) should be reasonable and never lead to a sense of obligation. Specifically those entertainment, hospitality and modest gift items:
  - must be within the bounds of propriety, a normal expression of courtesy or within the normal standards of hospitality;

- must not bring suspicion on the Council Member's objectivity and impartiality;
  - must not compromise the integrity of the Organisation; and
  - must also not be perceived to be the above.
- (d) Inappropriate gifts that are received by a member of the Council or committee should be returned to the donor with a letter making reference to these procedures/code.
- (e) Any benefit, direct or indirect and financial or otherwise received by the Council or committee member by virtue of his or her office, unless it constitutes part of the Council Members declared remuneration, shall be passed on to the organisation.
- (f) A record of all gifts, hospitality and fees accepted, surrendered to the Institution, or refused by Council and committee members must kept in the registered office/ domicile of the organisation and made open to inspection on request. Members should therefore make all necessary declarations using the appropriate form.
- (g) The identity of persons offering any Council Member any benefit, direct or indirect and financial or otherwise for acting or failing to act in any particular manner should be revealed to the Council, which should decide on the appropriate action to be undertaken against such a person. Every Council member must codify a policy and procedures for declaring any gifts or favours that are received by Council Members by virtue of being members of a Council.
- (h) Council Members shall not use their status as Council Members to seek personal gain from those doing business or seeking to do business with the Organisation.
- (i) Council Members shall not accept any personal gain of any material significance if offered.

### 3.10 Disclosure of interests

The Council is required to maintain an independent and dispassionate interest in the affairs of the Institution and be seen to do so.

- (a) Council Members may not have a direct and material financial interest in any organisation (including administrators, expert advisors, or consultants) to which any of the responsibilities of the Council are delegated. Ideally, Council Members also should not have a personal interest in any other entity entrusted to their stewardship with which the Organisation contracts to do business. They must also consider the interests held by their spouses, partners or close family, and by persons living in the same household as well as the interests of other connected persons such as trusts.
- (b) Council Members who have any queries or concerns about these situations, and particularly when in doubt, should discuss them with the chairman. In all circumstances, they should ask themselves whether members of the public, knowing the facts of the situation, would reasonably conclude that the interest involved might influence the approach taken to the actions of the Council or committee.
- (c) The chairman should take particular care that no possible conflict of interest in this area is allowed to arise.
- (d) In cases where a member of the Council and its committees or advisers has a beneficial interest in any matter to be considered by the Institution, or should a potential conflict of interest arise, the interest and its nature must be disclosed at the earliest opportunity, if not in advance.

- (e) There are two type of disclosure:
- (i) a general declaration of interest that is furnished annually in advance; and
  - (ii) a special declaration at any point in time throughout the year.
- (f) In the case where a disclosure is made by Council member:
- (i) the person must not influence or seek to influence any decision relating to the matter;
  - (ii) the person should take no part in a decision on the matter; and
  - (iii) the person will withdraw from the proceedings if so requested and in any event not contribute further to that item unless requested.
- (g) The Public Finance and Management Act and equivalent legislation sets standards and procedures for the disclosure of interest in contracts with which Council members must comply in accordance with the best interest of the organisation.
- (h) Individual Council and committee members shall sign an Annual Declaration of Interests and signing this shall be a condition of appointment. These declarations must be entered into a register of interests, which should be tabled at Council meetings. Should a conflict or potential conflict of interest arise it must be disclosed to the Council and should be minuted at the next Council meeting.
- (i) The Council and committee members must have regard to the requirement on the organisation to disclose material transactions with related parties in financial statements, and must enable the Institution to comply with this requirement. In all cases, 'members interests' covers also the interests of any related parties, including family members or members of the same household who may be expected to influence, or be influenced by, Council or committee members.
- (j) Council Members shall fully disclose active private or other business interests promptly and any other matters which may lead to potential or actual financial conflicts of interest in accordance with such policies that the Council Members may adopt from time to time.
- (k) Council Members shall fully disclose all relationships they have with the Institution in accordance with policies in independence that the Council Members may adopt from time to time.
- (l) Council Members' dealings with the Institution will always be at arms length to avoid the possibility of actual or perceived conflicts of interest.

### 3.11 Confidentiality of information

Any information acquired by a Council Member by virtue of his or her office can only be utilised for the purposes of furthering the interests of the Institution, and not for his or her own personal gain.

- (a) Confidential information includes proprietary, technical business, financial, joint venture and any other information, which organisation treats as confidential or which is not made available publicly.
- (b) Council Members who leave or retire from the Institution continue to be obligated not to disclose such confidential information.
- (c) Council and Committee members therefore should:

- maintain at all times, the confidentiality of all information and records that are the property of the Institution and must not reveal such information unless it becomes a matter of general public concern;
- not make any contact nor divulge any information to external organisations, including the media, without prior approval from the Council or the chair;
- not use confidential information obtained by virtue of that member's association for personal gain, or to benefit friends, relatives and others;
- not do or say anything which might be construed as damaging the credibility or integrity of the Council or the organisation; and
- not attend any external meeting on behalf of organisation without prior approval of the Council, its Chairperson, or in an emergency, the Museum Director.
- Council Members will ensure that confidential information relating to customers, employees and Institution operations is not given inadvertently or deliberately to third parties without the consent of the Institution.
- Council Members will not use information obtained by them from their office for personal gain, nor will the information be used to obtain financial benefit, profit or gain for any other person or business.
- Council Members will respect the privacy of others. In addition, a Council should be aware of the provisions of the Promotion of Access to Information Act and must ensure that the required manual and access procedures required in terms of that Act are established for the Institution.

### 3.12 Abiding by the law

- Individual Council Members and committee members must comply with all applicable laws and regulations that relate to their activities for and on behalf of the Institution.
- They will not commit or condone any violation of the law or unethical business dealing and shall not engage in or give the appearance of being engaged in any illegal or improper conduct.

## 4. BREACH OF CODE OF CONDUCT

- 4.1 The Council should have mechanisms and sanctions set out in the Institution's rules on how to deal with Council Members that breach their fiduciary duties or any aspect of this code of conduct.
- 4.2 Where a full Council Member is in serious breach of any aspects of this Code of Conduct, the Minister shall be informed so that appropriate action can be taken.

## 5. ENDORSEMENT BY COUNCIL (CHAIRPERSON STAMP)