



an agency of the
Department of Arts and Culture

ANNUAL PERFORMANCE PLAN – 2024/2025

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ABBREVIATIONS

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

I. ACCOUNTING AUTHORITY STATEMENT

On behalf of the Luthuli Museum Council, I hereby present the 2024-2025 Annual Performance Plan (APP). This year APP will become implemented against the backdrop of significant anniversaries and the pending changes to structuring and governance of museums within the sphere of the national Department of Sports, Arts and Culture (DACST).

Luthuli Museum as a cultural heritage institution will mark 20 years its establishment and opening to the public on 24 August 2004. Coinciding with this important date is that South Africa marks 30 years since the dawn of democracy and freedom from apartheid repression. This year's 2024 national election marks also the end of the Medium-Term Strategic Framework (MTSF) and the opportunity to reflect and affirm or renew the organisation's strategic focus for the next five years. Considering the planned amalgamation of entities, and the Luthuli Museum being proposed to be part of a national flagship on Liberation Museums, it of a better tomorrow for the young and old in South becomes clear that there our organisation needs to prepare in anticipation of significant changes in the heritage sector.

All projects, plans and initiatives by the Museum that had commenced within the past five years, need to find closure, and be completed accordingly. Completion will ensure that planned outputs and outcomes for the next five years of the Luthuli Museum are built on a solid foundation. The continued diminishing financial resources are certainly going to have a great impact on the heritage sector in the foreseeable future. The Luthuli Museum has done well in the past many years with the limited funding available in promoting the legacy of Chief Albert Luthuli since its establishment in 2004. However more needs to be done in the next five years and more to ensure the legacy of one of the founding fathers of South Africa's democracy is not forgotten. It continues to be a beacon of hope and a reminder that the historical struggle in South Africa was to build a caring and inclusive society.

As Council, we are excited that the Luthuli Museum has reached these milestones under our stewardship, and we look forward to ensuring that all planned targets for the year are fully completed as we prepare for the new strategic focus for the Museum.

Let the Spirit of Luthuli Speak to All!



DR MXOLISU MCHUNU

LUTHULI MUSEUM COUNCIL CHAIRPERSON

II. ACCOUNTING OFFICER STATEMENT

The Museum 2024/2025 financial year provides an opportunity for the Museum to address the identified non-performance areas in the previous financial year and conclude on any outstanding work or projects. Further work will be undertaken to ensure the Museum's continued compliance with applicable policies and legislation, particularly the anticipated changes due to the amalgamation of entities and the cost containment measures.

The celebration of the 20th Anniversary of the Luthuli Museum will not be marked by any extraordinary expenditure on special activities but will be integrated into already planned events and programmes as per the approved APP 2024/2025. There will be however an evaluation process embarked upon by the Museum during this financial year to reflect on the organisation's performance since its establishment in 2004. The findings of this exercise can serve as a good reference point to inform the renewed strategic focus of the Museum for the next 5 years and beyond.

This 2024/25 financial year offers an opportunity for the Museum to explore and build on its recently established relationship with the Solusi University in Bulawayo, Zimbabwe as it profiles the legacy of Chief Albert Luthuli. The global footprint of Chief Albert Luthuli this year is planned to extend to America as we explore and reflect on the Chief's impact in that country. The quest to produce new knowledge about the life and times of Chief Albert Luthuli will continue through the Museum's oral history project, publishing and hosting seminars and dialogues through 'people telling their own stories'. Infrastructure projects earmarked for final completion include the official opening of the recently built Nokukhanya Luthuli Resource Centre building, the Luthuli historic house repair work; upgrading the Memorial Site at eThembeni and some of the minor works due.

Another area that will require continued focus in this new financial year by the Museum is in the planning and coordination of work; and improving administrative support and capacity. Already the Museum in its review of the APP had some of previous year performance indicators and targets reassigned to the Operational Plan to refocus and improve on effective achievement of planned annual performance targets. Museum management will continue to follow through and apply Council and Committees' guidance in ensuring improvements in work performance and service delivery in line with the mandate of the organisation.



MR. BRIAN XABA
DIRECTOR: LUTHULI MUSEUM

III. OFFICIAL SIGN-OFF

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 considers 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 2024 - 2025.

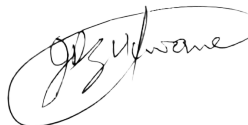
Ms. Loyiso Gumede
Curator

Signature: 

Ms. Valentia Mthembu
Marketing and Communications Manager

Signature: 


Mr Julanolwazi Ncwane
Finance Manager

Signature: 

Mr Brian Xaba
Accounting Officer

Signature: 

Dr Mxolisi Mchunu
Accounting Authority

Signature: 

Approved by MR N.G KODWA,
MP Executive Authority

Signature:

IV. OVERVIEW

PART A: OUR MANDATE

1. Updates to the relevant legislative and policy mandates
2. Updates to institutional policies and strategies
3. Updates to relevant court rulings

PART B: OUR STRATEGIC FOCUS

1. Updated situational analysis
2. External environment analysis
3. Internal environment analysis

PART C: MEASURING OUR PERFORMANCE

PART A: OUR MANDATE

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*
- *Intergovernmental Relations Framework Act (2005)*
- *Occupational Health and Safety Act, 1993*
- *Labour Relations Act, 1995*
- *National Archives Act, 1996*
- *Basic Conditions of Employment Act, 1997*
- *Promotion of Access to Information Act, 2000*
- *Employment Equity Act, 1998*
- *Prevention and Combating of Corrupt Activities Act, 2004*
- *Promotion of Administrative Justice Act, 2000*
- *Protection of Personal Information Act. 2013*
- *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 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

1. UPDATED SITUATIONAL ANALYSIS

The Luthuli Museum remains positioned and committed to fulfilling its mandate within context of government focus areas and outcomes intended to build a better society for all South Africans.

1.1 EXTERNAL ENVIRONMENT ANALYSIS

The amalgamation of DSAC entities will indeed bring forth much change to the within the heritage sector. It becomes imperative that the Luthuli Museum, like other entities, continues to participate meaningfully in this process of change and focus on the growth opportunities this development can bring forth. For the Luthuli Museum, it becomes important to indeed support the process of change and on the other hand ensure that its mandate to profile and protect the legacy of Chief Albert Luthuli remains an imperative.

1.2 INTERNAL ENVIRONMENT ANALYSIS

Continued work and effort to capacitate museum operations, management and staff should remain a focus area. Non achievement of set targets in the APP should become a thing of the past. Prioritization on performance targets that are primary to the measurement of the organization's performance outputs will be key during this financial year. Continued planning, monitoring and evaluation of Museum staff performance and reporting becomes important if the organization is to improve on its shortcomings of the previous financial year.

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

A. Programme 1: Administration

- 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

A. PROGRAMME 1: ADMINISTRATION

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.

B. PROGRAMME 2: BUSINESS DEVELOPMENT

I. Subprogramme: Collections Management

Description: 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.

Purpose: 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.

II. Subprogramme: Research

Description: 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

Purpose: 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.

III. Subprogramme: Exhibitions

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

Purpose: 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.

C. PROGRAMME 3: PUBLIC ENGAGEMENT

I. Subprogramme: Marketing

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.

II. Subprogramme: Social Media

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.

III. Subprogramme: Education and Tours

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		
			2020/2021	2021/2022	2022/23	2023/23	2024/2025	2025/26	2026/27
Effective and Efficient Organization	Mandatory Council Meetings conducted.	Number of mandatory Council meetings conducted.	5 x Council quarterly Meetings conducted.	4 x Council quarterly Meetings conducted.	4 x Council quarterly Meetings conducted.	4 x Mandatory Council Meetings conducted.	4 x Mandatory Council Meetings conducted.	4 x Mandatory Council Meetings conducted.	4 x Mandatory Council Meetings conducted.
	Council reviewed & approved policies.	Number of policies reviewed and approved.	4 x Policies reviewed and approved by Council.	2 x Policies reviewed and approved by Council.	4 x Policies reviewed and approved by Council.	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.
Effective and Efficient Organization	Annual Audit Outcome	Unqualified Audit Outcome	4 x Internal Audits conducted of heritage assets, APP, Performance Information Q1 and SCM.	5 x Internal Audits conducted of APR, PI Q1; APP, PI Q3 and SCM	6 x Internal Audits conducted of AFS and APR review, PI Q1 and Q3, Asset Management and SCM.	4 x Internal Audits Conducted	Annual Audit Outcomes.	Annual Audit Outcomes.	Annual Audit Outcomes.

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

FINANCIAL MANAGEMENT									
Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Effective and Efficient Organization	Submitted Quarter Reports, Annual Financial Statements & Annual Budget	Number of Financial Performance Reviews and reports	5 x Financial Performance Reviews and Report achieved.	5 x Financial Performance Reviews and Report achieved.	4 x Quarterly Financial Performance Reviews and Report implemented.	4 x Quarterly Financial Performance Reviews and Reports	6 x Financial Performance Reviews & Report	6 x Financial Performance Reviews & Report	6 x Financial Performance Reviews & Report
					1x Annual Financial Performance Reviews and Reports implemented.	1 x Annual Financial Performance Reviews and Reports	1 x Annual Financial Performance Reviews and Reports	1 x Annual Financial Performance Reviews and Reports	1 x Annual Financial Performance Reviews and Reports
					1 x Review and approval of 2023/2024 Annual Budget.	1 x Review and Approval of Annual Budget	1 x Review and Approval of Annual Budget	1 x Review and Approval of Annual Budget	1 x Review and Approval of Annual Budget
	Compliance to GRAP 17 and GRAP 103	100 % compliance GRAP 17 & GRAP 103	0 x PPE and Heritage Assets reports produced. <i>The Museum did not perform PPE or Heritage Assets reports; however, the reconciliations for assets were performed monthly. The</i>	4 x PPE and Heritage Assets reports produced.	1 x PPE and Heritage Assets reports produced with 100% compliance (GRAP 103)	2 x PPE and Heritage Assets reports produced with 100 % compliance (GRAP 17 & GRAP 103)	100% Compliance to GRAP 17 and GRAP 103	100% Compliance to GRAP 17 and GRAP 103	100% Compliance to GRAP 17 and GRAP 103

			<i>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>						
	Annual Performance Report complied with the APP	Number of Quarterly Performance Information Reports submitted to the DSAC	4 x Quarterly Performance Information Reports Submitted to DSAC	4 x Quarterly Performance Information Reports Submitted to DSAC	4 x Quarterly Performance Information Reports Submitted to DSAC without the achievement of all targets.	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.	4 x Quarterly Performance Information Reports Submitted to DSAC with 100 % achievement of targets.
	Audit Improvement Plans implemented.	100% Implementation of Audit Improvement Plans	63% Findings on Audit Improvement Plan completed. 2019/2020 Audit improvement Plan status report.	55% Audit Action Plan Objectives Implemented	10% Audit Action Plan Objectives Implemented.	100% Audit action plan objectives implemented.	Audit Improvement Plans implemented.	Audit Improvement Plans implemented.	Audit Improvement Plans implemented.

HUMAN RESOURCES MANAGEMENT									
Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Effective and Efficient Organization	Training opportunities provided to staff.	Number of training opportunities provided to staff.	3 x training of staff members	5 x training of staff members	3 x training of staff members	3 x Training opportunities to staff members.	4 x Training opportunities provided to staff members.	4x Training opportunities provided to staff members.	5x Training opportunities provided to staff members.

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Increased access to information about the Luthuli Museum	Updated Collections Accession Register & Database	Number of museum artefacts acquired and valued.	31 x Museum artefacts acquired.	35 x Museum artefacts acquired.	5 x Museum artefacts acquired.	20 x Museum artefacts acquired and valued.	20 x Museum artefacts acquired and valued.	20 x Museum artefacts acquired and valued.	20 x Museum artefacts acquired and valued.
	Collections Database Digitized	Number of Collections Database digitized.	—		No artefacts digitized during this financial year.	—	200x Collections Database Digitized	200x Collections Database Digitized	200x Collections Database Digitized
	Researched & developed Museum collection.	Number of Research field trips conducted for collection development.	No field trips were conducted for collection development. to commence.	6 x field trips conducted for collection development.	5 x Research field trips conducted for collection development.	4 x Research field trips conducted for collection development.	5 x field trips conducted for collection development.	6x field trips conducted for collection development.	6 x field trips conducted for collection development.

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Increased access to information about the Luthuli Museum	Mounted Exhibitions	Number of research documents produced for exhibitions	2 x Research documents produced for exhibitions.	4 x Research documents produced for exhibitions.	4 x Research documents produced for exhibitions.	4 x Research documents produced for exhibitions.	3 x Research documents produced for exhibition,	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.	1 x Documents produced for Museum publications.	1 x Documents produced for Museum publications.	The Chief Albert Luthuli Speeches publication not completed.	1x 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 papers or opinion pieces produced for public dissemination.	5 x Conference paper or newspaper opinion produced for public dissemination.	2 x Conference paper or newspaper opinion produced for public dissemination.	4 x Conference paper or newspaper opinion produced for public dissemination.	4x 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

B. PROGRAMME 2: BUSINESS DEVELOPMENT
Subprogramme (C): Exhibitions

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Increased access to information about the Luthuli Museum	Mounted, creatively designed and informative exhibitions	Number of Permanent Museum Exhibitions upgraded.	Permanent Museum Exhibition upgrade not finalized.	1 x Permanent Museum Exhibition upgraded.	1 x Permanent Museum Exhibitions not upgraded.	1x Permanent Museum Exhibitions upgraded.	1x Permanent Museum Exhibitions upgraded.	—	1x Permanent Museum Exhibitions upgraded.
		Number of Museum exhibition staged.	1 x Museum virtual exhibition staged.	2 x Museum Temporary and Travelling exhibitions staged.	1 x Museum Temporary and Travelling exhibitions staged. Museum Career Exhibition staged.	2 x Museum Temporary and Travelling exhibitions staged	2 x Museum exhibitions staged.	2 x Museum exhibitions staged.	2 x Museum exhibitions staged.

C. PROGRAMME 3: PUBLIC ENGAGEMENT
Subprogramme (A): Marketing

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/2022		2023/24	2024/25	2025/26	2026/27
Increased awareness about the Luthuli Museum	Marketing campaigns	Number of Marketing Campaigns implemented.	2 x Marketing campaigns achieved implemented.	4 x Marketing campaigns achieved implemented.	4 x Marketing campaigns achieved implemented.	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	15305 Museum visitors received.	27584 x Visitors per Annum	38 278 x Visitors per Annum	20000 x Visitors per Annum	40 000 x Visitors per Annum	40 000 x Visitors per Annum	40 000 x Visitors per Annum
	Increased sales of promotional items	Number of promotional items sold, and revenue generated.	12 x Monthly reconciled sales Reports compiled on promotional items,	12 x Monthly reconciled sales Reports compiled on promotional items.	12 x Monthly reconciled sales Reports compiled on promotional items.	9 x Monthly reconciled Sales Reports compiled on promotional items.	300 x Promotional items sold, and revenue generated.	300 x Promotional items sold, and revenue generated	300 x Promotional items sold, and revenue generated items.

PROGRAMME 3: PUBLIC ENGAGEMENT**Subprogramme (B): Social Media**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Increased awareness about the Luthuli Museum	Increased interaction on Museum Social media platforms	Number of posts by the Museum on Website; Facebook; Tweeter; Instagram	424 x posts by the Museum on Website, Facebook, Tweeter, Instagram implemented.	1081 x posts by the Museum on Website; Facebook; Tweeter; Instagram	1246 x posts by the Museum on Website; Facebook; Tweeter; Instagram	1000x Website; Facebook; Tweeter; Instagram posts 200 x Website posts 200 x Twitter posts 400 x Facebook posts 200 x Instagram posts	Increased interaction on Museum Social media platforms	Increased interaction on Museum Social media platforms	Increased interaction on Museum Social media platforms

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Inclusive and empowered communities	Museum Education Programme implemented.	Number of Museum Education Programmes implemented.	2 x Museum Education Programmes implemented.	7 x Museum Education Programmes implemented.	9 x Museum Education Programmes implemented.	5 x Museum Educational Programmes implemented.	5x Education Programmes implemented.	5x Education Programmes implemented.	5x Education Programmes implemented.
		Number of Museum Community Outreach Programmes implemented	<i>This target required the education department officials to travel to schools in the iLembe 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>	6 x Education Outreach Programmes implemented.	7 x Museum Education Outreach Programmes implemented.	4 x Museum Education Outreach Programmes implemented	8x Community Education Outreach Programmes implemented.	8x Community Education Outreach Programmes implemented.	8x Community Education Outreach Programmes implemented.

<p>Inclusive and empowered communities</p>	<p>Museum Guided Tours implemented.</p>	<p>Number of guided tours conducted.</p>	<p>82 x Guided Tours conducted.</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>1215 x Guided Tours conducted.</p>	<p>2784 x Guided Tours conducted.</p>	<p>200x Guided Tours conducted.</p>	<p>1000x 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		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Inclusive and empowered communities	Museum Holiday Programme implemented for children	Number of Children Holiday Programmes implemented.	<p>No Children Holiday Programmes Implemented in this financial year.</p> <p><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 hosting minors during a pandemic, the museum opted for the safety of children and staff by not hosting the Children's holiday programmes.</i></p>	<p>2x Children Holiday Programmes Implemented</p> <ol style="list-style-type: none"> Luthuli Museum Winter Holiday Programme (Online) Christmas Holiday Programme (Online) 	5 x Children Holiday Programmes Implemented.	5x Children Holiday Programmes implemented.	5x Children Holiday Programmes implemented.	5x Children Holiday Programmes implemented.	5x Children Holiday Programmes implemented.
Inclusive and empowered communities	National & Special Days Commemoration Programmes	Number of National Special Days commemorated	9 x National Special Days commemorated.	9x National Special Days Commemorated	9 x National Special Days Commemorated	9x National & Special Days Commemorated.	9x National & Special Days Commemorated	9x National Special Days Commemorated	9x National Special Days Commemorated

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

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited/Actual Performance			Estimated Performance	MTEF Period			
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27	
Increased awareness about the Luthuli Museum	Published Quarterly Newsletter	Number of Bi-Annual Museum newsletter produced and distributed to the public.	<p>No quarterly Museum newsletter produced and distributed to the public by the Museum.</p> <p><i>The Luthuli Museum newsletter could not be finalized due to lack of content development for the newsletter. The format and content of the newsletter is being reconceptualized for the new financial year.</i></p>	1 x Quarterly Museum newsletter produced and distributed to the public.	1 x Bi-Annual Museum newsletter produced and distributed to the public.		2 x Museum newsletters produced and distributed to the public.	2x Museum newsletters produced and distributed to the public.	2x Museum newsletters produced and distributed to the public.	2x Museum newsletters produced and distributed to the public.
	Museum Promotional Activations implemented.	Number of promotional activations conducted	<p>TARGET REMOVED</p> <p><i>This target was removed as activations formed part of public gatherings.</i></p>	5x Museum promotional activations conducted.	5x Museum promotional activations conducted.		5x Museum promotional activations conducted.	5x Museum promotional activations conducted.	5x Museum promotional activations conducted.	5x Museum promotional activations conducted.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Increased awareness about the Luthuli Museum	Radio and online promotional Interviews implemented.	Number of promotional Interviews conducted on radio and online.	6 x promotional Interviews conducted on VUMA FM radio.	11 x promotional Interviews conducted on radio and online.	4 x promotional Interviews conducted on (radio/ online)	4x promotional Interviews conducted (Radio/Online)	4x promotional Interviews conducted (Radio/Online)	4x Promotional Interviews conducted (Radio/Online)	4x Promotional Interviews conducted (Radio/Online)
	Issued Press Releases	Number of Press Releases distributed	3 x Press Releases distributed to media houses (Chief Albert Luthuli Memorial Lecture, Chief Albert Luthuli Soccer Tournament)	9 x Press Releases distributed to media houses.	15 x Press Releases distributed.	15 x Press Releases distributed.	15 x Press Releases distributed.	15 x Press Releases distributed.	15 x Press Releases distributed.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022 / 23	2023/24	2024/25	2025/26	2026/27
Increased awareness about the Luthuli Museum	Distributed Museum promotional Brochures & Newsletters	Number Promotional Brochures distributed to the public.	—	350 x Promotional Brochures & Newsletters distributed to the public.	250x Promotional Brochures and 345 x Newsletters distributed to the public.	3000 x Promotional Brochures	1000 x Promotional Brochures distributed to the public.	1000 x Promotional Brochures distributed to the public.	1000 x Promotional Brochures distributed to the public.
		Number of Newsletters Distributed to the public.	—	—	2x Bi-Annual Museum newsletters produced for the public	3000 x Newsletters Distributed to the public.	3000 x Newsletters Distributed to the public.	3000 x Newsletters Distributed to the public.	3000 x Newsletters Distributed to the public.

F. PROGRAMME 3: PUBLIC ENGAGEMENT
Subprogramme (E): PUBLIC PROGRAMMES

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22		2023/24	2024/25	2025/26	2026/27
Inclusive and empowered communities	Community Outreach Programmes implemented.	Number of community capacity building programmes Implemented.	10 x community capacity building programmes Implemented.	18 x community capacity building programmes implemented.	18 x community capacity building programmes implemented.	5 x community capacity building programmes Implemented.	8 x community capacity building programmes Implemented.	8x community capacity building programmes Implemented.	8x community capacity building programmes Implemented.
	Stakeholder Engagement Plan	Number of Partnerships established.	10 x Partnerships established.	10 x Partnerships established.	10 x Partnerships established:	10 x Partnerships established:	10 x Partnerships established	10 x Partnerships established.	10 x Partnerships established.
	Community Dialogues Implemented	Number of dialogues or lectures conducted.	4 x Dialogues or Lectures offered.	6 x Dialogues or lectures implemented for the public.	6 x Dialogues offered for the public.	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

GOVERNANCE					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of Council mandatory meetings conducted.	4 x Council mandatory Meetings conducted.	1 x Council mandatory Meeting conducted.	1 x Council mandatory Meeting conducted.	1 x Council mandatory Meeting conducted.	1 x Council mandatory 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
Annual Unqualified Audit Outcome	6x Internal Audits Conducted	3x Internal Audits Conducted	—	1 x Internal Audits Conducted	2 x Internal Audits Conducted

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

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

<p>Number of Quarterly Performance Information Reports Submitted to DSAC with 90 % achievement of targets</p>	<p>4 x Quarterly Performance Information Reports Submitted to DSAC with 90 % achievement of targets.</p>	<p>1 x Quarterly Performance Information Report Submitted to DSAC with 90 % achievement of targets.</p>	<p>1 x Quarterly Performance Information Report Submitted to DSAC with 90 % achievement of targets.</p>	<p>1 x Quarterly Performance Information Report Submitted to DSAC with 90 % achievement of targets</p>	<p>1 x Quarterly Performance Information Report Submitted to DSAC with 90 % 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 & external)</p>	<p>50% Findings on Audit Improvement Plan completed (internal & external)</p>

**PROGRAMME 1: ADMINISTRATION
HUMAN RESOURCES MANAGEMENT**

HUMAN RESOURCES					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of training opportunities provided to staff.	4 x Training of staff members	2 x Training opportunities to staff members on legislative compliance reporting and collections management	1 x Training opportunities to staff members on SCM and Financial Management	—	1 x Training opportunities to staff members on GRAP 103 and GRAP 17

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

COLLECTIONS MANAGEMENT					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of Museum artefacts acquired.	20 x Museum artefacts acquired and valued	5x Museum artefacts acquired and valued	-	10x Museum artefacts acquired and valued	5x Museum artefacts acquired and valued
Number of Museum artefacts digitized.	200 x Collections Database Digitized	50 x Collections Database Digitized	50 x Collections Database Digitized	50 x Collections Database Digitized	50 x Collections Database Digitized1
Number of Research field trips conducted for collection development.	5 x Research field trips conducted for collection development	1 x Research field trips conducted for collection development.	2x Research field trips conducted for collection development	1 x Research field trips conducted for collection development	x Research field trips conducted for collection development

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

ISBN:

RESEARCH					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of research documents produced for exhibitions.	3x Research documents produced for exhibitions	1x Research documents produced for exhibition.	1x Research documents produced for travelling exhibition	1x Research documents produced for an online exhibition	—
Number of documents produced for Museum publications	1 x Documents produced for Museum publications.	—	—	1 x Document produced for Museum publications.	—

RESEARCH					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of conference paper or newspaper opinion produced for public dissemination.	4x 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 produced for public dissemination	1 x Newspaper opinion produced for public dissemination

PROGRAMME 2: BUSINESS DEVELOPMENT**Subprogramme (C): Exhibitions**

EXHIBITIONS					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of Permanent Museum Exhibitions upgraded	1 x Permanent Museum Exhibitions upgraded	—	—	—	1 x Permanent Museum Exhibition upgraded
Number of Museum exhibitions staged	2x Museum exhibition staged	—	1 x Museum Exhibition: Travelling exhibition.	1 x Museum Exhibition: Online.	—

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

MARKETING					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
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
40 000 x Visitors per Annum	40 000 x Museum visitors per Annum	10 000 x Museum visitors per quarter	10 000 x Museum visitors per quarter	10 000 x Museum visitors per quarter	10 000 x Museum visitors per quarter
Number of promotional items and revenue generated.	300 x promotional items sold, and revenue generated.	75 x promotional items sold, and revenue generated.	75 x promotional items sold, and revenue generated	75 x promotional items sold, and revenue generated	75 x promotional items sold, and revenue generated.

PROGRAMME 3: PUBLIC ENGAGEMENT**Subprogramme (B): Social Media**

SOCIAL MEDIA					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of posts by the Museum on Website; Facebook; Twitter; Instagram	840x Website; Facebook; Tweeter; Instagram posts 20 x Website posts 200 x Twitter posts 420 x Facebook posts 200 x Instagram posts	5 x Website posts uploaded. 50x Twitter posts uploaded; 105x Facebook posts uploaded. 50x Instagram posts uploaded.	5x Website posts uploaded. 50x Twitter posts uploaded; 105x Facebook posts uploaded. 50x Instagram posts uploaded.	5 x Website posts uploaded. 50x Twitter posts uploaded; 105x Facebook posts uploaded. 50x Instagram posts uploaded.	5 x Website posts uploaded. 50x Twitter posts uploaded. 105x Facebook posts uploaded. 50x Instagram posts uploaded.

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

EDUCATION AND TOURS					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
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.	1000 x Guided Tours conducted	200x Guided Tours conducted.	300 x Guided Tours conducted.	300 x Guided Tours conducted.	200 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

EDUCATION AND TOURS					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of Bi-Annual newsletter produced and distributed to the public.	2x Bi-Annual Museum newsletter for the public	—	1x Museum newsletters produced and distributed to the public.	—	1 x 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**

COMMUNITY DEVELOPMENT PROGRAMMES					
Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of community capacity building programmes Implemented	8 x community capacity building programmes Implemented	2x community capacity building programmes Implemented	2x community capacity building programmes Implemented	2x community capacity building programmes Implemented	2x community capacity building programmes Implemented.
Number of Partnerships established.	10x Partnerships established.	4x Partnerships established.	3x Partnerships established.	3x Partnerships established.	—
Number of dialogues offered.	7 x Dialogues conducted.	2x Dialogue conducted.	2x Dialogue conducted.	2x Dialogue conducted.	1x Dialogue conducted.

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

4.1 The programme outcomes and impact are listed as follows:

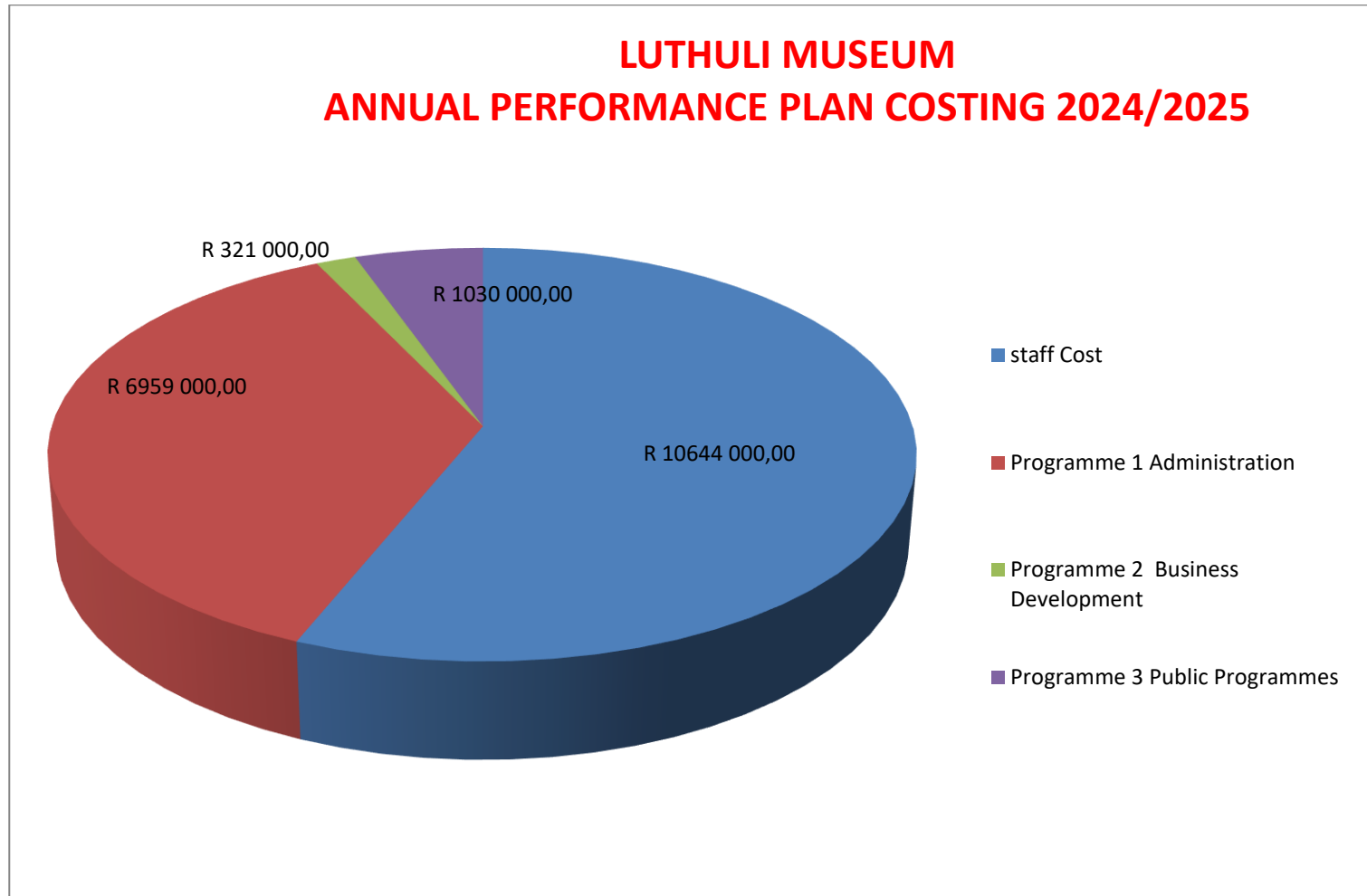
PROGRAMME	OUTCOMES	PROGRAMME IMPACT STATEMENT	PROGRAMME NARRATIVE
PROGRAMME 1	Efficient and Effective Organization	<ul style="list-style-type: none"> ▪ Organizational legislative compliance for financial operational sustainability ▪ Public service delivery 	<i>Outputs in P1 are largely operational and 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>
PRORGAMME 2	Increased access to information about the Luthuli Museum	<ul style="list-style-type: none"> ▪ Educated and informed society ▪ Building a capable developmental state 	<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"> ▪ Local economic beneficiation 	<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"> ▪ Nation building and Social Cohesion ▪ Skills development 	<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.

PROGRAMME 1 : ADMINISTRATION	
Description	This programme includes administration, support services and facilities management.
Purpose	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.
PROGRAMME 2 : BUSINESS DEVELOPMENT	
Description	This programme includes research; collections; educations and exhibitions.
Purpose	Knowledge production; preservation and dissemination with respect to collections management; research and exhibitions development.
PROGRAMME 3 : PUBLIC ENGAGEMENT	
Description	This programme includes marketing; social media; education; tours; public relations and public programmes
Purpose	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	2020/21	2021/22	2022/23	2023/24			2024/2025			2025/26			2026/27
	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
For the entity as a whole:													
Admin-Programme 1	12 226	13 022	14 822	16 639	16 639	-	17 603	16 708	-895	18 404	17 458	-946	18 321
Compensation of employees	7 923	8 937	8 928	10 042	10 042	-	10 644	10 644	-	10 963	10 963	-	11 513
Goods and services	4 303	4 085	5 894	6 597	6 597	-	6 959	6 064		7 441	6 495	-	6 808
Bus Dev. : Programme 2	140	505	278	306	306	-	321	321	-	330	330	-	335
Goods and services	140	505	278	306	306	-	321	321	-	330	330	-	335
Pub Eng. :Programme 3	453	1 672	1 900	981	981	-	1 030	1 030	-	1 060	1 060	-	1 065
Goods and services	453	1 672	1900	981	981	-	1 030	1 030	-	1 060	1 060	-	1 065
TOTAL	12 819	15 199	17 000	17 926	17 926	-	18 954	18 059	-895	19 794	18 848	-946	19 721

Table 2: Income

Economic Classification	Audited Outcome outcome				Preliminary		Medium-Term Estimate				
	2020/21	2021/22	2022/23		2023/24		2024/25		2025/26		2026/27
Revenue	Audited outcome	Audited outcome	Budget	Audited outcome	Budget estimate	Approved budget	Budget estimate	Revised budget estimate	Budget estimate	Revised budget estimate	Planning budget estimate
Revenue											
Sales of goods and services other than capital assets	257	162	216	528	237	237	245	245	247	247	251
Sales of goods and services produced by entity	92	8	56	178	61	61	67	67	67	67	69
Sale of DVD's	-	1	1	-	1	1	1	1	1	1	1
Donations	91	7	55	-	60	60	66	66	66	66	68
Booksale	1	-	-	3	-	-	-	-	-	-	-
Profit on Sale Property, Plant and Equipment	-	-	-	175	-	-	-	-	-	-	-
Unclassified entity revenue	165	154	160	-	176	176	178	178	180	180	182
Other income	165	154	160	350	176	176	178	178	180	180	182
Transfers received	14 752	17 058	17 687	17 700	17 689	17 689	18 709	17 814	19 547	18 601	19 470
Other government units	14 752	17 058	17 687	17 700	17 689	17 689	18 709	17 814	19 547	18 601	19 470
National government	14 752	17 058	17 687	17 700	17 689	17 689	18 709	17 814	19 547	18 601	19 470
Departmental transfers	14 752	17 058	17 687	17 700	17 689	17 689	18 709	17 814	19 547	18 601	19 470
Total revenue	15 009	17 220	17 903	18 228	17 926	17 926	18 954	18 059	19 794	18 848	19 721

Total revenue

Total revenue	15 009	17 220	17 903	18 228	17 926	17 926	18 954	18 059	19 794	18 848	19 721
Total expenses	12 819	15 199	17 903	17 000	17 926	17 926	18 954	18 059	19 794	18 848	19 721
Surplus / (Deficit)	2 190	2 021	-	1 228	(0)	(0)	-	-	-	-	-
Annual report Surplus / (Deficit)		2 021		1 228							
Differences		-		-							

Table 3: Statement of Financial Position

	2020/21	2021/22	2022/23		2023/24		2024/25		2025/26		2026/27
Statement of Financial Position	Audited outcome	Audited outcome	Budget	Audited outcome	Budget estimate	Approved budget	Budget estimate	Revised budget estimate	Budget estimate	Revised budget estimate	Planning budget estimate
ASSETS											
Current assets	9 250	11 965	6 642	11 750	6 941	6 941	7 288	7 288	7 303	7 303	7 949
Cash and cash equivalents	9 207	11 919	6 006	11 637	6 276	6 276	6 590	6 590	6 599	6 599	6 604
Trade and other receivables from exchange transactions	31	38	59	82	62	62	65	65	67	67	703
Inventory	12	8	577	31	603	603	633	633	637	637	642
Non-current assets	15 952	16 009	8 429	17 069	8 808	8 808	9 249	9 249	9 263	9 263	9 278
Property, plant and equipment	9 119	9 172	1 378	10 133	1 440	1 440	1 512	1 512	1 518	1 518	1 523
Investment property	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	10	5	45	4	47	47	49	49	54	54	59
Heritage assets	6 823	6 832	7 006	6 932	7 321	7 321	7 687	7 687	7 691	7 691	7 696
Total assets	25 202	27 974	15 071	28 819	15 749	15 749	16 537	16 537	16 566	16 566	17 227
LIABILITIES											
Current liabilities	872	1 890	932	1 618	974	974	1 023	1 023	1 032	1 032	1 040
Trade and other payables from exchange transactions	242	1 220	182	311	190	190	200	200	204	204	205
Current provisions	630	670	750	362	784	784	823	823	828	828	835
Current portion of unspent conditional grants and receipts	-	-	-	945	-	-	-	-	-	-	-
Non-current liabilities	268	-	-	-	-	-	-	-	-	-	-
Unspent conditional grants and receipts	268	-	-	-	-	-	-	-	-	-	-
Total liabilities	1 140	1 890	932	1 618	974	974	1 023	1 023	1 032	1 032	1 040

NET ASSETS	24 062	26 084	14 139	27 201	14 775	14 775	15 514	15 514	15 534	15 534	16 187
Accumulated surplus / (deficit)	24 062	26 084	14 139	27 201	14 775	14 775	15 514	15 514	15 534	15 534	16 187
Total net assets and liabilities	25 202	27 974	15 071	28 819	15 749	15 749	16 537	16 537	16 566	16 566	17 227
Contingent liabilities	-	-	-	-	-	-	-	-	-	-	-

Table 4: Cash Flows

	Audited	Audited	Projected
	2021/22	2022/23	2023/24
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash receipts from Government Grants and Customers	17 067	17 704	17 689
Cash paid to suppliers and employees	-14 176	-17 352	-17 525
Cash generated/(utilised) from operations	2,891	352	164
Interest received	154	349	180
Net cash flows from operating activities	3 045	701	344
CASH FLOWS FROM INVESTING ACTIVITIES			
Profit from sales of property, plant and equipment	-	190	-
Purchase of plant and equipment	-318	-973	-1 335
Purchase of heritage assets	-15	-199	-150
Net cash flows from operating activities	-333	-983	-1 485
Net increase/(decrease)in cash and cash equivalents	2 712	-282	-1 141
Cash and cash equivalents at beginning of the year	9 207	11 919	11 637
Cash and cash equivalents at the end of the year	11 919	11 637	10 496

6 UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

1.1 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>

1.2 Outcome 2

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

1.3 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

1.4 Outcome 4

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

2. INFRASTRUCTURE PROJECTS

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure
1	Nokukhanya Luthuli Resource Centre and ancillary works repair and maintenance work	PRGM 1	Repair work on the building roof leaks, installation and painting of corridor ceiling; revarnish of the outdoor wooden lattice frames; install ramp/s for wheelchair access at the doors.	A resource facility that is compliant with health and safety regulations and accommodative to all types of activities.	2024	2026	R1,5 million	None
2	Reception area refurbishment	PRGM 1	Upgrading / Refurbishment of the Museum reception area that is aesthetically revamped; provides for the promotional shop operations, merchandise storage and limited seating area for visitors.	Revamped Museum Reception that is accommodating	2024	2025	R250 000	None
3	Landscaping	PRGM 1	Rehabilitation of the Museum site	A scenic garden environment	2024	2025	R200 000	None
4	Umvoti / eThembeni Site Upgrade (Liberation Heritage Route)	PRGM 1	Rehabilitate; upgrade and beautify the site where Chief Albert Luthuli was reportedly fatally hit by a train a death and link the site with other local heritage sites.	Establishment of a Memorial Garden with open air interpretative wall; sitting area and recreational facilities.	2024	2026	R2 million	None
6	Land purchase	PRGM 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	2024	2026	R1 million	None

3. PUBLIC-PRIVATE PARTNERSHIPS

PPP	PURPOSE	OUTPUTS	CURRENT VALUE OF AGREEMENT	END DATE OF ENGAGEMENT
1. Ruben Reddy Architects	Pro Bono architectural service for the repair and maintenance work on the original Luthuli House	Repaired Luthuli House in line with heritage management principles	Services in Kind	On project completion

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

OUTCOME 1 : Increased ACCESS to information about the Luthuli Museum

OUTCOME INDICATOR : Research Projects implemented.

OUTPUT INDICATOR : Number of research projects and collaborations

INDICATOR TITLE	KNOWLEDGE PRODUCTION
DEFINITION	Development of new knowledge on legacy and the museum concept
SOURCE OF DATA	Archival; Articles; Libraries; Oral History; Surveys, Field Research
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Public appreciation to affirm marginalized histories
DISAGGREGATION OF BENEFICIARIES (<i>Where applicable</i>)	Scholars; Youth; Adults; Learners
SPATIAL TRANSFORMATION (<i>Where applicable</i>)	National Demographic
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	Deepen public appreciation of the legacy and the Museum
INDICATOR RESPONSIBILITY	Curator

OUTCOME 1 : Increased ACCESS to information about the Luthuli Museum

OUTCOME INDICATOR : **Permanent Exhibitions implemented.**

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

INDICATOR TITLE	Number of permanent Museum Exhibitions upgraded
DEFINITION	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 permanent museum exhibition
SOURCE OF DATA	Annual Operational Plan, Research
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
MEANS OF VERIFICATION	Mounted or virtual exhibition; Submission & Close-out report; Catalogues; Programmes; Newspaper articles
ASSUMPTIONS	Visual mediums deepen public appreciation and knowledge
DISAGGREGATION OF BENEFICIARIES <i>(Where applicable)</i>	Learners; Youth; Adults; Artists
SPATIAL TRANSFORMATION <i>(Where applicable)</i>	National Demographic
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	Creative; Informative and technological innovative exhibitions
INDICATOR RESPONSIBILITY	Curator (Incl. Researcher and Designer)

OUTCOME 1 : Increased ACCESS to information about the Luthuli Museum

OUTCOME INDICATOR : Museum exhibitions staged.

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

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

OUTCOME 1 : Increased ACCESS to information about the Luthuli Museum

OUTCOME INDICATOR : Publications

OUTPUT INDICATOR : Number of publications and variety

INDICATOR TITLE	KNOWLEDGE PRESERVATION
DEFINITION	Production of knowledge for posterity
SOURCE OF DATA	Books; Conference Paper; Brochures
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	A book reading culture is a national aspiration
DISAGGREGATION OF BENEFICIARIES <i>(Where applicable)</i>	Learners; Scholars; Youth; Adults
SPATIAL TRANSFORMATION <i>(Where applicable)</i>	National and International Demographic
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	Enhanced Museum status as a publisher
INDICATOR RESPONSIBILITY	Curator (incl. Museum Researcher)

OUTCOME 1 : Increased ACCESS to information about the Luthuli Museum

OUTCOME INDICATOR : Seminars / Dialogues / Workshops / Lectures

OUTPUT INDICATOR : Number of seminars; workshops and lectures

INDICATOR TITLE	PUBLIC DISCOURSE
DEFINITION	Promotion of public debate and exchange of diverse viewpoints
SOURCE OF DATA	Position papers; published articles; opinion pieces
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Constitutionality of free speech is entrenched in South Africa
DISAGGREGATION OF BENEFICIARIES (<i>Where applicable</i>)	Learners; Scholars; Youth; Adults
SPATIAL TRANSFORMATION (<i>Where applicable</i>)	National and International Demographic
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	Increased Museum participation in current social discourse
INDICATOR RESPONSIBILITY	Curator ; Director ; Chairperson of Council

OUTCOME 1 : Increased ACCESS to information about the Luthuli Museum

OUTCOME INDICATOR : Managed Collections

OUTPUT INDICATOR : Number of artefacts acquired and valued.

INDICATOR TITLE	PRESERVATION
DEFINITION	Managed collections in line with museum international standards
SOURCE OF DATA	Accession Register; Heritage Assets Valuation Register; Online Register
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Museum subscribes to international best practices in museology
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Researchers; Donors; Learners; Youth; Adults
SPATIAL TRANSFORMATION (Where applicable)	National Demographic
REPORTING CYCLE	Annually
DESIRED PERFORMANCE	Effective use of Museum collection for public information
INDICATOR RESPONSIBILITY	Curator (incl. Collections Officer)

OUTCOME 1 : Increased ACCESS to information about the Luthuli Museum
OUTCOME INDICATOR : Collections Database digitized.
OUTPUT INDICATOR : Number of Collections Database Digitized.

INDICATOR TITLE	Number of Collections Database Digitized.
DEFINITION	Digitization of Museum Collections
SOURCE OF DATA	Annual Digitization Plan
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
MEANS OF VERIFICATION	Digital database
ASSUMPTIONS	Museum subscribes to international best practices in museology

OUTCOME 2 : **INCLUSIVE and EMPOWERED communities**

OUTCOME INDICATOR : **Level of public participation**

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

INDICATOR TITLE	COMMUNITY CAPACITY BUILDING
DEFINITION	Promotion of active citizenry and leadership
SOURCE OF DATA	Attendance Registers; Certificates of Participation; Programmes
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Society aspires for a better life through individual and community agency
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Youth; Women; Senior Citizens
SPATIAL TRANSFORMATION (Where applicable)	Local community
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	Museum to build a shared value within the community
INDICATOR RESPONSIBILITY	Marketing Manager (incl. Public Relations Officer)

OUTCOME 2 : **INCLUSIVE and EMPOWERED communities**

OUTCOME INDICATOR : **Empowered communities through museum education**

OUTPUT INDICATOR : **Number of Museum education programmes implemented.**

INDICATOR TITLE	MUSEUM EDUCATION
DEFINITION	Museum education learner enrichment
SOURCE OF DATA	Attendance registers; Education Programmes; Certificates of participation
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Museums enrich school curriculum
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Learners; Students
SPATIAL TRANSFORMATION (Where applicable)	Local; Regional and National
REPORTING CYCLE	Annually
DESIRED PERFORMANCE	Increased Museum meaningful support to formal education and training
INDICATOR RESPONSIBILITY	Curator

OUTCOME 2 : **INCLUSIVE and EMPOWERED communities**

OUTCOME INDICATOR : **Social Cohesion**

OUTPUT INDICATOR : **Number of special days commemoration programmes**

INDICATOR TITLE	TRANSFORMATION
DEFINITION	Diverse audience development
SOURCE OF DATA	Visitors Book; Attendance Registers; Equity Plan
METHOD OF CALCULATION / ASSESSMENT	Qualitative
ASSUMPTIONS	Unity in Diversity principle aspired by South Africans
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Race; Gender; Youth; Adults; Children; Senior citizens
SPATIAL TRANSFORMATION (Where applicable)	National Demographic
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Luthuli Museum to reflect South Africa's vision of diverse coexistence
INDICATOR RESPONSIBILITY	Marketing Manager; Curator and Director

OUTCOME 2 : **INCLUSIVE and EMPOWERED communities**

OUTCOME INDICATOR : **Shared value**

OUTPUT INDICATOR : **Number of partnerships established.**

INDICATOR TITLE	COLLABORATIONS
DEFINITION	Strategic partnerships to achieve institutional mandate
SOURCE OF DATA	Memorandum of Understanding
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Museum achieves more economically through partnerships
DISAGGREGATION OF BENEFICIARIES (<i>Where applicable</i>)	Museum partners
SPATIAL TRANSFORMATION (<i>Where applicable</i>)	Local; Regional; National; International
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Maximized Museum profile through associations
INDICATOR RESPONSIBILITY	Marketing Manager

OUTCOME 2 : **INCLUSIVE and EMPOWERED communities**

OUTCOME INDICATOR : **Increased Public Discourse**

OUTPUT INDICATOR : **Number of dialogues or lectures conducted.**

INDICATOR TITLE	COMMUNITY CONVERSATIONS
DEFINITION	Building community linkages
SOURCE OF DATA	Audio visual recordings; thematic programming; Attendance Registers
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Museums are spaces of community conversations
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Youth; Students; Communities
SPATIAL TRANSFORMATION (Where applicable)	National Demographic
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Museum to be a neutral space of community engagement
INDICATOR RESPONSIBILITY	Curator

OUTCOME 2 : **INCLUSIVE and EMPOWERED communities**

OUTCOME INDICATOR : **Community Outreach Programmes**

OUTPUT INDICATOR : **Number of community outreach capacity building programmes implemented.**

INDICATOR TITLE	MUSEUM OUTREACH
DEFINITION	Empowerment through Museum support
SOURCE OF DATA	Annual Museum Outreach Programme; Project Close Up Report; Attendance Registers
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Museum outreach is important to deepen community shared value
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Youth; Women and Children
SPATIAL TRANSFORMATION (Where applicable)	Local; Regional; Provincial
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Increased public identity and support of the Museum
INDICATOR RESPONSIBILITY	Curator and Marketing Manager

OUTCOME 2 : INCLUSIVE and EMPOWERED communities
OUTCOME INDICATOR : Community Development
OUTPUT INDICATOR : Number of children holiday programmes implemented.

INDICATOR TITLE	MUSEUM CHILDREN PROGRAMMES
DEFINITION	Children extracurricular activities
SOURCE OF DATA	Attendance Registers; Holiday programme of children activities
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Children are future museum visitors
DISAGGREGATION OF BENEFICIARIES <i>(Where applicable)</i>	Children; parents; local community
SPATIAL TRANSFORMATION <i>(Where applicable)</i>	Local
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Museum supporting early childhood development
INDICATOR RESPONSIBILITY	Marketing Manager

OUTCOME 3 : Increased AWARENESS about the Luthuli Museum

OUTCOME INDICATOR : Level of Media coverage

OUTPUT INDICATOR : Number of media releases distributed to media houses.

INDICATOR TITLE	MUSEUM PUBLIC PROFILE
DEFINITION	Museum coverage in print media
SOURCE OF DATA	Live reads; Newspaper articles; Press Releases
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Media will always cover a newsworthy story
DISAGGREGATION OF BENEFICIARIES (Where applicable)	South African society
SPATIAL TRANSFORMATION (Where applicable)	National and International
REPORTING CYCLE	Monthly; Quarterly and Annual
DESIRED PERFORMANCE	Media to consider every Museum event as newsworthy
INDICATOR RESPONSIBILITY	Marketing Manager

- OUTCOME 3** : Increased AWARENESS about the Luthuli Museum
- OUTCOME INDICATOR** : Increased interaction on Museum Social media platforms
- OUTPUT INDICATOR** : Number of posts on Museum website; Facebook; Tweeter; Instagram

INDICATOR TITLE	PUBLIC ACCESS
DEFINITION	Enhanced social media strategy for increased public knowledge about the Museum
SOURCE OF DATA	Website Reports
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Social media is a new and effective marketing tool
DISAGGREGATION OF BENEFICIARIES <i>(Where applicable)</i>	National and International visitors
SPATIAL TRANSFORMATION <i>(Where applicable)</i>	National and International
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100 000 online followers
INDICATOR RESPONSIBILITY	Marketing Manager

OUTCOME 3 : Increased AWARENESS about the Luthuli Museum

OUTCOME INDICATOR : Marketing Campaigns

OUTPUT INDICATOR : Number of marketing campaigns implemented.

INDICATOR TITLE	MUSEUM PROFILE
DEFINITION	Increased Museum Stature as a Tourist Destination
SOURCE OF DATA	Marketing Surveys; Media Reports; Attendance Registers; Audio visual reports
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Marketing activations enhance public shared value of the organization
DISAGGREGATION OF BENEFICIARIES <i>(Where applicable)</i>	Luthuli Museum
SPATIAL TRANSFORMATION <i>(Where applicable)</i>	National
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	Increased Museum public support
INDICATOR RESPONSIBILITY	Marketing Manager

OUTCOME 3 : Increased AWARENESS about the Luthuli Museum

OUTCOME INDICATOR : Museum Visitor Numbers

OUTPUT INDICATOR : Number of visitors per year

INDICATOR TITLE	AWARENESS
DEFINITION	Increased awareness
SOURCE OF DATA	Visitors Book ; Monthly Reports
METHOD OF CALCULATION / ASSESSMENT	Quantitative
ASSUMPTIONS	Visitors encourage more visitors
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Visitors; Luthuli Museum
SPATIAL TRANSFORMATION (Where applicable)	National and International
REPORTING CYCLE	Monthly; Quarterly and Annually
DESIRED PERFORMANCE	100 000 visitors per year
INDICATOR RESPONSIBILITY	Marketing Manager

OUTCOME 3 : Increased AWARENESS about the Luthuli Museum

OUTCOME INDICATOR : Guided Tours

OUTPUT INDICATOR : Number of guided tours conducted.

INDICATOR TITLE	VISITOR EXPERIENCE
DEFINITION	Enriched visitor experience
SOURCE OF DATA	Visitors Book
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Informed and satisfied visitors are an organization's ambassadors
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Visitors; Luthuli Museum
SPATIAL TRANSFORMATION (Where applicable)	National and International
REPORTING CYCLE	Monthly; Quarterly and Annually
DESIRED PERFORMANCE	100 000 visitors per year
INDICATOR RESPONSIBILITY	Marketing Manager and Curator

OUTCOME 3 : Increased AWARENESS about the Luthuli Museum

OUTCOME INDICATOR : Annual Sales of promotional items

OUTPUT INDICATOR : Number of promotional items sold, and revenue generated.

INDICATOR TITLE	REVENUE GENERATION
DEFINITION	Sustained additional income stream
SOURCE OF DATA	Stock sales reports
METHOD OF CALCULATION / ASSESSMENT	Quantitative
ASSUMPTIONS	Revenue generation can improve an organization's balance sheet
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Luthuli Museum
SPATIAL TRANSFORMATION (Where applicable)	National and International
REPORTING CYCLE	Quarterly and Annual
DESIRED PERFORMANCE	R150 000 raised annually
INDICATOR RESPONSIBILITY	Marketing Manager and Finance Manager

OUTCOME 3 : Increased awareness about Luthuli Museum
OUTCOME INDICATOR : Museum Promotion
OUTPUT INDICATOR : Number of Bi-Annual Museum Newsletters produced.

INDICATOR TITLE	KNOWLEDGE DISSEMINATION
DEFINITION	Profiling of Museum through publications
SOURCE OF DATA	Published Newsletter
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Public interested in knowing about the work of Luthuli Museum
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Public
SPATIAL TRANSFORMATION (Where applicable)	National Demographic
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Increased public appreciation of Luthuli Museum
INDICATOR RESPONSIBILITY	Marketing Manager

OUTCOME 3 : Increased awareness about Luthuli Museum

OUTCOME INDICATOR : Brand Awareness

OUTPUT INDICATOR : Number of promotional activations conducted.

INDICATOR TITLE	MUSEUM PROMOTION
DEFINITION	Public awareness and appreciation of Luthuli Museum
SOURCE OF DATA	Activations Annual Plan; Attendance Register
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Public interested in the Luthuli Museum brand
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Broader society
SPATIAL TRANSFORMATION (Where applicable)	National Demographic
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Increased public awareness of Luthuli Museum
INDICATOR RESPONSIBILITY	Marketing Manager

OUTCOME 3 : Increased awareness about Luthuli Museum

OUTCOME INDICATOR : Electronic media promotion

OUTPUT INDICATOR : Number of promotional interviews on radio and online

INDICATOR TITLE	PUBLIC INFORMATION
DEFINITION	Public awareness through electronic media
SOURCE OF DATA	Audio visual interviews
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Electronic media enhances wider brand awareness
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Race; Gender; Youth; Adults; Children; Senior citizens
SPATIAL TRANSFORMATION (Where applicable)	National Demographic
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Increased Museum access through electronic media platform
INDICATOR RESPONSIBILITY	Marketing Manager

OUTCOME 4 : **EFFECTIVE and EFFICIENT ORGANIZATION**

OUTCOME INDICATOR : **Annual Audit Outcome**

OUTPUT INDICATOR : **Unqualified Audit Outcome.**

INDICATOR TITLE	INTERNAL AUDITING
DEFINITION	Compliance Assurance
SOURCE OF DATA	Internal Audit Reports
METHOD OF CALCULATION / ASSESSMENT	Quantitative and Qualitative
ASSUMPTIONS	Internal audit providing quality assurance
DISAGGREGATION OF BENEFICIARIES <i>(Where applicable)</i>	Luthuli Museum and Audit and Risk Committee
SPATIAL TRANSFORMATION <i>(Where applicable)</i>	Compliance and Performance Management
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	Unqualified audit outcomes
INDICATOR RESPONSIBILITY	Director / Accounting Officer

OUTCOME 4 : **EFFECTIVE and EFFICIENT ORGANIZATION**

OUTCOME INDICATOR : Performance against Objectives

OUTPUT INDICATOR : Number of Planned Targets Achieved

INDICATOR TITLE	PERFORMANCE MONITORING
DEFINITION	Compliance with performance reporting
SOURCE OF DATA	Quarterly Reports and POEs
METHOD OF CALCULATION / ASSESSMENT	Quantitative and Qualitative
ASSUMPTIONS	Museum commitment to service delivery
DISAGGREGATION OF BENEFICIARIES <i>(Where applicable)</i>	Luthuli Museum Management; Council; DAC
SPATIAL TRANSFORMATION <i>(Where applicable)</i>	Compliance and Performance Management
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	100% Achievement of all planned targets
INDICATOR RESPONSIBILITY	Director / Accounting Officer

OUTCOME 4 : **EFFECTIVE and EFFICIENT ORGANIZATION**

OUTCOME INDICATOR : **GRAP Standards Compliance**

OUTPUT INDICATOR : **Number of Misstatements in the AFS**

INDICATOR TITLE	Annual Financial Statements
DEFINITION	Financial Compliance Assurance
SOURCE OF DATA	Quarterly financial reports; Annual Financial Statements
METHOD OF CALCULATION / ASSESSMENT	Quantitative and Qualitative
ASSUMPTIONS	Internal audit providing quality assurance
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Luthuli Museum and Audit and Risk Committee
SPATIAL TRANSFORMATION (Where applicable)	Compliance and Performance Management
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	Unqualified audit outcomes
INDICATOR RESPONSIBILITY	Director / Accounting Officer

OUTCOME 4 : **EFFECTIVE and EFFICIENT ORGANIZATION**

OUTCOME INDICATOR : **Financial Sustainability**

OUTPUT INDICATOR : **Quarterly Financial Performance Reviews and Reports**

INDICATOR TITLE	FINANCIAL MANAGEMENT
DEFINITION	Application of financial processes and procedures
SOURCE OF DATA	Monthly Finance Recons ; Quarterly Financial Reports and Annual Financial Statements
METHOD OF CALCULATION / ASSESSMENT	Quantitative and Qualitative
ASSUMPTIONS	Continuous Shareholder funding of Luthuli Museum and Effective and efficient financial management and accountability
DISAGGREGATION OF BENEFICIARIES <i>(Where applicable)</i>	Luthuli Museum and Council
SPATIAL TRANSFORMATION <i>(Where applicable)</i>	Luthuli Museum
REPORTING CYCLE	Quarterly and Annually
DESIRED PERFORMANCE	Revenue generation by Luthuli Museum and positive financial stability and growth
INDICATOR RESPONSIBILITY	Finance Manager

OUTCOME 4 : **EFFECTIVE and EFFICIENT ORGANIZATION**

OUTCOME INDICATOR : **Audit Improvement Plans Implemented**

OUTPUT INDICATOR : **100% Implementation of Audit Improvement Plans**

INDICATOR TITLE	AUDIT IMPROVEMENT PLAN
DEFINITION	Audit Improvement Plans Outcomes
SOURCE OF DATA	Audit Report and Management Letter
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Internal audit providing quality assurance
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Management and Audit and Risk Committee
SPATIAL TRANSFORMATION (Where applicable)	Compliance and performance management
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Clean Audit
INDICATOR RESPONSIBILITY	Accounting Officer and Accounting Authority

OUTCOME 4 : EFFECTIVE and EFFICIENT ORGANIZATION

OUTCOME INDICATOR : Training opportunities provided to staff.

OUTPUT INDICATOR : Number of training opportunities for staff

INDICATOR TITLE	Staff Training opportunities
DEFINITION	Skills Development
SOURCE OF DATA	Training and Development Plan; Certification of Training
METHOD OF CALCULATION / ASSESSMENT	Qualitative and Quantitative
ASSUMPTIONS	Museum is a learning organization
DISAGGREGATION OF BENEFICIARIES (Where applicable)	Museum Staff
SPATIAL TRANSFORMATION (Where applicable)	Organizational
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	A skilled and motivated staff complement
INDICATOR RESPONSIBILITY	Programme Managers

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"> • Acquisition/disposal of an asset in excess of R100 000 or > 5% of total asset at cost at a time of transaction. <li style="text-align: center;">Or • Acquisition/disposal in excess of 5% of the asset category concerned. 	Supply Chain Management Policy	
e. Commencement or cessation of a significant business activity.	None	Not participating	

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

<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"> Anything which contravenes the laws and regulations applicable to the LM will constitute material fact as envisaged by this section. Anything which undermines or compromises the LM from delivering in terms of its mandate will constitute a material fact. Any misconduct/misbehaviour by any official in management of the LM resources will constitute material fact. All the above will be disclosed in the Council's report if applicable. 	<ul style="list-style-type: none"> Systems of internal control (policies and procedures – finance, human resources, logistical, administration) 	
<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"> Register of Declaration of conflict of interest. Direct or indirect interest by any official will be considered material for this section. 	<p>Code of conduct developed</p>	
<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"> Anything that contravenes full compliance to the relevant laws and regulations 	<ul style="list-style-type: none"> The appointed CFO must monitor, assess and implement such approved general recognized accounting practices. 	
<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"> Anything that contravenes full compliance to the relevant laws and regulations 	<ul style="list-style-type: none"> The Director and CFO must ensure that the necessary steps are taken to ensure compliance with these subsections. 	
<p>PFMA Requirement</p>	<p>Materiality Significance</p>	<p>Policies, procedures and Controls in place</p>	<p>Non Compliance Implication</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"> Anything that contravenes the delegation document will be considered a material fact for fair presentation purposes. For the purpose of preparing the financial statements, management considers the attached framework to be material for fair presentation. 	<ul style="list-style-type: none"> Delegated Authority Framework/schedule Disciplinary and grievance policy in respect of financial misconduct 	
<p>Include particulars of –</p>		<ul style="list-style-type: none"> Disciplinary and grievance policy in respect of financial misconduct 	

<ul style="list-style-type: none">• Any material loss through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year,• Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure,• Any losses recovered or written off,• Any financial assistance received from the state and commitments made by the state on its behalf and• Any other matters that may be prescribed and• Include the financial statements of the subsidiaries.	<ul style="list-style-type: none">• For the purpose of preparing the financial statements, management considers the attached framework to be material for fair presentation.	<ul style="list-style-type: none">• Writing off (disposal) of assets including collections	
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PFMA Requirement	Materiality Significance	Policies, procedures and Controls in place	Non Compliance Implication
<p>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—</p> <ul style="list-style-type: none"> a) is authorised by this Act, and b) in the case of public entities, is also authorised by other legislation not in conflict with this Act, and 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 bi. 48 of 1996) 	<p>Any borrowings with third parties will be considered material for the purpose of this section.</p>	<ul style="list-style-type: none"> • Disciplinary and grievance policy in respect of financial misconduct 	

Conclusion

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

- Materiality**
 - Every amount in respect of criminal conduct
 - R5000 and above in respect of irregular, fruitless and wasteful expenditure involving gross negligence
 - R3000 and above being approximately 0.5% of gross revenue in respect of any other irregular, fruitless and wasteful expenditure
- Significance**
 - The acquisition/disposal of a significant asset
 - The commencement/cessation of a significant business activity

ANNEXURE 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 legislation¹.

- 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)

ENDORSED BY COUNCIL



NAME: Dr Mxolisi Mchunu

DATE: 31 January 2024

APPENDIX 1 TO COUNCIL CHARTER:

COUNCIL CODE OF CONDUCT

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 1999 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/ domicilium 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 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 arm's 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)

ENDORSED BY COUNCIL



NAME: Dr Mxolisi Mchunu

DATE: 31 January 2024