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an agency of the  
Department of Arts and Culture

# ANNUAL PERFORMANCE PLAN – 2019/2020

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**LUTHULI MUSEUM**  
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## FOREWORD

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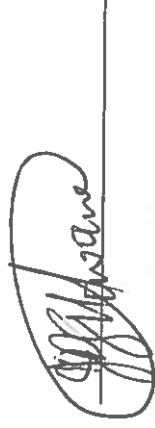
This Annual Performance Plan (APP) charts the way forward for the Luthuli Museum for the next twelve (12) months and aims to align all Museum programmes and activities with the current Strategic Plan 2019/2020 national government priorities and outcomes. As a public entity, the Museum will aim for improved quality of life; education and broadening the horizons of youth thus improving their employability.

## OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan (APP) was developed by the management of the Luthuli Museum under the guidance of the Luthuli Museum Council. It was prepared in line with the current Strategic Plan of the Luthuli Museum. This APP accurately reflects the performance targets which the Luthuli Museum will endeavour to achieve given the resources made available in the budget for the 2019/2020 Financial Year. This is the last APP for the planning cycle 2015/2016 – 2019/2020.

**Finance Manager:**

**Mr Julianolwazi Ncwane**



**Signature:**

**Accounting Officer:**

**Mr Brian Xaba**



**Signature:**

**Accounting Authority:**

**Mr Important Mkhize**



**Signature:**



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**PART A: STRATEGIC OVERVIEW**

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**I. Vision**

**"To let the Spirit of Luthuli speak to all"**

**II. Mission**

To conserve, uphold, promote and propagate the life, values, philosophies and legacy of the late Chief Albert Luthuli in the struggle against Apartheid oppression, respect for human rights as well as life devotion to non-violent resolutions to world problems

To bring the institutional values above into practice, the Luthuli Museum commits itself to the following offerings:

- To provide a policy towards furthering the interest of the Albert Luthuli Legacy
- To produce recommendations to further the interests of museums in South Africa, the Continent and the world.
- To produce, document and make accessible knowledge about the Legacy of Albert Luthuli and the Liberation Struggle in South Africa and beyond.
- To empower and engage people and communities in the developing, collecting and distributing the offering.

**III. Values**

- Conscientious Leadership
- Human Rights
- Integrity
- Equitable Society
- Freedom and Human Dignity.

## **PART A: STRATEGIC OVERVIEW**

### **1. Situational Analysis**

This 2019/2020 Annual Performance Plan (APP) is the last of the 2015/2020 planning cycle. The Luthuli Museum will embark on a strategic review exercise in planning for the 2020/2025 planning cycle which offers another opportunity for the organisation to assess its past 5 year performance and realign accordingly to take the legacy of Chief Albert Luthuli to the next level. This will require inputs from both the Luthuli Museum Council; Museum Management; staff and stakeholders who believe that the Museum is destined for greater heights in upholding the legacy of Chief Albert Luthuli.

The 2019/2020 financial year begins with the Museum having established a sound base with respect to the improvement of human resource capacity and operational space. From a human resources side the Museum has appointed a new Curator and Researcher to drive the programme Business Development and this was coupled with the appointment of two partime Museum Assistants who offer relief and support in under capacitated sections within the organisation. Challenges in this regard will remain, when considering that the CCMA Arbitration matter remains current. The new Resource Centre Building, aptly named after Mrs Nokukhanya Luthuli, is 90% complete and will provide various new operational facilities fitting for an organisation positioned for the next level of growth and development.

The Museum enters the new financial year with much hope considering the internal and external challenges the organisation faced in 2018 which threatened to destabilize and render it dysfunctional and unable to fulfil its mandate. Interventions by the Ministry of Arts and Culture and continued consultations with key stakeholders ensured that the Luthuli Museum remains on its trajectory of growth and fulfilment of its appointed mandate and national government imperatives. The Museum Council is currently on a path to stabilize the organisation and put systems in place that will sufficiently address any future challenges to issues of governance; operations and stakeholder management issues.

In its 5 year strategic review and planning for the new cycle, the Museum anticipates, to name a few, changes in terms of the organigram; review of the strategic focus by establishing special purpose vehicles to pursue specific outcomes; formalising stakeholder role definition; improving on organisational financial sustainability by adopting effective financial strategies that promise real returns on investment; plans to grow the Luthuli Legacy footprint; etc. Indeed as Council we look forward to this new financial year as the Museum takes another step towards fulfilling its constitutional mandate.

#### **1.1 Performance delivery environment**

The fact that this financial year marks the end of a planning cycle means that the future performance deliver environment is likely to change as South Africa gets a new government administration intended on building on gains made not in the country, but also in the heritage sector. We should anticipate that the constitutional mandates of public entities like the Luthuli Museum will be impacted on. The Museum Council and management remain ready and fit to meet head on the new path and thrust of the new government administration.

#### **1.2 Organisational environment**

The organisational environment is earmarked for change in the new financial year as the Museum prepares itself to take a quantum leap into the new planning cycle of which 2024 will mark 20 years since the Museum was established.

### **2. Revisions to legislative and other mandates**

None

3. Overview of 2019/2020 budget and MTEF estimates

3.1 Expenditure Estimates

R thousand	Audited Outcomes			Adjusted Appropriation	Medium Term Expenditure Estimate			
	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22
1. Admin Expenses	875	1,046	1,150	12	1,138	1,153	1,210	1,295
2. Marketing	1,440	1,509	1,376	-540	1,916	2,107	2,166	2,197
3. Audit Fees	653	705	794	-23	817	855	987	1,037
<b>SUBTOTAL</b>	<b>2,968</b>	<b>3,260</b>	<b>3,320</b>	<b>-551</b>	<b>3,871</b>	<b>4,115</b>	<b>4,363</b>	<b>4,529</b>
<b>ECONOMIC CLASSIFICATION</b>								
4. Compensation of employees/staff	5,152	5,868	5,494	-1,958	7,452	7,411	7,929	8,484
5. Operating expenses	2,425	3,200	3,464	-42	3,506	4,109	4,200	4,303
<b>SUBTOTAL</b>	<b>7,577</b>	<b>9,068</b>	<b>8,958</b>	<b>-2,010</b>	<b>10,958</b>	<b>11,520</b>	<b>12,129</b>	<b>12,787</b>
<b>GRAND TOTAL</b>	<b>10,545</b>	<b>12,328</b>	<b>12,278</b>	<b>-2,561</b>	<b>14,829</b>	<b>15,635</b>	<b>16,492</b>	<b>17,316</b>



## 3.2 Reconciling performance targets with the Budget and the MTEF

INCOME	2015/16 Audited R'000	2016 - 2017 Audited R'000	2017 - 2018 Audited R'000	2018 - 2019 Approved R'000	2019 - 2020 Budgeted R'000	2020-2021 Budgeted R'000	2021 - 2022 Budgeted R'000
(a) State contribution	9,477	9,348	13,242	14,828	14634	16,491	17,316
(b) Donation	-	-	-	-	-	-	-
(c) Unspent Conditional Grant	-	-	560	-	-	-	-
(d) Related Parties-Service In Kind	-	212	373	-	-	-	-
(e) Other: income	5	26	-	-	-	-	-
(f) Investment: income	434	484	754	-	-	-	-
(g) Sales of Services	1	1	1	1	1	1	1
<b>Total</b>	<b>9,917</b>	<b>10,071</b>	<b>14,930</b>	<b>14,829</b>	<b>15,635</b>	<b>16,492</b>	<b>17,317</b>

EXPENDITURE	2015/16 Audited R'000	2016/2017 Audited R'000	2017/2018 Audited R'000	2018/2019 Approved R'000	2019 - 2020 Budgeted R'000	2020-2021 Budgeted R'000	2021 -2022 Budgeted R'000
(a) Administrative Costs	875	1,046	1,150	1,138	1,153	1,210	1,295
(b) Governance	653	705	794	817	855	987	1,037
© Marketing Costs	1,440	1,509	1,376	1,916	2,107	2,166	2,197
(d) Core Functions	2,425	3,200	3,464	3,871	4,109	4,200	4,303
(e) Staff Expenditure	5,152	5,868	5,494	7,452	7,929	7,929	8,484
<b>Total</b>	<b>10,545</b>	<b>12,328</b>	<b>12,278</b>	<b>14,829</b>	<b>15,635</b>	<b>16,492</b>	<b>17,316</b>
<b>Surplus/(Deficit)</b>	<b>-628</b>	<b>-2,257</b>	<b>2,652</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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**PART B: PROGRAMMES AND SUBPROGRAMME PLANS**

**4. PROGRAMMES AND SUBPROGRAMME PLANS**

**A. Programme 1: Administration**

- Governance
- Support Services (FM; HRM; SCM; IT; Legal; Design; Security)
- Facilities Management and Development (RAMP; UAMP)

**B. Programme 2: Business Development**

- Collections Management
- Research and Exhibitions
- Education

**C. Programme 3: Public Engagement**

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

**PART B: PROGRAMMES AND SUBPROGRAMME PLANS**

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**4.1 Programmes Description and Purpose**

**A. PROGRAMME i: 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); Information Communication Technology (ICT); Legal Services (LS); Safety and Security Services (SS) and Design Development (DD).

**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.

**III. Subprogramme (C): Facilities management and development**

**Description:** Concerned with all site maintenance activities and development of new infrastructure in line with the changing mandate of the organization. This subprogramme includes the annual Repair and Maintenance Programme (RAMP) and the long term User Asset Management Plan (UAMP).

**Purpose:** Ensure that the Museum buildings and site are well maintained and that the facility is aligned to the organization's long-term vision and mission to increase operational capacity.

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**PART B: PROGRAMMES AND SUBPROGRAMME PLANS (continued)**

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**B. PROGRAMME 2: BUSINESS DEVELOPMENT**

**I. Subprogramme: Collections Management**

**Description:** The subprogramme 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 and Exhibitions**

**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: Education**

**Description:** Concerned with the support and promotion of the legacy of Chief Albert Luthuli through public intellectual dialogue and scholarship support.

**Purpose:** Organize seminars; conferences, colloquia etc. to encourage social debate and implement the bursary education to support academic excellence

**PART B: PROGRAMMES AND SUBPROGRAMME PLANS (end)**

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**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 and 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.
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4.1 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS  
ADMINISTRATION

Subprogramme 1(a): Governance

Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets									
		2015 - 2016	2016 - 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021 - 2022							
1. Promote good governance and efficient management of the Museum in line with applicable legislation; policies; procedures and sectoral best interest	1.1 Achieved legislative compliance; financial accountability and good governance	<ul style="list-style-type: none"> <li>Partially Achieved. Council meetings took place on the 27 June 2015; 3 October 15; 12 December 2015; 17 April 2016</li> </ul>	<ul style="list-style-type: none"> <li>Council meetings took place on the 16.04.16; 17.07.16; 13.11.16; 22.01.17 and 19.02.17</li> </ul>	<ul style="list-style-type: none"> <li>4 Museum Council meetings achieved. Council meetings took place on the 23/04/17; 9 July 2017; 17.09.17 (Special Council); 12.11.17 (Scheduled Council Meeting) and 29.11.17 (End of Term Council normal meeting meetings took place on 24/02/18 &amp; Special Council Meeting on 20/01/18. Committees' meetings took place prior to Council's.</li> </ul>	<ul style="list-style-type: none"> <li>4x Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>4x Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>4x Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>Audit &amp; Risk Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>Audit &amp; Risk Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>Audit &amp; Risk Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>4x quarterly reports to the DAC</li> </ul>	<ul style="list-style-type: none"> <li>4x quarterly reports to the DAC</li> </ul>	<ul style="list-style-type: none"> <li>4x quarterly reports to the DAC</li> </ul>	<ul style="list-style-type: none"> <li>1x Annual report submitted</li> </ul>	<ul style="list-style-type: none"> <li>1x Annual report submitted</li> </ul>

			<ul style="list-style-type: none"> <li>The draft &amp; the final Strategic Plan was submitted to the DAC &amp; other prescribed repositories</li> <li>2015/2016 Internal Audit achieved</li> <li>Partially Achieved. All SLA reviewed in terms of contract dates for some; reconfirmation of payments &amp; escalations &amp; changed scope of services with the exception of G4S Alarms</li> <li>Partially Achieved Progress Reports regarding capital plans; land purchase and infrastructural plans included on Council meeting Agenda but only discussed at one meeting.</li> <li>5x Policies reviewed for submission to Council</li> </ul>	<p>of labling.</p> <ul style="list-style-type: none"> <li>Strategic Plan was compiled not submitted to DAC.</li> <li>Internal Audit commenced by the 4<sup>th</sup> quarter. Refesting done and audit continued to 1<sup>st</sup> quarter of the 2017/2018 FNYR.</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>1x internal audit implemented</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implemented</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implement</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implement</li> </ul>
			<p>Not achieved.</p>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>1x internal audit implemented</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implemented</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implement</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implement</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implement</li> </ul>
			<p>1 Internal Audit achieved. The audit commenced on 26 February 2018.</p>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>1x internal audit implemented</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implemented</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implement</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implement</li> </ul>	<ul style="list-style-type: none"> <li>2x draft &amp; final strategic plan submitted</li> <li>4x internal audit implement</li> </ul>

Subprogramme 1 (b): Support Services

Financial Management		Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets							
			2015 - 2016	2016 - 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021 - 2022					
2. Legislative compliance with financial prescripts and supply chain management framework	2.1 Achieved compliance with financial prescripts & Supply Chain Management Framework	<ul style="list-style-type: none"> <li>All financial reconciliations regarding credit card expenditure; current account; cash book; assets; inventories; staff leave; payroll; subsistence &amp; travel claims &amp; PAYE implemented within deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Monthly recons were signed by the Director at end of each month</li> </ul>	<ul style="list-style-type: none"> <li>Financial recons verified and signed by AO</li> </ul>	<ul style="list-style-type: none"> <li>12x Financial Recons verified and signed by Accounting Officer</li> </ul>	<ul style="list-style-type: none"> <li>12x Recons verified and signed by Accounting Officer.</li> </ul>	<ul style="list-style-type: none"> <li>12x Recons verified and signed by Accounting Officer.</li> </ul>	<ul style="list-style-type: none"> <li>4x Quarter finance reports signed &amp; submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>4x Quarter finance reports signed &amp; submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>1x Unaudited AFS sent to AFS &amp; NT AGSA &amp; NT</li> </ul>	<ul style="list-style-type: none"> <li>1x Unaudited AFS sent to AFS &amp; NT AGSA &amp; NT</li> </ul>	<ul style="list-style-type: none"> <li>1x 2018/2019 Auditors Report submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>1x 2019/2020 Auditors Report submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>1x 2020/2021 Auditors Report submitted to DAC</li> </ul>
		<ul style="list-style-type: none"> <li>Financial quarterly reports submitted to the DAC</li> </ul>	<ul style="list-style-type: none"> <li>The Quarterly Reports were submitted on the set date with the non-financial information report</li> </ul>	<ul style="list-style-type: none"> <li>4 Quarterly finance reports Achieved. Quarterly finance reports signed and submitted to the DAC</li> </ul>	<ul style="list-style-type: none"> <li>4x Quarter finance reports signed &amp; submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>4x Quarter finance reports signed &amp; submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>4x Quarter finance reports signed &amp; submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>4x Quarter finance reports signed &amp; submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>1x Unaudited AFS sent to AFS &amp; NT AGSA &amp; NT</li> </ul>	<ul style="list-style-type: none"> <li>1x Unaudited AFS sent to AFS &amp; NT AGSA &amp; NT</li> </ul>	<ul style="list-style-type: none"> <li>1x 2018/2019 Auditors Report submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>1x 2019/2020 Auditors Report submitted to DAC</li> </ul>	<ul style="list-style-type: none"> <li>1x 2020/2021 Auditors Report submitted to DAC</li> </ul>	



Luthuli Museum APP – 2019/2020

		<ul style="list-style-type: none"> <li>Fiscal asset counting completed</li> </ul>	<ul style="list-style-type: none"> <li>Achieved</li> </ul>	<ul style="list-style-type: none"> <li>1 Asset counting and Report Achieved. Asset counting implemented by the Finance Manager and the Curator on 4<sup>th</sup> quarter reporting</li> </ul>	<ul style="list-style-type: none"> <li>1 x Asset counting implemented</li> </ul>	<ul style="list-style-type: none"> <li>1 x Asset verification implemented</li> </ul>	<ul style="list-style-type: none"> <li>1 x Asset verification implemented</li> </ul>	<ul style="list-style-type: none"> <li>1 x Asset verification implement</li> </ul>
	<ul style="list-style-type: none"> <li>Partially achieved. Director and Finance Manager meet on an ongoing basis regarding payments for goods and services; budget adjustments &amp; financial compliance matters</li> </ul>	<ul style="list-style-type: none"> <li>Achieved</li> </ul>	<ul style="list-style-type: none"> <li>1 Midyear Virements update achieved and implemented as per PFMA Sect. 49 (2b)</li> </ul>	<ul style="list-style-type: none"> <li>1 x Midyear Virements implement as per PFMA Section 49 subsection 2 (b)</li> </ul>	<ul style="list-style-type: none"> <li>1 x Midyear Virements implement as per PFMA Section 49 subsection 2 (b)</li> </ul>	<ul style="list-style-type: none"> <li>1 x Midyear Virements implement as per PFMA Section 49 subsection 2 (b)</li> </ul>	<ul style="list-style-type: none"> <li>1 x Midyear Virements implement as per PFMA Section 49 subsection 2 (b)</li> </ul>	<ul style="list-style-type: none"> <li>1 x Annual salary adjustments</li> </ul>
	<ul style="list-style-type: none"> <li>Cost of living adjustments implemented as per DPSA reference / guidelines @ 7% for levels 1 – 12</li> <li>ENE was submitted to the NT complete</li> </ul>	<ul style="list-style-type: none"> <li>Achieved</li> </ul>	<ul style="list-style-type: none"> <li>1 Annual cost of living adjustments implemented accordingly as approved by Accounting Authority</li> <li>1 ENE template submitted to NT and the DAC by the Finance Manager accordingly</li> </ul>	<ul style="list-style-type: none"> <li>1 x Annual salary adjustments</li> <li>ENE submitted to NT &amp; DAC</li> </ul>	<ul style="list-style-type: none"> <li>1 x Annual salary adjustments</li> <li>ENE submitted to NT &amp; DAC</li> </ul>	<ul style="list-style-type: none"> <li>1 x Annual salary adjustments</li> <li>ENE submitted to NT &amp; DAC</li> </ul>	<ul style="list-style-type: none"> <li>1 x Annual salary adjustments</li> <li>ENE submitted to NT &amp; DAC</li> </ul>	<ul style="list-style-type: none"> <li>1 x Annual salary adjustments</li> <li>ENE submitted to NT &amp; DAC</li> </ul>
	<ul style="list-style-type: none"> <li>Audit queries attended to and remedied</li> </ul>	<ul style="list-style-type: none"> <li>Achieved</li> </ul>	<ul style="list-style-type: none"> <li>1 Audit Action Plan achieved and reviewed by Council and Audit Committee 24/02/18 and 22/02/18 respectively</li> </ul>	<ul style="list-style-type: none"> <li>Audit action plan achieved</li> </ul>	<ul style="list-style-type: none"> <li>1 x Audit action plan</li> </ul>	<ul style="list-style-type: none"> <li>1 x Audit action plan</li> </ul>	<ul style="list-style-type: none"> <li>1 x Audit action plan</li> </ul>	<ul style="list-style-type: none"> <li>1 x Audit action plan</li> </ul>

Human Resources Management		Performance Indicator	Audited / Actual performance				Current Year performance 2018- 2019	Medium term targets			
			2015 - 2016	2016 - 2017	2017- 2018	2019 - 2020		2020 - 2021	2021 - 2022		
3.	Promote good governance and efficient management of Museum in line with applicable legislation; policies; procedures; sectoral best practice and strategic vision	3.1 Implemented effective HRM systems in line with policies and procedures	<ul style="list-style-type: none"> <li>5x Policies reviewed for submission to Council</li> <li>10x Performance Agreements / Job Profiles for staff signed by the 1<sup>st</sup> quarter</li> <li>Training for staff target not achieved</li> <li>1x Staff workshop on museum policies and procedures not achieved</li> <li>1x staff half yearly assessments not achieved</li> </ul>	<ul style="list-style-type: none"> <li>Council approved &amp; signed off on 4x policies, i.e. the Charters of the Finance &amp; Human Resources Committees Museum; Language Policy and the ICT Governance Framework</li> <li>Performance Agreements signed by 30.06.16</li> <li>No training of staff members took place in this reporting year</li> <li>Policies &amp; procedures circulated to staff for review 06 / 16</li> <li>1x assessment of staff performance occurred in the 1<sup>st</sup> quarter. Midyear assessments did not take place.</li> </ul>	<ul style="list-style-type: none"> <li>Only 3 policies partially achieved, namely, Language Policy; Collections Policy and Procedure; Conservation Management and Guidelines.</li> <li>12 Performance Agreements signed. The agreements were not signed in April but June 2017 of the financial year. Only 11 were members' suspended did not sign the agreements.</li> <li>0 Achieved</li> <li>Not Achieved. No workshop with staff took place on policies and procedures during this reporting year</li> <li>0 Achieved</li> </ul>	<ul style="list-style-type: none"> <li>5x policies reviewed &amp; approved</li> <li>15x performance agreements signed</li> <li>3x training of staff members</li> <li>1x policies training workshop</li> <li>2x Performance assessment for staff</li> </ul>	<ul style="list-style-type: none"> <li>5x policies reviewed &amp; approved</li> <li>15x performance agreements signed</li> <li>3x training of staff members</li> <li>1x policies training workshop</li> <li>2x Performance assessment for staff</li> </ul>	<ul style="list-style-type: none"> <li>5x policies reviewed &amp; approved</li> <li>15x performance agreements signed</li> <li>3x training of staff members</li> <li>1x policies training workshop</li> <li>2x Performance assessment for staff</li> </ul>	<ul style="list-style-type: none"> <li>5x policies amended</li> <li>15x performance agreements signed</li> <li>1x training of staff members</li> <li>1x policies training workshop</li> <li>1x staff half yearly assessments achieved by the 2<sup>nd</sup> quarter</li> </ul>	<ul style="list-style-type: none"> <li>5x policies reviewed &amp; approved</li> <li>15x performance agreements signed</li> <li>3x training of staff members</li> <li>1x policies training workshop</li> <li>2x Performance assessment for staff</li> </ul>	<ul style="list-style-type: none"> <li>5x policies reviewed &amp; approved</li> <li>15x performance agreements signed</li> <li>3x training of staff members</li> <li>1x policies training workshop</li> <li>2x Performance assessment for staff</li> </ul>

Information Communication Technology											
Strategic Objective	Performance Indicator	Audited / Actual performance					Current Year performance 2018 - 2019	Medium term targets			
		2015 - 2016	2016 - 2017	2017 - 2018	2019 - 2020	2020 - 2021		2021 - 2022			
		4. Provide strategic and effective leadership in the management of Museum to achieved its strategic goals and performance objectives	4.1 Protected; preserved Museum physical assets & resources in line with applicable legislative prescripts	-	<ul style="list-style-type: none"> <li>ICT Governance Framework including the IT Security and Change Management Policies; and Online User Agreement signed by Council</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. 1x ICT Governance Framework and policies approved and signed off by Museum Council</li> </ul>		<ul style="list-style-type: none"> <li>1x monitor report on ICT Governance Framework</li> </ul>	<ul style="list-style-type: none"> <li>4x Report on ICT staff problems and interventions</li> </ul>	<ul style="list-style-type: none"> <li>4x Report on ICT staff problems and interventions</li> </ul>	<ul style="list-style-type: none"> <li>4x Report on ICT staff problems and interventions</li> </ul>

Legal Services		Performance Indicator	Audited / Actual performance				Current Year performance 2018 - 2019	Medium term targets		
			2015 – 2016	2016 - 2017	2017 - 2018	2019 - 2020		2020 – 2021	2021 - 2022	
5.	Provide strategic and effective leadership in the management of Museum to achieved its strategic goals and performance objectives	5.1 Protected; preserved Museum physical assets & resources in line with applicable legislative prescripts	<ul style="list-style-type: none"> <li>All Service Level Agreements reviewed and approved accordingly</li> </ul>	<ul style="list-style-type: none"> <li>Service Level Agreements with service provider review by AO and the Personal Assistant</li> <li>Lease Agreements with Mrs Guma and the offsite storage implemented</li> <li>MOU with Phansi Museum reviewed</li> </ul>	<ul style="list-style-type: none"> <li>1 x Review of SLAs with service providers achieved</li> <li>1 x Renewal of lease agreements for staff parking and offsite storage achieved</li> <li>1 x Review and signing of MOUs with partners organisations on public programmes achieved</li> </ul>	<ul style="list-style-type: none"> <li>1 x review of SLAs with service providers</li> <li>1 x renewal of lease agreements for staff parking &amp; offsite storage</li> <li>1 x review &amp; sign of MOU with partner organisations for public programmes</li> </ul>	<ul style="list-style-type: none"> <li>1 x review of SLAs with service providers</li> <li>1 x renewal of lease agreements for staff parking &amp; offsite storage</li> <li>1 x review &amp; sign of MOU with partner organisations for public programmes</li> </ul>	<ul style="list-style-type: none"> <li>1 x review of SLAs with service providers</li> <li>1 x renewal of lease agreements for staff parking &amp; offsite storage</li> <li>1 x review &amp; sign of MOU with partner organisations for public programmes</li> </ul>		

Safety and Security Services		Audited / Actual performance				Current Year performance 2018 - 2019	Medium term targets		
		Performance Indicator			2017 - 2018		2019- 2020	2020 - 2021	2021- 2022
		Strategic Objective	2015 - 2016	2016 - 2017	2017 - 2018		2019- 2020	2020 - 2021	2021- 2022
6. Provide strategic and effective leadership in the management of Museum to achieve its strategic goals and performance objectives	6.1 Secured and hospitable campus for staff and visitors		<ul style="list-style-type: none"> <li>8x safety &amp; security reports submitted</li> <li>2x RAMP reports compiled</li> </ul>	<ul style="list-style-type: none"> <li>The reports were implemented based on the security OB Reports re: entries by officers</li> <li>Achieved as based on the RAMP Register and reports at Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>12x Safety and Security reports submitted accordingly</li> <li>4x RAMP Reports submitted accordingly</li> </ul>	<ul style="list-style-type: none"> <li>12x safety &amp; security reports</li> <li>4x RAMP Reports submitted</li> </ul>	<ul style="list-style-type: none"> <li>12x safety &amp; security reports</li> <li>4x RAMP Reports submitted</li> </ul>	<ul style="list-style-type: none"> <li>12x safety &amp; security reports</li> <li>4x RAMP Reports submitted</li> </ul>	<ul style="list-style-type: none"> <li>12x safety &amp; security reports</li> <li>4x RAMP Reports submitted</li> </ul>
		<ul style="list-style-type: none"> <li>1x backup power generator service achieved</li> <li>1x health &amp; safety inspection</li> </ul>	<ul style="list-style-type: none"> <li>Service achieved</li> <li>Museum engaged the services of NOSA where first consultative meeting took place on the 20.02.17 re: contracting and scope of inspection</li> </ul>	<ul style="list-style-type: none"> <li>1x Annual service on the backup power generator achieved</li> <li>1x Health and Safety inspection implemented by the Department of Public Works</li> <li>1x Service of CCTV surveillance system implemented</li> </ul>	<ul style="list-style-type: none"> <li>1x backup power generator service</li> <li>1x health &amp; safety inspection</li> </ul>	<ul style="list-style-type: none"> <li>1x backup power generator service</li> <li>1x health &amp; safety inspection</li> </ul>	<ul style="list-style-type: none"> <li>1x backup power generator service</li> <li>1x health &amp; safety inspection</li> </ul>	<ul style="list-style-type: none"> <li>1x appointment of security company on new 3 year contract</li> <li>1x backup power generator service</li> <li>1x health &amp; safety inspection</li> </ul>	<ul style="list-style-type: none"> <li>1x appointment of security company on new 3 year contract</li> <li>1x backup power generator service</li> <li>1x health &amp; safety inspection</li> </ul>

Supply Chain Management								
Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets		
		2015 - 2016	2016 - 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021- 2022
7. Legislative compliance with financial with prescripts and supply chain management framework	7.1 Compliance with PFMA and National Treasury Regulations and Practice Notes	-	-	-	-	<ul style="list-style-type: none"> <li>4x Reports on compliance with SCM Policies and Procedures</li> </ul>	<ul style="list-style-type: none"> <li>4x Reports on compliance with SCM Policies and Procedures</li> </ul>	<ul style="list-style-type: none"> <li>4x Reports on compliance with SCM Policies and Procedures</li> </ul>
		<ul style="list-style-type: none"> <li>1x appointment of contractor to repair museum house achieved</li> <li>1x appointment of contractor to repair UCCSA church building and Luthuli grave achieved</li> </ul>	<ul style="list-style-type: none"> <li>New Security Company called MNR appointed and commenced work by 1 April 2017.</li> </ul>	<ul style="list-style-type: none"> <li>1x New Security Company called MNR appointed and commenced work by 1 April 2017</li> <li>1x Building contractor called MVY Construction was appointed on 1 October 2017 for the Nakukhanya Luthuli Resource Centre Project</li> </ul>	<ul style="list-style-type: none"> <li>1x Appointment of internal audit firm on 3 year term</li> <li>1x Appointment of contractor to underpin outbuilding &amp; replace asbestos roofing</li> </ul>	-	-	-

Design Development		Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets		
			2015 - 2016	2016 - 2017	2017 - 2018		2019- 2020	2020- 2021	2021 - 2022
8. Application of innovative design approaches to support Museum strategic objectives	8.1	Applied technological innovation & design for timely production of promotional material & displays	<ul style="list-style-type: none"> <li>4 x Museum Newsletter designed &amp; published</li> <li>1 x Annual Report produced &amp; deposited accordingly</li> <li>1 x temporary exhibition designed, produced &amp; mounted</li> </ul>	<ul style="list-style-type: none"> <li>2x Newsletters were designed and printed</li> <li>Confirmation Letter of Annual Report tabling and deposit to libraries and DAC</li> <li>16 June 1976 40th Anniversary Exhibition; Kennedy Luthuli 50th Anniversary; ANC 100 Years of Selfless Struggle designed and installed</li> <li>Research; Conceptualisation and planning achieved by the Curator but there was no production and mounting</li> <li>Advert placed on the New Agenda Issue 63 publication and other 2 magazines</li> </ul>	<ul style="list-style-type: none"> <li>0 Achieved. No Museum Newsletters designed and published</li> <li>Achieved. 1x Annual Report produced and deposited accordingly</li> <li>Partially Achieved. 1x Temporary exhibition titled 'The Soldiers of Luthuli' was designed and installed</li> <li>0 Achieved as there was no permanent exhibition designed and installed</li> <li>Achieved. 2x Magazine adverts placed in publications Pan African Parliament and the Fast Finder</li> </ul>	<ul style="list-style-type: none"> <li>4x Museum Newsletter designed &amp; published</li> <li>1x Annual Report produced &amp; deposited accordingly</li> <li>2x temporary travelling exhibition designed</li> </ul>	<ul style="list-style-type: none"> <li>4x Museum Newsletter designed &amp; published</li> <li>1x Annual Report produced &amp; deposited accordingly</li> <li>3x temporary travelling exhibition designed</li> </ul>	<ul style="list-style-type: none"> <li>4x Museum Newsletter designed &amp; published</li> <li>1x Annual Report produced &amp; deposited accordingly</li> <li>3x temporary travelling exhibition designed</li> </ul>	<ul style="list-style-type: none"> <li>4x Museum Newsletter designed &amp; published</li> <li>1x Annual Report produced &amp; deposited accordingly</li> <li>3x temporary travelling exhibition designed</li> </ul>
				<ul style="list-style-type: none"> <li>3x magazine adverts designed &amp; placed in national newspapers</li> </ul>	<ul style="list-style-type: none"> <li>3x magazine adverts designed &amp; placed in national newspapers</li> </ul>	<ul style="list-style-type: none"> <li>3x magazine adverts designed &amp; placed in national newspapers</li> </ul>	<ul style="list-style-type: none"> <li>3x magazine adverts designed &amp; placed in national newspapers</li> </ul>	<ul style="list-style-type: none"> <li>3x magazine adverts designed &amp; placed in national newspapers</li> </ul>	<ul style="list-style-type: none"> <li>3x magazine adverts designed &amp; placed in national newspapers</li> </ul>

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			<ul style="list-style-type: none"> <li>▪ 4x museum education learner certificates produced</li> </ul>	<p><b>Certificates produced for local Aidenville Primary School</b></p>	<p>Partially achieved. Only 1x certificate produced.</p>	<ul style="list-style-type: none"> <li>▪ 4x museum education learner certificates produced</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4x museum education learner certificates produced</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4x museum education learner certificates produced</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4x museum education learner certificates produced</li> </ul>
			<ul style="list-style-type: none"> <li>▪ 4x museum education learner certificates produced</li> </ul>						



**Subprogramme 1 (C): Facilities Management and Development**

Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets		
		2014 - 2015	2016 - 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021 - 2022
		9. Protection & sustainability of museum physical assets through an efficient repair & maintenance programme	9.1 Implemented Repair and Maintenance Programme (RAMP)	<ul style="list-style-type: none"> <li>12x RAMP work achieved on buildings &amp; site with assistance also from DPW Workshops department</li> <li>Inventories status for consumables &amp; equipment maintained throughout the year</li> <li>12x checklist inspections implemented as directed and filed accordingly</li> </ul>		<ul style="list-style-type: none"> <li>Wendy house purchased; Garden maintenance equipment acquired; visitor access project; Ablutions lights; Historic building indoor painting</li> <li>Inventories compiled include the offsite storage equipment; onsite equipment and consumables</li> <li>Checklists maintained as part as the maintenance supervisor responsibility</li> </ul>	0 Achieved	<ul style="list-style-type: none"> <li>12x RAMP implementation &amp; monitoring reports (building; electrical; mechanical)</li> <li>4x quarterly inventories on equipment &amp; consumables</li> <li>12x cleaning checklist 7 inspection reports (toilets; garden; kitchen; offices; exhibition gallery)</li> </ul>

Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets		
		2015 - 2016	2016- 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021 - 2022
		9.2	<p>Implemented User Asset Management Plan (UAMP)</p> <ul style="list-style-type: none"> <li>1 x planned maintenance repainting of museum historic building &amp; UCCSA church</li> <li>1 x service of admin building roof &amp; gutter system</li> <li>1 x maintenance of museum historic building wooden doors &amp; frames replacement</li> </ul>	<ul style="list-style-type: none"> <li>System maintenance not implemented</li> <li>Asbestos roof replacement not implemented</li> <li>Specifications for the cabling completed by service provider by the 31 March 2017</li> <li>NOSA recruited to assist Museum to be safety and security compliant</li> <li>DPW 2012 building structural inspection and report secured by the Museum</li> <li>New alarm system installed by G4S. This include new control panels and signal equipment</li> </ul>		<ul style="list-style-type: none"> <li>0 Achieved</li> <li>0 Achieved</li> <li>0 Achieved</li> <li>0 Achieved</li> <li>0 Achieved</li> <li>0 Achieved</li> <li>Not Achieved</li> </ul>	<ul style="list-style-type: none"> <li>1 x planned maintenance of the solar power system &amp; batteries</li> <li>1 x replacement of asbestos roof in museum outbuilding offices</li> <li>1 x electrical &amp; IT network cabling</li> <li>1 x admin building emergency door replacement</li> <li>1 x admin building cracks &amp; floor levelling</li> </ul>	<ul style="list-style-type: none"> <li>1 x UAMP reports submitted to DAC</li> <li>1 x UAMP reports submitted to DAC</li> <li>1 x UAMP reports submitted to DAC</li> </ul>

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				<ul style="list-style-type: none"> <li>1 x backup power generator exhaust system replacement and fit proper reserve fuel tank</li> </ul>					
				<ul style="list-style-type: none"> <li>0 Achieved</li> </ul>					
				<ul style="list-style-type: none"> <li>Inspection done by co. Generator Control and they submitted project quote in April 2017</li> <li>Project not executed</li> <li>Project not executed</li> <li>Not Achieved</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. 2x Automated sensor doors installed and operational for access and exit sides</li> </ul>				
					<ul style="list-style-type: none"> <li>1 x museum main building access security gate replacement with 'Trellidoor' roller gate</li> </ul>				
					<ul style="list-style-type: none"> <li>2x feasibility studies for the upgrade of 'accident site' monument and the integration of memorial sites related to Chief Albert Luthuli</li> </ul>				

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

Strategic Objective	Performance Indicator	Audited / Actual performance			Medium term targets		
		2015 - 2016	2016 - 2017	2017 - 2018	2019 - 2020	2020 - 2021	2021 - 2022
1. Globally map; accession and document collection and heritage material on Chief Albert Luthuli	1.1 Increased Museum collections through fieldwork research; general research and acquisitions	<p>10x Artefacts &amp; documents collected include, URL donation (Luthuli Nobel Voice file); 11 Posters on Satyagraha (In Pursuit of Truth); DVD titled Gandhi; King; Ikeda (Community Builders); DVD titled A force more powerful (A Century of Non Violence); Copies of papers on Luthuli; correspondence with Helen Joseph; Freedom Charter; Congress of the People; copies on ZK Matthews papers; 10x copies of Ilanga newspapers; 13x Eli Weinberg papers on Congress of the People; 2x copies of the Gandhi documentary; 11 x posters on Gandhi's life in South Africa. For the 3<sup>rd</sup> quarter, 1x paper on 'State vs. Ngakane and others; 1x article titled, 'Foe of Apartheid' from Activist Archive; 2x books and CD voice recordings 5x on Luthuli and Kennedy from SABC Radio Archives</p>	<p>16x historic photographs the 50's; 60's and 70's collected; 2x book donations one from Dr M Buthelezi (Biography) and another from Adv. Omar Moosa SC (History Islamic Education in SA); 1x DVD collected titled; '6 Days in SOWETO'. 80 newspaper articles of Ilanga and Drum magazine collected</p>	<p>Partially Achieved. A total of 55x artefacts collected but not documented accordingly</p>	<p>20x artefacts / documents collected</p>	<p>30x artefacts / documents collected</p>	<p>30x artefacts / documents collected</p>

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<p>1.2</p>	<p>Accurately digitised and documented museum collection</p>	<ul style="list-style-type: none"> <li>Digitisation not achieved</li> <li>Uploading of artefacts on online catalogue not achieved</li> </ul>	<ul style="list-style-type: none"> <li>Not Achieved as there was no available digitised data to work with</li> <li>Not Achieved</li> </ul>	<ul style="list-style-type: none"> <li>0 Achieved</li> <li>0 Achieved</li> </ul>	<ul style="list-style-type: none"> <li>20x artefacts &amp; documents digitally accessioned on Past Perfect System</li> <li>20x select artefacts &amp; documents uploaded into museum online catalogue</li> </ul>	<ul style="list-style-type: none"> <li>20x artefacts / documents digitally accessioned</li> <li>20x artefacts / documents digitally uploaded into museum online catalogue</li> </ul>	<ul style="list-style-type: none"> <li>30x artefacts / documents digitally accessioned</li> <li>30x artefacts / documents digitally uploaded into museum online catalogue</li> </ul>	<ul style="list-style-type: none"> <li>30x artefacts / documents digitally accessioned</li> <li>30x artefacts / documents digitally uploaded into museum online catalogue</li> </ul>
<p>2. Preserve, protect &amp; maintain museum collections &amp; heritage material in line with the best collection management &amp; preservation standards, policies and ethical practice</p>	<p>Performance monitoring of preservation and conservation policies</p>	<ul style="list-style-type: none"> <li>Preservation and conservation policies remain unchanged &amp; in force. No review necessary.</li> <li>No report on management of donor reports</li> </ul>	<ul style="list-style-type: none"> <li>Not Achieved</li> <li>Not Achieved</li> </ul>	<ul style="list-style-type: none"> <li>0 Achieved</li> <li>0 Achieved</li> </ul>	<ul style="list-style-type: none"> <li>2x reports on the implementation of the preservation &amp; conservation policies</li> <li>2x reports on donor agreements managed in line with copyright law</li> </ul>	<ul style="list-style-type: none"> <li>2x reports on the implementation of the preservation &amp; conservation policies</li> <li>2x reports on donor agreements managed in line with copyright law</li> </ul>	<ul style="list-style-type: none"> <li>2x reports on the implementation of the preservation &amp; conservation policies</li> <li>2x reports on donor agreements managed in line with copyright law</li> <li>2x reports on museum newly acquired collections</li> </ul>	<ul style="list-style-type: none"> <li>2x reports on the implementation of the preservation &amp; conservation policies</li> <li>2x reports on donor agreements managed in line with copyright law</li> <li>2x reports on museum newly acquired collections</li> </ul>
<p>2.2</p>	<p>Maintained collections to acceptable international standards</p>	<p>-</p>	<p>-</p>	<ul style="list-style-type: none"> <li>0 Achieved</li> </ul>	<ul style="list-style-type: none"> <li>2x Reports on collections management</li> </ul>	<ul style="list-style-type: none"> <li>2x Reports on collections management</li> </ul>	<ul style="list-style-type: none"> <li>2x Reports on collections management</li> </ul>	<ul style="list-style-type: none"> <li>2x Reports on collections management</li> </ul>

Subprogramme 2 (B): Research and Exhibitions

Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets		
		2015 - 2016	2016 - 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021- 2022
		3.1	Conceptualised, implemented & accurately verified museum exhibitions	<ul style="list-style-type: none"> <li>0 No travelling exhibition installed</li> <li>0 No temporary exhibition installed</li> <li>0 1 x permanent exhibition not installed</li> </ul>		<ul style="list-style-type: none"> <li>0 Achieved. 1 x biographical exhibition on Chief Albert Luthuli installed in Newcastle, Carnegie Art Gallery</li> <li>0 1 x temporary exhibition installed on Human Rights, titled, 'Gills of Rights.</li> <li>0 Not Achieved as there was no available digitised data to work with</li> </ul>	<ul style="list-style-type: none"> <li>0 0 Achieved</li> <li>0 Achieved. 1 x Exhibition installed.</li> <li>0 0 Achieved</li> </ul>	<ul style="list-style-type: none"> <li>0 1 x travelling exhibition installed</li> <li>0 1 x temporary exhibition installed</li> <li>0 -</li> </ul>
3.2	Produced, managed & promoted new knowledge on Chief Albert Luthuli	<ul style="list-style-type: none"> <li>0 No conference / seminar paper delivered</li> <li>0 Achieved. Publication produced for the Chief Albert Luthuli Memorial Lecture and also a learners manual produced</li> </ul>	<ul style="list-style-type: none"> <li>0 Plans to present paper at forthcoming SAMA conference in March 2017. Presentation of paper cancelled due to work overload</li> <li>0 Not Achieved</li> </ul>	<ul style="list-style-type: none"> <li>0 0 Achieved</li> </ul>	<ul style="list-style-type: none"> <li>0 2x conference / seminar papers presented</li> <li>0 1 x publication on Chief Albert Luthuli</li> </ul>	<ul style="list-style-type: none"> <li>0 2x conference / seminar papers presented</li> <li>0 1 x publication on Chief Albert Luthuli</li> </ul>	<ul style="list-style-type: none"> <li>0 2x conference / seminar papers presented</li> <li>0 1 x publication on Chief Albert Luthuli</li> </ul>	

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	3.3	Accurately researched; verified & managed museum collections and artefacts	<ul style="list-style-type: none"> <li>• Not Achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Not Achieved</li> </ul>	<ul style="list-style-type: none"> <li>• 0 Achieved</li> </ul>	<ul style="list-style-type: none"> <li>• 50x artefacts &amp; documents not documented or verified</li> </ul>	<ul style="list-style-type: none"> <li>• 20x artefacts &amp; documents researched and verified</li> </ul>	<ul style="list-style-type: none"> <li>• 30x artefacts &amp; documents researched and verified</li> </ul>	<ul style="list-style-type: none"> <li>• 30x artefacts &amp; documents researched and verified</li> </ul>
			-	-	-	-	<ul style="list-style-type: none"> <li>• 2 x upgraded /travelling / temporary exhibitions researched and verified</li> </ul>	<ul style="list-style-type: none"> <li>• 3 x upgraded /travelling / temporary exhibitions researched and verified</li> </ul>	<ul style="list-style-type: none"> <li>• 3 x upgraded /travelling / temporary exhibitions researched and verified</li> </ul>
			-	-	-	-	-	<ul style="list-style-type: none"> <li>• 1 x permanent exhibition researched and verified</li> </ul>	-

**Subprogramme 2 (C): Education**

Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets		
		2015 - 2016	2016 - 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021- 2022
		4.1	Conceptualised and implemented Chief Albert Luthuli Education Fund	<ul style="list-style-type: none"> <li>Draft concept document only developed &amp; no cost estimate done</li> </ul>		<ul style="list-style-type: none"> <li>0 Achieved</li> </ul>	<ul style="list-style-type: none"> <li>1 x Chief Albert Luthuli Education Fund established</li> </ul>	<ul style="list-style-type: none"> <li>5x learners supported for further education and / or training</li> </ul>
4.2	Convened public seminar / colloquium or dialogue promoting public discourse	<ul style="list-style-type: none"> <li>Youth dialogue and Women Dialogue took place respectively during month of June &amp; August in the 2nd quarter</li> </ul>	<ul style="list-style-type: none"> <li>0 Achieved</li> </ul>	<ul style="list-style-type: none"> <li>1 x themed public seminar / colloquium / dialogue organised</li> </ul>	<ul style="list-style-type: none"> <li>1 x themed public seminar / colloquium / dialogue organised</li> </ul>	<ul style="list-style-type: none"> <li>2x themed public seminar / colloquium / dialogue organised</li> </ul>	<ul style="list-style-type: none"> <li>3x themed public seminar / colloquium / dialogue organised</li> </ul>	



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

Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets				
		2015 - 2016	2016 - 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021- 2022		
		1.1	Implemented; sustained & strategically focused marketing campaigns	<ul style="list-style-type: none"> <li>Media campaigns implemented for events, i.e. Africa Month Music Concert 27/05/16. Chief Albert Luthuli Tribute Concert; Luthuli Walk; Women's Month Live Music Concert. Chief Albert Luthuli Memorial Lecture held 26/11/16</li> </ul>		<ul style="list-style-type: none"> <li>Partially Achieved. Only 2x media campaigns implemented with the public lecture on 'Banishment' under Apartheid' and also the Chief Albert Luthuli 2017 Memorial Lecture</li> </ul>	<ul style="list-style-type: none"> <li>4x Marketing &amp; promotions campaigns reports</li> </ul>	<ul style="list-style-type: none"> <li>4x Marketing &amp; promotions campaigns reports</li> </ul>	<ul style="list-style-type: none"> <li>4x Marketing &amp; promotions campaigns reports</li> </ul>	<ul style="list-style-type: none"> <li>4x Marketing &amp; promotions campaigns reports</li> </ul>

		<ul style="list-style-type: none"> <li>Customer services and corporate branding campaign achieved where Museum staff members were branded T-shirts on Fridays and at events; also they circulate museum promotional material at functions</li> <li>Achieved where promotional shortened version of Luthuli documentary video screened special for SADC delegation</li> <li>Brochures reprinted for promotional purposes</li> <li>Media coverage achieved in the North Coast Courier; Isolezwe; Ilembe Eyethu; Primary News; Sunday Tribune and social media</li> </ul>	<ul style="list-style-type: none"> <li>Campaign organised on 31/05/16 Kennedy Luthuli 50th commemoration event in terms of support for the event and staff branded wear for the occasion. Also throughout the year staff were branded T-Shirts on Fridays</li> <li>Promotional video shot included footage of interview of student on CAL legacy; International Museums Day and uploading of the content on YOUTUBE</li> <li>Not Achieved</li> <li>4x Reports submitted by the Education Subprogramme included coverage of events on ECR; UKhozi FM; SABC TV News; Eiv News; Newspapers incl. the Mercury; Daily News; SOWETAN; Citizen; Times; City Press; Pretoria News; The Star; North Coast Courier; Stanger Weekly and Online News like, VOA News; IOL and Times Live. These were collated by the Education Subprogramme</li> </ul>	<ul style="list-style-type: none"> <li>2x corporate branding campaigns achieved. Staff wear corporate T-shirts on events day and Fridays</li> <li>Partially achieved. 1x Report compiled by Education Officer</li> <li>Achieved. A new set of 2x brochures was printed as new stock</li> <li>Partially achieved. 1x Report compiled by Education Officer</li> </ul>	<ul style="list-style-type: none"> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> </ul>	<ul style="list-style-type: none"> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> </ul>	<ul style="list-style-type: none"> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> </ul>	<ul style="list-style-type: none"> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> <li>4x print and electronic media reports</li> </ul>
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		<ul style="list-style-type: none"> <li>Listing on Braby's and KZN Tourism publications</li> <li>Advertising PAN African 10 Year Anniversary and SOWETAN Soccer Anniversary publications</li> <li>Museum participated &amp; promoted at UHURU Arts Festival in Grouville; GHMT National Arts Festival; Africa Meets Confer. in Sandton; Tourism INDABA in Durban; AWESOME Ilembe Festival in Mandeni</li> <li>Not achieved as only 3 media releases were implemented</li> </ul>	<ul style="list-style-type: none"> <li>Listing in the North Coast Courier Fast Finder.</li> <li>Advertising achieved in New Agenda &amp; African Safaris publications and a Durban community magazine</li> <li>Participated in the Durban Tourism INDABA from 7 - 9 May 2016 and the Ballito Surf PRO from 22 June - 3 July 2016 and the Awesome Ilembe Festival on 27 December 2016</li> <li>7 media releases one for CAL Prayer Concert; Women's Day Dialogue; National Children's Arts Performance; Spring &amp; Heritage Month Concert; Call out for Music Business Education Programme; UHURU Committee candidates nomination; Ilembe Supplement</li> </ul>	<ul style="list-style-type: none"> <li>Partially Achieved. 2x Listing in the North Coast Courier Fast Finder publication and also Braby's Directory.</li> <li>Achieved. Advertising done in the 3x publications, namely, Pan African Parliament; New Agenda and the Fast Finder</li> <li>Partially Achieved. Museum only participated in 2x events, namely the 'Lions Show' and the 'Ilembe Choral Music Festival'</li> <li>Partially Achieved. Only 4x media release implemented out of the target of 20</li> </ul>	<ul style="list-style-type: none"> <li>3x listing in local; regional; national &amp; international directories</li> <li>3x museum advertising in publicity magazines</li> <li>4x participation in promotional fairs / tourism events / festivals</li> <li>20x media releases promoting public programmes &amp; profiling events</li> </ul>	<ul style="list-style-type: none"> <li>3x listing in local; regional; national &amp; international directories</li> <li>4x participation in promotional fairs / tourism events / festivals</li> <li>20x media releases promoting public programmes &amp; profiling events</li> </ul>	<ul style="list-style-type: none"> <li>3x listing in local; regional; national &amp; international directories</li> <li>4x participation in promotional fairs / tourism events / festivals</li> <li>20x media releases promoting public programmes &amp; profiling events</li> </ul>	<ul style="list-style-type: none"> <li>3x listing in local; regional; national &amp; international directories</li> <li>3x museum advertising in publicity magazines</li> <li>4x participation in promotional fairs / tourism events / festivals</li> <li>20x media releases promoting public programmes &amp; profiling events</li> </ul>
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1.2	Effectively managed museum promotional shop operations and outputs	<ul style="list-style-type: none"> <li>Planning for shop operation i.e. sale items; operational tools; space design &amp; management completed</li> </ul>	<ul style="list-style-type: none"> <li>Shop remained closed and therefore the following not achieved:                             <ul style="list-style-type: none"> <li>48x shop sales recon report not achieved</li> <li>2x shop controls; monitoring; sales; financial recon status report</li> <li>2x shop stock control &amp; purchase report</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>48x Museum shop sales reconciliation report <u>Not Achieved</u></li> <li>4x Quarterly museum shop financial report <u>Not Achieved</u></li> <li>2x Museum shop controls; monitoring; sales; products; financial reconciliation status report</li> <li><u>Not Achieved</u></li> </ul>	<ul style="list-style-type: none"> <li>16x shop sales recon report</li> <li>4x shop quarter reports</li> <li>2x shop controls; monitoring; sales; financial recon status report</li> <li>2x shop stock control &amp; purchase report</li> </ul>	<ul style="list-style-type: none"> <li>12x shop sales recon and stock control report</li> </ul>	<ul style="list-style-type: none"> <li>12x shop sales recon and stock control report</li> </ul>	<ul style="list-style-type: none"> <li>12x shop sales recon and stock control report</li> </ul>
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**Subprogramme 3 (B): Social Media**

Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets		
		2015 - 2016	2016 - 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021 - 2022
		2.1	Increased and sustained social media presence	<ul style="list-style-type: none"> <li>Only 2x Social Media Meetings took place in the 4<sup>th</sup> quarter with newly appointed Marketing Manager</li> <li>Reports for the reporting year received from WSI website hosting and service provider</li> <li>Facebook uploads achieved and implemented by the Education Officer for all programmes and promotional activities</li> </ul>		<ul style="list-style-type: none"> <li>12x Social Media Committee meetings did not take place as planned</li> <li>Achieved as reports submitted by service provider every month</li> <li>Achieved.</li> </ul>	<ul style="list-style-type: none"> <li>0 Achieved</li> <li>Achieved, 12x WSI Reports submitted monthly</li> <li>Achieved. 144x uploads implemented by Education Officer and the Public Relations Officer</li> </ul>	<ul style="list-style-type: none"> <li>12x social media committee meetings &amp; reports</li> <li>12x website and online catalogue reports</li> <li>40x Facebook uploads</li> </ul>
2.	Manage the Museum website & associated social media as an important portal to inform, educate and profile the museum				<ul style="list-style-type: none"> <li>4x social media committee meetings &amp; reports</li> <li>12x website and online catalogue monitoring and reports</li> <li>120x uploads on social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>4x social media committee meetings &amp; reports</li> <li>12x website and online catalogue monitoring and reports</li> <li>120x uploads on social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>4x social media committee meetings &amp; reports</li> <li>12x website and online catalogue monitoring and reports</li> <li>120x uploads on social media platforms</li> </ul>	

**Subprogramme 3 (C): Education and Tours**

Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets		
		2015 - 2016	2016 - 2017	2017 - 2018		2019 - 2020	2020 - 2021	2021- 2022
		3. Organise an annual calendar of dynamic educational programmes; tours and public events	3..1 Managed and increased public access to educational programmes	<ul style="list-style-type: none"> <li>Achieved. Poetry sessions took place on the 25 April; 9 May; 6 June; 4 &amp; 7 July; 8 August; 12 September; 17 October and 5 December</li> <li>Children holiday programmes took place during the Easter holidays; June and July holidays; December and January and included stimulating activities like chess games; film screenings; creative arts and physical activities</li> <li>The annual arts festival included 'Time of the Writer'; DIFF; 'Poetry Africa' and the UHURU Arts Festival</li> <li>Learner educational programmes included Spell BEE; English and IsiZulu Creative Writing; Live Music</li> </ul>		<ul style="list-style-type: none"> <li>10x Poetry sessions took place on 16/04/16; 7/05/17; 8/10/16; 29/10/16; 3/12/16; 11/03/17; 2/07/16; 30/07/17; 10/08/16</li> <li>Holiday programmes took place with local children during the school breaks in the year</li> <li>Time of the Writer Festival; Poetry Africa Festival; and Awesome Ilembe Music Festival</li> <li>Creative Writing Workshop took place on 12 - 14/10/16; Chess Tournament on 17/12/16; Object</li> </ul>	<ul style="list-style-type: none"> <li>Partially Achieved. Only 4x sessions implemented in the year</li> <li>Achieved. 4x holiday programmes took place school holidays</li> <li>Achieved. 3x festivals took place, namely, DIFF; Time of the Write and Poetry Festival which the Museum participated in</li> <li>Achieved. The 18x programmes included the Chess Tournaments and Training; Chief Albert Luthuli Oral History Competition; International</li> </ul>	<ul style="list-style-type: none"> <li>12x Community &amp; youth outreach programmes</li> <li>4x children holiday programme</li> <li>3x arts and culture festivals</li> <li>18x educational programmes</li> </ul>

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				<p><b>Museums Day; Youth Month Commemoration; Music Business Workshop; Essay Writing Competition; Black History Month</b> documentary screenings and dialogues.</p>			
	<p><b>Workshop: Black History Month Poetry Competition; USIBA reading and writing competition; World Environment Day; Film Screening; Chess Learner Training.</b></p>	<p><b>Cultures in Museums on 9/12/16; 'It starts with a heartbeat' Research Launch on 2/12/16; Poetry Africa Exchange Workshop 13/10/16. Phansi Museum Human Rights Arts and Essay Competition; Music Business Awards Ceremony; Black History Month celebration</b></p>					

**Subprogramme 3 (D): Public Relations and Programmes**

Strategic Objective	Performance Indicator	Audited / Actual performance			Current Year performance 2018 - 2019	Medium term targets		
		2015 - 2016	2016 - 2017	2017 - 2018		2018 - 2019	2019 - 2020	2020 - 2021
4. Enhance the status of the Luthuli Museum through community outreach programmes	4.1 Implemented public relations and outreach programmes	<ul style="list-style-type: none"> <li>Programmes achieved included, 'Night at the Museum' educational programme for young girls; Heritage Day Dialogue under the theme; 'Our indigenous knowledge, our heritage'; Careers EXPO aimed at career counselling and guidance for learners; Food production project for the physically disabled; Music Business workshop education programme for youth.</li> <li>Museum participated in the Robben Island Summer Camp Programme and also the Germany education exchange programme</li> </ul>	<ul style="list-style-type: none"> <li>6x Programmes achieved incl. the Careers EXPO and the Youth Dialogue hosted with Vukani MaAfrica. 'Night at the Museum' young girls' sleepover and Heritage Day Celebration event. Women's Knitting Project &amp; the Community Food Garden Project</li> <li>No Youth Camps attended</li> </ul>	<ul style="list-style-type: none"> <li>Partially Achieved. 5x programmes implemented i.e. Careers EXPO; Objects, Culture and Stories Workshop; Basic Introduction to Museums; Internship Programme; Mama Nokuthanya Dialogue; Night at the Museum</li> <li>Partially Achieved. Only 1x programme implemented, i.e. the Robben Island Spring Club attended</li> </ul>	<ul style="list-style-type: none"> <li>8x youth / learner or community capacity building programme</li> <li>2x youth camps attended</li> <li>4x quarterly newsletter printed and distributed</li> </ul>	<ul style="list-style-type: none"> <li>9x youth / learner or community capacity building programme</li> <li>2x youth camps attended</li> <li>4x quarterly newsletter printed and distributed</li> </ul>	<ul style="list-style-type: none"> <li>9x youth / learner or community capacity building programme</li> <li>2x youth camps attended</li> <li>4x quarterly newsletter printed and distributed</li> </ul>	
	4.2 Informed museum stakeholders and interest groups	<ul style="list-style-type: none"> <li>Partially Achieved. 3x copies of 'Ishabalazi' Newsletters for the reporting year published</li> </ul>	<ul style="list-style-type: none"> <li>Partially Achieved. Only 2x Newsletters were published and distributed</li> </ul>	<ul style="list-style-type: none"> <li>Not Achieved</li> </ul>	<ul style="list-style-type: none"> <li>4x quarterly newsletter printed and distributed</li> </ul>	<ul style="list-style-type: none"> <li>4x quarterly newsletter printed and distributed</li> </ul>	<ul style="list-style-type: none"> <li>4x quarterly newsletter printed and distributed</li> </ul>	



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4.3	Developed and sustained Luthuli Museum strategic partnerships	<ul style="list-style-type: none"> <li>Partnerships established and maintained include:           <ul style="list-style-type: none"> <li>Umsobomvu High School; I Support Music Productions; Concert SA; Ilembe District Education Department; Centre for the Creative Arts UKZN; USIBA; KwaDukuza Municipality; SPORTSTECH</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Partnership established with Stanger Hospital Choral Music Choir which performed at the 2016 Chief Albert Luthuli Memorial Lecture; &amp; the AWESOME Africa Music Festival which took place on the 27 December 2016. Ukhozi FM which broadcast the Nokukhanya Luthuli Lecture live on 24 March 2017; Gcina Masiko Heritage where its founder Dr Gcina Mhlophe gave keynote address at the Nokukhanya Luthuli Lecture; Mzala Nxumalo Centre. (where Museum is negotiating an MOU) Partnerships maintained with Enterprise Ilembe which gave us platform to promote Museum at DURBAN INDABA stand; EThekweni Municipality which participates in Luthuli Museum events. Partnership created with Phansi Museum for the Human Rights Day and MOU signed.</li> </ul>	<p>Achieved. 10 Partnership established with the Durban Natural Science Museum; Tshelenkosi Senior Secondary School; the Jacob Zuma Open Chess Tournament; Ilembe Choral Music Competition; the ISupport Music Productions; UKZN; UKHOZI FM and CIDA</p>	<ul style="list-style-type: none"> <li>8x Partnerships established</li> </ul>	<ul style="list-style-type: none"> <li>10x Partnerships established</li> </ul>	<ul style="list-style-type: none"> <li>12x Partnerships established</li> </ul>	<ul style="list-style-type: none"> <li>14x Partnerships established</li> </ul>
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4.3 QUARTERLY TARGETS FOR 2019/2020

**PROGRAMME 1: ADMINISTRATION**  
**Subprogramme (A): Governance**

Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Promote good governance and efficient management of the Museum in line with applicable legislation; policies & procedures & strategic vision of the Museum	Achieved legislative compliance; financial accountability and good governance	Annual	<ul style="list-style-type: none"> <li>▪ 4x Council meetings</li> <li>▪ 4x Audit &amp; Risk committee meeting</li> <li>▪ 4x Quarterly reports to the DAC</li> <li>▪ 1x Annual Report submitted</li> <li>▪ 2x Draft and final strategic plan submitted</li> <li>▪ 4x Internal Audit</li> </ul>	1 x Council Meetings	1 x Council meeting	1 x Council meetings	1 x Council meetings
				1 x Audit & Risk committee meeting	1 x Audit & Risk committee meeting	1 x Audit & Risk committee meeting	1 x Audit & Risk committee meeting
				1 x quarterly report	1 x quarterly report	1 x quarterly report	1 x quarterly report
				2018/2019 Annual Report completed and submitted BY 31 August	2018/2019 Annual Report completed and submitted BY 31 August	Submitted final Museum Strategic Plan to the DAC by 30 January	Submitted final Museum Strategic Plan to the DAC by 30 January
				Submitted 1 <sup>st</sup> draft of Strategic Plan to the DAC by 30 August	Submitted 2 <sup>nd</sup> draft of Strategic Plan to the DAC by 30 November	Submitted final Museum Strategic Plan to the DAC by 30 January	Submitted final Museum Strategic Plan to the DAC by 30 January
				1 x Internal Audit implemented	1 x Internal Audit implemented	1 x Internal Audit implemented	1 x Internal Audit implemented

Subprogramme 1 (B): Support Services

I. Financial Management		Quarterly Targets					
Strategic Objective	Performance Indicators	Reporting period	Annual Targets	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
2. Compliance with applicable legislative prescripts and procedures	Achieved compliance with financial management and SCM prescripts; processes and procedures	Annual	<ul style="list-style-type: none"> <li>12 x Financial recons verified and signed by Accounting</li> <li>4x Quarterly finance reports signed &amp; submitted to DAC</li> <li>1 x Unaudited AFS sent to AGSA &amp; NT</li> <li>1 x 2018/2019 Auditors Report submitted to DAC</li> <li>1 x Asset verification implemented</li> <li>1 x Midyear Virements implemented as per PFMA Sect. 49 (2b)</li> <li>1 x Annual salary adjustments</li> <li>ENE submitted to NT&amp; DAC</li> <li>1 x Audit action plan</li> </ul>	<p>3x Financial recons verified</p> <p>1 x quarterly financial report signed &amp; submitted to DAC by the prescribed deadline date</p> <p>1 x unaudited AFS sent to AGSA &amp; NT on set date of 30 May</p>	<p>3x Financial recons verified</p> <p>1 x quarterly financial report signed &amp; submitted to DAC by the prescribed deadline date</p> <p>1 x Auditor and Management Report submitted to DAC on 31 July</p>	<p>3x Financial recons verified</p> <p>1 x quarterly financial report signed &amp; submitted to DAC by the prescribed deadline date</p> <p>1 x Midyear Virements reviewed &amp; ratified by Council</p> <p>Annual salary adjustments implemented</p> <p>ENE completed and submitted</p> <p>1 x audit action plan implemented and submitted to DAC 31 October</p>	<p>3x Financial recons verified</p> <p>1 x quarterly financial report signed &amp; submitted to DAC by the prescribed deadline date</p> <p>1 x asset verification and report</p>

ii. Human Resources Management							
Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
3. Compliance with applicable legislative prescript; policies and procedures	Achieved compliance with human resource management principles; policies and procedures	Annual	<ul style="list-style-type: none"> <li>▪ 5x Policies reviewed and approved</li> <li>▪ 15x Performance agreements signed</li> <li>▪ 3x training of staff members</li> <li>▪ 1 x Policies training workshop</li> <li>▪ 2x performance assessment for staff</li> </ul>	<p>1 x policy amended and approved by Council</p> <p>15x performance agreements signed</p> <p>1 x training of staff members</p> <p>1 x Policies training workshop implemented</p> <p>1 x full cycle performance assessment for staff</p>	<p>1 x policies amended and approved by Council</p> <p>-----</p> <p>1 x training of staff members</p> <p>-----</p> <p>-----</p>	<p>1 x policy amended and approved by Council</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>1 x half year performance assessment for staff</p>	<p>2x policy amended and approved by Council</p> <p>-----</p> <p>1 x training of staff members</p> <p>-----</p> <p>-----</p>

Information Communication Technology					
Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets	
4. Provide effective leadership in the management of Museum to achieve its strategic goals & performance objectives	Protected, preserved Museum physical assets & resources in line with applicable legislative prescripts	Annual	<ul style="list-style-type: none"> <li>▪ 4x Reports on ICT staff problems &amp; interventions</li> <li>▪ 1x ICT SLA signed with service provider</li> <li>▪ 1x Monitoring and evaluation report on implemented ICT governance framework</li> </ul>	1 <sup>st</sup>	1x Report on ICT staff problems & interventions
				2 <sup>nd</sup>	1x Report on ICT staff problems & interventions
				3 <sup>rd</sup>	1x Report on ICT staff problems & interventions
				4 <sup>th</sup>	1x Report on ICT staff problems & interventions
					Monitoring and evaluation report on implemented ICT governance framework

iii. Legal Services					
Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets	
5. Provide effective leadership in the management of Museum to achieve its strategic goals & performance objectives	Protected, preserved Museum physical assets & resources in line with applicable legislative prescripts	Annual	<ul style="list-style-type: none"> <li>▪ 1x Review of SLAs with service providers</li> <li>▪ 1x Renewal of lease agreement for staff parking and offsite storage</li> <li>▪ 1x review and sign of MOU with partner organisation for public programmes</li> </ul>	1 <sup>st</sup>	1x review and signed SLAs with service providers; renewal of lease agreements
				2 <sup>nd</sup>	1x Renewal of lease agreement for staff parking and offsite storage
				3 <sup>rd</sup>	
				4 <sup>th</sup>	1 x MOU reviewed and signed for public programmes

iv. Safety and Security Services				
Strategic Objective	Performance Indicators	Reporting period	Annual Targets	
			Quarterly Targets	
6. Provide effective leadership in the management of Museum to achieve its strategic goals & performance objectives	Secured and hospitable campus for staff and visitors	Annual	<ul style="list-style-type: none"> <li>12x safety and security reports submitted</li> <li>4x RAMP Reports submitted</li> <li>1 x Health and safety inspection</li> </ul>	<p>1<sup>st</sup></p> <ul style="list-style-type: none"> <li>3x monthly safety &amp; security reports submitted</li> <li>1 x RAMP Report submitted</li> <li>.....</li> </ul>
			<p>2<sup>nd</sup></p> <ul style="list-style-type: none"> <li>3x monthly safety &amp; security reports submitted</li> <li>1 x RAMP Report submitted</li> <li>.....</li> </ul>	<p>3<sup>rd</sup></p> <ul style="list-style-type: none"> <li>3x monthly safety &amp; security reports submitted</li> <li>1 x RAMP Report submitted</li> <li>1 x health &amp; safety inspection</li> </ul>
			<p>4<sup>th</sup></p> <ul style="list-style-type: none"> <li>3x monthly safety &amp; security reports submitted</li> <li>1 x RAMP Report submitted</li> <li>.....</li> </ul>	<p>4<sup>th</sup></p> <ul style="list-style-type: none"> <li>3x monthly safety &amp; security reports submitted</li> <li>1 x RAMP Report submitted</li> <li>.....</li> </ul>

v. Supply Chain Management				
Strategic Objective	Performance Indicators	Reporting period	Annual Targets	
			Quarterly Targets	
7. Legislative compliance with financial prescripts and supply chain management framework	Compliance with PFMA and National Treasury Regulations and Practice Notes	Annual	<ul style="list-style-type: none"> <li>4x Reports on compliance with SCM Policies and Procedures</li> </ul>	<p>1<sup>st</sup></p> <ul style="list-style-type: none"> <li>1 x Report on compliance with SCM Policies and Procedures</li> </ul>
			<p>2<sup>nd</sup></p> <ul style="list-style-type: none"> <li>1 x Report on compliance with SCM Policies and Procedures</li> </ul>	<p>2<sup>nd</sup></p> <ul style="list-style-type: none"> <li>1 x Report on compliance with SCM Policies and Procedures</li> </ul>
			<p>3<sup>rd</sup></p> <ul style="list-style-type: none"> <li>1 x Report on compliance with SCM Policies and Procedures</li> </ul>	<p>3<sup>rd</sup></p> <ul style="list-style-type: none"> <li>1 x Report on compliance with SCM Policies and Procedures</li> </ul>
			<p>4<sup>th</sup></p> <ul style="list-style-type: none"> <li>1 x Report on compliance with SCM Policies and Procedures</li> </ul>	<p>4<sup>th</sup></p> <ul style="list-style-type: none"> <li>1 x Report on compliance with SCM Policies and Procedures</li> </ul>

vi. Design Development		Quarterly Targets					
Strategic Objective	Performance Indicators	Reporting period	Annual Targets	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
8. Application of innovative design approaches to support Museum strategic objectives	Applied technological innovation & design for timely production of promotional material and displays	Annual	<ul style="list-style-type: none"> <li>▪ 4x Museum Newsletters designed and published</li> <li>▪ 1x Annual report produced and deposited accordingly</li> <li>▪ 2x Temporary/ travelling exhibitions designed</li> <li>▪ 4x Museum education learner certificates produced</li> </ul>	1 x Museum Newsletters designed and published	1 x Museum Newsletters designed and published  1 x Annual report produced and deposited accordingly	1 x Museum Newsletters designed and published	1 x Museum Newsletters designed and published  1 x temporary / travelling exhibition designed  1 x Museum education learner certificates produced

Subprogramme 1 (c): Facilities Management and Development

Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
9. Protection & sustainability of museum physical assets through an efficient repair & maintenance programme	Implemented Repair and Maintenance Programme (RAMP)	Annual	<ul style="list-style-type: none"> <li>4x RAMP implementation and monitoring reports (building; electrical; mechanical)</li> <li>4x quarterly inventories report on equipment and consumables</li> </ul>	1 x RAMP Monitoring Reports	1 x RAMP Monitoring Reports	1 x RAMP Monitoring Reports	1 x RAMP Monitoring Reports
	Implemented User Asset Management Plan (UAMP)	Annual	<ul style="list-style-type: none"> <li>4x UAMP reports submitted to the DAC</li> </ul>	1 x quarterly inventories report on equipment & consumables	1 x quarterly inventories report on equipment & consumables	1 x quarterly inventories report on equipment & consumables	1 x quarterly inventories report on equipment & consumables



4.3 QUARTERLY TARGETS FOR 2019/2020

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

Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets		
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>
1. Globally map; accession and document collection and heritage material on Chief Albert Luthuli	Increased museum collections through fieldwork research; general research and acquisitions	Annual	<ul style="list-style-type: none"> <li>20x Artefacts / documents collected</li> </ul>	5x artefacts / documents collected and documented	5x artefacts / documents collected and documented	5x artefacts / documents collected and documented
				5x artefacts / documents digitally accessioned and catalogued online	5x artefacts / documents digitally accessioned and catalogued online	5x artefacts / documents digitally accessioned and catalogued online
				5x Artefacts / documents digitally uploaded into museum online catalogue	5x Artefacts / documents digitally uploaded into museum online catalogue	5x Artefacts / documents digitally uploaded into museum online catalogue
2. Preserve, protect & maintain museum collections and heritage material in line with best collection management; preservation standards, policies and ethical practice	Performance monitoring of preservation and conservation	Annual	<ul style="list-style-type: none"> <li>2x Reports on the implementation of the collection; preservation and conservation policies</li> <li>2 x Reports on donor agreements managed in line with copyright law</li> <li>2x Reports on newly acquired collections</li> </ul>	1x reports on the implementation of the collection; preservation and conservation policies	1x Reports on donor agreements managed in line with copyright law	1x reports on the implementation of the collection; preservation and conservation policies
				1x Reports on newly acquired collections	2x Reports on newly acquired collections	2x Reports on newly acquired collections
				1x reports on collections management	1x reports on collections management	1x reports on collections management
Maintained collections to acceptable international standards		Annual	<ul style="list-style-type: none"> <li>4x Reports on collections management</li> </ul>	1x reports on collections management	1x reports on collections management	1x reports on collections management
				1x reports on collections management	1x reports on collections management	1x reports on collections management
				1x reports on collections management	1x reports on collections management	1x reports on collections management

**Subprogramme (B): Research and Exhibitions**

Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets				
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
3. Broaden and deepen the national and international appreciation of the life, times and legacy of Chief Albert Luthuli	Conceptualised; implemented and accurately verified museum exhibitions	Annual	<ul style="list-style-type: none"> <li>▪ 1 x Upgraded / travelling exhibition installed</li> <li>▪ 1 x Temporary exhibition installed</li> </ul>	1 x upgraded/ travelling exhibition installed	.....	.....	.....	1 x temporary exhibition installed
				.....	.....	.....	.....	.....
				1 x conference / seminar paper presented -	.....	.....	.....	1 x Publication on Chief Albert Luthuli
Produced; managed and promoted new knowledge on Chief Albert Luthuli	Produced; managed and promoted new knowledge on Chief Albert Luthuli	Annual	<ul style="list-style-type: none"> <li>▪ 2x Conference / seminar papers presented</li> <li>▪ 1 x Publication on Chief Albert Luthuli</li> </ul>	1 x conference / seminar paper presented -	.....	.....	.....	1 x conference / seminar paper presented
				.....	.....	.....	.....	.....
				5x Artefacts / documents researched and verified	.....	.....	.....	5x Artefacts / documents researched and verified
Accurately researched; verified and managed museum collections and artefacts	Accurately researched; verified and managed museum collections and artefacts	Annual	<ul style="list-style-type: none"> <li>▪ 20x Artefacts / documents researched and verified</li> <li>▪ 2x Upgraded / traveling/ temporary exhibitions researched and verified</li> </ul>	5x Artefacts / documents researched and verified	.....	.....	.....	5x Artefacts / documents researched and verified
				.....	.....	.....	.....	.....
				1 x Upgraded/ traveling/ temporary exhibitions researched and verified	.....	.....	.....	1 x Upgraded/ traveling/ temporary exhibitions researched and verified

Subprogramme (C): Education

Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
4. Broaden and deepen the national and international appreciation of the life, times and legacy of Chief Albert Luthuli	Conceptualised; & implemented Chief Albert Luthuli Education Fund	Annual	<ul style="list-style-type: none"> <li>1 x Chief Albert Luthuli Education Fund established</li> </ul>	1 x education fund management plan and costing completed	Council approval and sign off of education fund	.....	Public launch of Chief Albert Luthuli Education Fund
	Convened public seminar / colloquium or dialogue promoting public discourse	Annual	<ul style="list-style-type: none"> <li>1 x themed public seminar / colloquium / dialogue organised</li> </ul>	.....	.....	1 x themed public seminar / colloquium	.....

4.3 QUARTERLY TARGETS FOR 2019/2020

PROGRAMME 3: PUBLIC ENGAGEMENT  
Subprogramme (A): Marketing

Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Increase the profile and awareness of the museum through print; electronic media; marketing strategies and product development	Implemented; sustained and strategically focused marketing campaigns	Annual	<ul style="list-style-type: none"> <li>▪ 4x marketing &amp; promotions campaigns</li> <li>▪ 12x museum visitors satisfactory surveys</li> <li>▪ 4x print and electronic media reports</li> <li>▪ 2x museum promotional brochure and / publication</li> <li>▪ 3x listing in local; regional; national &amp; international directories</li> <li>▪ 4x participation in promotional fairs / tourism events / festivals</li> <li>▪ 20x media releases promoting public programmes &amp; profiling events</li> </ul>	<p>1 x marketing and promotions campaign and evaluation report</p> <p>3x monthly museum visitors satisfactory surveys and analysis reports</p> <p>1 x print and electronic media report</p> <p>1 x listing in media directory</p> <p>1 x promotional fair; tourism event or festival</p> <p>5x media releases</p>	<p>1 x marketing and promotions campaign and evaluation report</p> <p>3x monthly museum visitors satisfactory surveys and analysis reports</p> <p>1 x print and electronic media report</p> <p>1 x museum promotional brochure</p> <p>1 x listing in media directory</p> <p>1 x promotional fair; tourism event or festival</p> <p>5x media releases</p>	<p>1 x marketing and promotions campaign and evaluation report</p> <p>3x monthly museum visitors satisfactory surveys and analysis reports</p> <p>1 x print and electronic media report</p> <p>1 x listing in media directory</p> <p>1 x promotional fair; tourism event or festival</p> <p>5x media releases</p>	<p>1 x marketing and promotions campaign and evaluation report</p> <p>3x monthly museum visitors satisfactory surveys and analysis reports</p> <p>1 x print and electronic media report</p> <p>1 x museum promotional brochure</p> <p>1 x listing in media directory</p> <p>1 x promotional fair; tourism event or festival</p> <p>5x media releases</p>

	Effectively managed museum promotional shop operations	Annual	<ul style="list-style-type: none"> <li>12x shop sales recon and stock control report</li> </ul>	3x monthly sales reconciliation and stock control report	3x monthly sales reconciliation and stock control report	3x monthly sales reconciliation and stock control report	3x monthly sales reconciliation and stock control report
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**Subprogramme (B): Social Media**

Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
2. Manage the museum website and associated social media as important portals to inform, educate and profile the museum	Increased and sustained social media presence	Annual	<ul style="list-style-type: none"> <li>4x Social Media Committee Meetings and Report</li> <li>12x website and online catalogue monitoring and administration reports</li> <li>120x uploads on social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>1x Social Media Committee Meetings and Report</li> <li>3x website and online catalogue monitoring and administration reports</li> <li>30x uploads on social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>1x Social Media Committee Meetings and Report</li> <li>3x website and online catalogue monitoring and administration reports</li> <li>30x uploads on social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>1x Social Media Committee Meetings and Report</li> <li>3x website and online catalogue monitoring and administration reports</li> <li>30x uploads on social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>1x Social Media Committee Meetings and Report</li> <li>3x website and online catalogue monitoring and administration reports</li> <li>30x uploads on social media platforms</li> </ul>

**Subprogramme (C): Education and Tours**

Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
3. Organise an annual calendar of dynamic educational programmes; tours and public events	Implemented and increased public access to events and educational programmes	Annual	<ul style="list-style-type: none"> <li>• 18x Community and youth outreach programmes</li> <li>• 5x children holiday programmes</li> <li>• 3x arts and culture festivals</li> <li>• 12x educational programmes</li> </ul>	<p>6x Community and youth outreach programmes</p> <p>1 x programme during the Easter holidays</p>	<p>6x Community and youth outreach programmes</p> <p>1 x programme during the June school holidays</p> <p>1x Durban International Film Festival</p>	<p>3x Community and youth outreach programmes</p> <p>1x programme during the September school holidays</p> <p>1x Poetry Africa Festival</p>	<p>6x Community and youth outreach programmes</p> <p>2x programme during the December/January school holidays</p> <p>1x Time of the Writer Festival</p> <p>3x learners educational programmes</p>

**Subprogramme (D): Public Relations and Programmes**

Strategic Objective	Performance Indicators	Reporting period	Annual Targets	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
4. Enhance the status of eth Luthuli Museum through community outreach programmes	Implemented public relations and outreach programmes	Annual	<ul style="list-style-type: none"> <li>▪ 9x youth / learner or community capacity building programme</li> <li>▪ 2x youth camps attended</li> </ul>	2x capacity building programmes implemented	3x capacity building programmes implemented <ul style="list-style-type: none"> <li>▪ 1x youth camps attended</li> </ul>	2x capacity building programmes implemented	2x capacity building programmes implemented
	Informed museum stakeholders and interest groups	Annual	<ul style="list-style-type: none"> <li>▪ 4x quarterly newsletter printed and distributed</li> </ul>	1x quarterly newsletter published	1x quarterly newsletter published	1x quarterly newsletter published	1x quarterly newsletter published
	Developed and sustained Luthuli Museum strategic partnerships	Annual	<ul style="list-style-type: none"> <li>▪ 10x partnerships established</li> </ul>	2x partnerships established	2x partnerships established	3x partnerships established	3x partnerships established

**PART C: ANNEXURES**  
**ANNEXURE A: Links to the long-term infrastructure and other capital plans**

No.	Project Name	Project description / Type of structure	Outputs	Estimated Project Costs	Expenditure to Date (if any)	Project duration (FYNR)	
						Start	Finish
1.	Reception area refurbishment	Upgrading / Refurbishment of the Museum reception area to provide for the promotional shop; merchandise storage and limited seating area for visitors	Revamped Museum Reception	R 100 000, 00	None	2018/2019	2019/2020
2.	Charlottedale / eThembeni Site Upgrade	Rehabilitate and upgrade the site where Chief Albert Luthuli was reportedly hit by a goods train and met his untimely death and link the site with other heritage sites	Open Air Museum; Monument; public space and pedestrian bridge over the uMvoti River	R25 million	None	2018/2019	2021/2022
3.	Luthuli Heritage Sites integration	Establish an interlinking pathway / route between the Charlottedale site; his shop; the UCCSA Church; Luthuli's grave and the Luthuli Museum. This project will include improvements of interlinking access roads; kerbing for pedestrian walk; landscaping; signage; connection to other historical landmarks; traffic control measures.	Albert Luthuli Heritage Precinct	R55 million	None	2019/2020	2021/2022
4.	Land purchase	Identify and purchase land within proximity of the Luthuli Museum for the extension of Museum operational facilities, e.g. parking	Enhanced service delivery	R 1 million	None	2019/2020	2020/2021



**ANNEXURE B: Risk Management**

Key risks that potentially can affect the realization of the strategic objectives and plans to mitigate the effects of the risks:

**PROGRAMME 1: Administration**

RISK NAME	DESCRIPTION	MITIGATION
1. Legislative Compliance	No updating of policies of the Museum; absence of proper guidance and training on the legislation; regulations; frameworks and standard operating procedures can pose a serious risk to the institution as staff fail to act in accordance.	Develop and implement a year programme where staff at the Museum will be informed on the amendments to policies; regulations; frameworks and standard operating procedures. The aim is to ensure that staff adhere to applicable operational prescripts and thus avoid negative performance audits or reporting.
2. Information Communication Technology	Risk relates to the Museum website administration; Facebook fan page feedback and communication; Museum collections online catalogue updating and feedback comments; possible abuse of system by internal staff and the fact that our IT function is currently outsourced. Currently the Museum has never verified the quality of the work of the ICT service provider through and independent 'audit' source.	The website administration and Facebook communication will be centralized through an internal Committee that will meet and report weekly on progress and status; computer filtering software will be installed, arrangement to be made for the 'auditing' of the Museum ICT operating system to confirm that it meets all the standards and the Museum information is protected and also in-house capacity will be sought to offer ICT support. Monitoring and controls paramount.
3. Museum environment and surroundings	The Museum is located in a peri-urban area. The local community is politically aware and active. There is a fair share of youth unemployment and also inadequate recreational facilities. The role of the Museum in the community is not fully understood. These social factors in the area have the potential to negatively impact on the Museum's operations and development in the area.	Steps to be undertaken by the Museum to meaningfully engage with the community on what the role of the Museum is and its limitations in adding value to the lives of the community of Grouville. Other parties to engage will be the local police in charge of sectoral policing and also the local Municipality by strengthening the working relationships.
4. Staff turnover	Over the years since its opening, the Museum has experienced a high turnover of professional and technical staff in the positions of research; education; curatorial; marketing and finance. The duration of employment for most of these staff has not been for more than three (3) years. This has hampered the Museum work continuity and institutional growth.	Council HR and Remuneration Committee will be approached to assist in determining whether there is a need to further incentivize or develop a staff retention policy, especially for those positions deemed critical to the Museum core functions or achieving its legislative compliance obligations.
5. Workflow monitoring and control	This relates organizational challenges in terms of work flow monitoring and control in terms of internal programme workflow; external and projects workflow thus ensuring that the Director can effectively track; pace; revise and redirect work activities in line with reporting deadlines. Inadequate monitoring and control of workflow presents the risk of being unable to measure (qualitatively and quantitatively) work performance against strategic objectives and targets.	Plans to capacitate the Director's executive support are underway, which includes reviewing the position of the personal assistant; creating an executive support position to undertake productive work in the office; employing a clearly defined and effective workflow management systems that will include for example, workflow daily activities control sheet for staff; an immediate response system urgent interventions and decision making.

RISK NAME	DESCRIPTION	MITIGATION
6. Financial Management	This refers to failure to comply with the applicable legislation resulting in failure to meet the prescribed deadlines; non verification of financial information resulting in inaccurate and unreliable financial data and asset register.	All transactions and accounting records must be reconciled and closed on a monthly basis; reviewed and monitored; all financial information will be systemically verified for accuracy and reliability.
7. Qualified audit opinion	This risk is present if proper accounting methods and audit requirements are not applied in the management of the financial administrative processes, activities and documentation.	All accounting and audit requirements will be revisited on an ongoing basis; proper record keeping of all financial documentation will be maintained so that the financial information is complete; relevant; accurate and accessible to support financial and performance reporting.
8. National Treasury and accounting updates	This risk concerns the failure to keep abreast with Treasury practice notes; statements; and accounting updates. It further applies to the absence of steps to advise staff on these developments and limited exposure to forums / workshops intended to inform and train the relevant staff on such developments.	Proactive steps will be implemented to appraise on National Treasury regulation updates; workshop forums intended to capacitate public entities on such updates; and staff at Museum will be duly informed and trained in the implementation of revised regulations; practice notes; accounting standards; etc.
9. Funding constraints	This related to the limited grant funding which presents a risk in the advancement and profiling of the Museum and the legacy of Chief Albert Luthuli thus constraining the operational capacity of the Museum to meet its mandate.	A business case will be developed by the Museum to the Department of Arts and Culture and Treasury to review and increase the funding grant; investment funds are utilized to achieve some of the institutional mandates and other source of donor programme funding is considered.
10. Heritage Assets	Heritage assets are valued in line with the new GRAP 103 prescripts.	Proactive steps to be taken to engage with the Auditor General's office and relevant bodies to deepen understanding on the GRAP 103 requirements and ensure that the valuation of new heritage assets continues.

## B. Risk Management (continued)

Key risks that potentially can affect the realization of the strategic objectives and plans to mitigate the effects of the risks:

### PROGRAMME 2: Business Development

RISK NAME	DESCRIPTION	MITIGATION
1. Financial sustainability	This refers to inadequate funding which could seriously constrain efforts in research and collections development, especially in the acquisition of collections with private collectors.	A business case motivation is developed to support this effort for supplementary funding considering the current economic climate in South Africa and globally.
2. Human Resources Deficiency	The implication of not having a fulltime positions dedicated to collections management; IT administration; administration and internal controls; programmes coordinator, presents great risk in the delivery of the institution's core mandate.	A Human Resource Planning needs analysis exercise to be implemented with costing and application for additional funding to address inadequacies related to much needed positions.
3. Theft	Theft of the Museum collection and other equipment could hamper progress on many projects the Museum is currently doing.	The Museum has entered into a service contract with the private security company currently contracted to the Museum, all visitors entering the Museum are recorded and CCTV Cameras around the Museum will be installed in future. Access control register to collections room implemented and supported by CCTV.
4. Fire and explosion of CO2	Fire could cause an irreparable damage to the Museum infrastructure and collection. CO2 fire system could harm staff in store room when it explored due to unforeseen circumstances.	Efforts are underway to make sure that the fire extinguishers and CO2 fire system are always serviced and are in good condition at all times.
5. Insects and pests	Insects, termites and other types of pests could damage the Museum collection and infrastructure thus making it extremely difficult to deliver on identified indicators.	Pest control inspections and fumigations implemented on the 15 <sup>th</sup> of each month.

**B. Risk Management (end)**

Key risks that potentially can affect the realization of the strategic objectives and plans to mitigate the effects of the risks:

**PROGRAMME 3: Public Engagement**

RISK NAME	DESCRIPTION	MITIGATION
1. Image and Reputational risk	This refers to in the case where by the Museum is misrepresented because of a public statement; perceived insensitive programme or any other way that might undermine its image or reputation.	All engagement or communication with the public; media and stakeholders; civil society; business; government structures; etc. beyond the scope of responsibility of the incumbent are verified with the Director or Council for consideration and approval.
2. Value of public programmes	This risk refers to the implementation of programmes whose objective or value is misunderstood or has no demonstrable benefit to the needs / expectation of its audience or does not enhance the Museum objectives nor national imperatives or the legacy of Chief Albert Luthuli. Programmes can be perceived as socially exclusionary; representing hidden political agendas; promoting certain mindsets or attitudes. The implication here is that participants will be disinterested to patronize programmes that add no value to their lives resulting in decreasing visitor numbers.	All Museum education events and outreach programmes will be subject to a need and benefit analysis to ensure that they address the national government outcomes; are aligned to audience needs and the objectives and strategic goals and vision of the Museum.
3. Facilities inadequacy	This refers to the lack of proper recreational and hospitality facilities for sitting; shade; refreshments; restrooms; electronic transactions facilities for purchase; etc. which will ease visitor inconveniences and thus have an enhanced experience at the Museum. Absence or lack of these facilities lessens visitor stay at the Museum thus limiting their experience; not being able to fully support the promotional shop in purchasing the available merchandise and eventually leading to negative feedback and lesser visitors. This can have a serious constrain in marketing the institution.	The Museum will be improving the site by purchasing the necessary equipment and furniture to ensure that visitors could have a fulfilling experience at the Museum without the unnecessary inconveniences. A beverages and snacks vending machine will be installed as an interim measure.
4. Funding inadequacy	Marketing and advertising is a costly exercise when considering the rates charged by media houses to promote or feature your organization. The Museum therefore cannot be optimally profiled due to budget constraints.	The Museum will be lobbying the DAC to supplement its grant funding. Other measures to be explored will be innovative marketing strategies; strategic partnership programmes of mutual benefit; design museum events or programmes whose value sells itself; creative marketing campaigns and get involved in social responsibility initiatives.
5. Museum surrounding environment	The Museum is located in a peri urban area. The upkeep of surrounding the environment by the municipality is not consistent; signage is bad; traffic control at the main intersection and road leading to the Museum is almost absent. The surroundings do not present a safe and secure locality. Currently it does have some negative impact on the patronage of the Museum but people come because it is a new Museum. The probability is that they will not return and their word of mouth promotion will be qualified with concerns of the area's safety and security.	The Museum will engage the Municipality and its Council regarding the improvement of the surrounding environment to befittingly reflect a place of greatness.

**ANNEXURE C: Materiality Significance Framework**

PFMA Requirement	Materiality Significance	Policies, procedures and Controls in place	Non Compliance Implication
<p>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:</p>			<p>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</p>
<p>a. Establishment or participation in the establishment of a company.</p>	None	Not participating	
<p>b. Participation in a significant partnership, Trust, incorporated Joint Venture or similar management</p>	None	Not participating	
<p>c. Acquisition or disposal of a significant shareholding in company.</p>	None	Not participating	
<p>d. Acquisition or disposal of a significant asset</p>	<ul style="list-style-type: none"> <li>• Acquisition/disposal of an asset in excess of R100 000 or &gt; 5% of total asset at cost at a time of transaction.</li> <li>Or</li> <li>• Acquisition/disposal in excess of 5% of the asset category concerned.</li> </ul>	Supply Chain Management Policy	
<p>e. Commencement or cessation of a significant business activity.</p>	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>	None	Not participating	

**Luthuli Museum APP – 2019/2020**

PFMA Requirement	Materiality Significance	Policies, procedures and Controls in place	Non Compliance Implication
<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"> <li>Any breach of management controls is considered material by its nature.</li> <li>Breach committed by LM officials, suppliers and customers/clients is considered material for management purposes.</li> <li>Any breach of code of conduct by management and executives is considered material for this purpose.</li> </ul>	<ul style="list-style-type: none"> <li>Adequate insurance cover of all fixed assets.</li> <li>Retention of records for 5 years in compliance of the Treasury Regulations</li> <li>Design, develop and implement a sound system of internal controls over assets (FA policy, Collection Management Policy).</li> <li>Regular independent reviews by Internal Audit.</li> </ul>	
<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"> <li>Any breach of management controls is considered material by its nature.</li> <li>Breach committed by LM officials, suppliers and customers/clients is considered material for management purposes.</li> <li>Any breach of code of conduct by management and executives is considered material for this purpose.</li> </ul>	<ul style="list-style-type: none"> <li>Strict screening process in respect for hiring of new personnel to ensure that only people of integrity are employed.</li> <li>Existence of internal audit function and the audit committee is the compensating control mechanism.</li> <li>Delegated Authority Framework</li> </ul>	
<p><b>PFMA Requirement</b></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>	<p><b>Materiality Significance</b></p> <ul style="list-style-type: none"> <li>Anything which contravenes the laws and regulations applicable to the LM will constitute material fact as envisaged by this section.</li> <li>Anything which undermines or compromises the LM from delivering in terms of its mandate will constitute a material fact.</li> <li>Any misconduct/misbehaviour by any official in management of the LM resources will constitute material fact.</li> <li>All the above will be disclosed in the Council's report if applicable.</li> </ul>	<p><b>Policies, procedures and Controls in place</b></p> <ul style="list-style-type: none"> <li>Systems of internal control (policies and procedures – finance, human resources, logistical, administration)</li> </ul>	<p><b>Non Compliance Implication</b></p>
<p>d) Seek, within the sphere of influence of that accounting authority, to prevent any prejudice to the financial interests of the state.</p>	<ul style="list-style-type: none"> <li>Register of Declaration of conflict of interest.</li> <li>Direct or indirect interest by any official will be considered material for this section.</li> </ul>	<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"> <li>Anything that contravenes full compliance to the relevant laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>The appointed CFO must monitor, assess and implement such approved general recognized accounting practices.</li> </ul>	
<p>In terms of section 55 (1) (c), (d), the Accounting Authority must submit</p>	<ul style="list-style-type: none"> <li>Anything that contravenes full compliance to the relevant</li> </ul>	<ul style="list-style-type: none"> <li>The Director and CFO must ensure that the</li> </ul>	

<p>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>	<p>laws and regulations</p>	<p>necessary steps are taken to ensure compliance with these subsections.</p>	
<p><b>PFMA Requirement</b></p> <p>In terms of section 55(2), the Annual report and financial statements of the public entity must:</p>	<p><b>Materiality Significance</b></p>	<p><b>Policies, procedures and Controls in place</b></p>	<p><b>Non Compliance Implication</b></p>
<p>a) Fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the year concerned.</p>	<ul style="list-style-type: none"> <li>Anything that contravenes the delegation document will be considered a material fact for fair presentation purposes.</li> <li>For the purpose of preparing the financial statements, management considers the attached framework to be material for fair presentation.</li> </ul>	<ul style="list-style-type: none"> <li>Delegated Authority Framework/schedule</li> <li>Disciplinary and grievance policy in respect of financial misconduct</li> </ul>	
<p>Include particulars of –</p> <ul style="list-style-type: none"> <li>Any material loss through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year,</li> <li>Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure,</li> <li>Any losses recovered or written off,</li> <li>Any financial assistance received from the state and commitments made by the state on its behalf and</li> <li>Any other matters that may be prescribed and</li> <li>Include the financial statements of the subsidiaries.</li> </ul>	<ul style="list-style-type: none"> <li>For the purpose of preparing the financial statements, management considers the attached framework to be material for fair presentation.</li> </ul>	<ul style="list-style-type: none"> <li>Disciplinary and grievance policy in respect of financial misconduct</li> <li>Writing off (disposal) of assets including collections</li> </ul>	
<p><b>PFMA Requirement</b></p>	<p><b>Materiality Significance</b></p>	<p><b>Policies, procedures and Controls in place</b></p>	<p><b>Non Compliance Implication</b></p>
<p><b>Section 66 imposes Restrictions on borrowing, guarantees and other commitments.</b>—(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> <ol style="list-style-type: none"> <li>is authorised by this Act, and</li> <li>in the case of public entities, is also authorised by other legislation not in conflict with this Act, and</li> <li>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, 1995 (Act No. 48 of 1995)</li> </ol>	<p>Any borrowings with third parties will be considered material for the purpose of this section.</p>	<ul style="list-style-type: none"> <li>Disciplinary and grievance policy in respect of financial misconduct</li> </ul>	

**Conclusion**

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

- **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
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## ANNEXURE D: Luthuli Museum Council Charter

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### 1. PURPOSE OF THE COUNCIL CHARTER

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

### 2. MISSION OF COUNCIL MEMBERS

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

### 3. FIDUCIARY RESPONSIBILITY

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

### 4. SELECTION AND COMPOSITION OF THE COUNCIL

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

### 5. COUNCIL LEADERSHIP

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

### 6. ORIENTATION OF NEW COUNCIL MEMBERS

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

**7. CONFLICTS OF INTEREST**

- 7.1 A Council Member is disqualified by virtue of his office from contracting directly or indirectly with the Museum.
- 7.2 Full disclosure of the nature of a Council Member's direct or indirect interest on any matter before the Council is required.
- 7.3 A Council Member may not vote on any matter in which they have an interest. Additionally, they should be recused from any meeting when such matters are discussed.
- 7.4 A register of declarations of interest should be kept.
- 7.5 A Council Member who applies for a management position within the organisation must first resign as a Council Member before doing so. In the event that the application is unsuccessful, such a Council Member may not be re-appointed to the Council.
- 7.6 Executive Council Members (e.g. the Director) must distinguish between their role as Council Member and that of manager. Should they be unable to reconcile the two roles they should withdraw from the discussions. An executive Council Member when acting as a Council Member, as opposed to when acting as a manager is not accountable to the Director in the hierarchical 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 abdication of its accountability role as imposed on it by applicable legislation.

**9. COMMITTEES**

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

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

**9.2 ASSIGNMENT AND ROTATION OF COMMITTEE MEMBERS**

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

**9.3 COUNCIL COMMITTEE CHARTERS**

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

**10. EVALUATION OF COUNCIL MEMBERS**

**10.1 GENERAL**

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

**10.2 FORMAL EVALUATION OF THE DIRECTOR**

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

**10.3 FORMAL EVALUATION OF COUNCIL COMMITTEES**

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

**10.4 INDIVIDUAL SENIOR MANAGERS' ASSESSMENTS**

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

**11. COUNCIL RELATIONSHIP TO STAFF AND EXTERNAL ADVISORS**

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

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

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

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

**11.3 COUNCIL ACCESS TO EXTERNAL EXPERTS**

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

**12. SUCCESSION AND EMERGENCY PLANNING**

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

**13. COUNCIL MEETINGS**

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

**14. SECRETARIAL ROLE**

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

**15. RESERVATION OF POWERS**

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

**16. RISK MANAGEMENT AND INTERNAL CONTROL**

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

**17. MONITORING OF OPERATIONAL PERFORMANCE**

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

**18. PUBLIC COMMUNICATIONS**

- Public communications on the affairs of the organisation should normally be dealt with by management. The Council, may by exception, decide to communicate directly, in which case only the Chairperson or his/her Deputy should make such communication.
- An individual Council Member however has fiduciary responsibility to a wide range of stakeholders. Where such Council Member is compromised by a serious matter of conscience and feels compelled to make a public communication, he or she should first discuss the matter with the Chairperson and on the Chairperson's advice, with the stakeholder.

**19. INTEGRATED SUSTAINABILITY REPORTING**

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

**20. CODE OF ETHICS**

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

**21. QUORUM**

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

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

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

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

**APPENDIX 1 TO COUNCIL CHARTER:**

**COUNCIL CODE OF CONDUCT**

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**1. INTRODUCTION**

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

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

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

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

**2. GOVERNING PRINCIPLES**

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

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

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

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

## 2.2 Good Faith (fiduciary duties)

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

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

## 3. CODE OF CONDUCT

### 3.1 Induction and training

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

### 3.2 Regulatory compliance

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

### 3.3 Preparation and attendance at meetings

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

- (d) Minutes should be kept reflecting all decisions taken and the basis on which such decisions were made. The minutes must also reflect which members attended each meeting.
- (e) Where consensus is not achieved, dissenting views should be recorded in the minutes and, in the case of Council committee meetings, communicated to the Council through the institutions' secretary or Council chairman.

### **3.4 Access to information and expert advice**

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

### **3.5 Disciplined, proactive and courageous participation**

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

### **3.6 Performance evaluation**

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

### **3.7 Honesty and integrity**

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



### **3.8 Personal transactions**

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

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

- (a) Council Members may not under any circumstances solicit or accept benefits, entertainment or gifts of any kind (including, without limitation, cash preferred pricing, preferred loans, securities, secret commission) or any other direct or indirect benefit, financial or otherwise as an inducement for performing an act or as consideration for failing to act in any manner or in exchange for preferential treatment.
- (b) In particular, no Council Member may make any secret profit or otherwise enrich himself or herself at the expense of the Institution by virtue of his or her office. Any benefit, direct or indirect and financial or otherwise received by the Council Member by virtue of his or her office, unless it constitutes part of the Council Member's declared remuneration, shall be passed on to the Institution.
- (c) Hence Council and committee members should treat with caution any offer of gifts, favours, hospitality or fees arising from their position in the Institution. Entertainment, hospitality and modest gift items (such as business lunches, exchange of modest items between business associates, the presentation of small tokens of appreciation at public functions or an inexpensive memento) should be reasonable and never lead to a sense of obligation. Specifically those entertainment, hospitality and modest gift items:
  - must be within the bounds of propriety, a normal expression of courtesy or within the normal standards of hospitality;
  - must not bring suspicion on the Council Member's objectivity and impartiality;
  - must not compromise the integrity of the Organisation; and
  - must also not be perceived to be the above.
- (d) Inappropriate gifts that are received by a member of the Council or committee should be returned to the donor with a letter making reference to these procedures/code.
- (e) Any benefit, direct or indirect and financial or otherwise received by the Council or committee member by virtue of his or her office, unless it constitutes part of the Council Members declared remuneration, shall be passed on to the organisation.
- (f) A record of all gifts, hospitality and fees accepted, surrendered to the Institution, or refused by Council and committee members must kept in the registered office/ 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 arms length to avoid the possibility of actual or perceived conflicts of interest.

**3.11 Confidentiality of information**

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

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

**3.12 Abiding by the law**

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

**4. BREACH OF CODE OF CONDUCT**

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

**5. ENDORSEMENT BY COUNCIL (CHAIRPERSON STAMP)**

