



an agency of the
Department of Arts and Culture

ANNUAL PERFORMANCE PLAN

2019– 2020

January 2019



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Official Sign-off

It is hereby certified that this Annual Performance Plan:

1. was developed by the management of the National Museum under the guidance of the Department of Arts and Culture;
2. was prepared in line with the current Strategic Plan of the National Museum;
3. Accurately reflects the performance targets which the National Museum will endeavour to achieve given the resources made available in the budget for 2019/20.

M Mkhayiphe
Chief Financial officer

Signature:



S. Snell

Signature:



Chief Executive Officer and Head Official responsible for planning

Advocate J Leshabane
Chairperson of the Accounting Authority

Signature:



ABBREVIATIONS AND ACRONYMS

AGSA	Auditor General of South Africa
MEC	Member of Executive Council
BBBEE	Broad Based Black Economic Empowerment
CEO	Chief Executive Officer
CFO	Chief Financial Officer
PFMA	Public Finance Management Act
TR	Treasury Regulations
MTEF	Medium Term Expenditure Framework
SMME	Small Medium and Micro Enterprises
SCM	Supply Chain Management
ACH	Arts Culture and Heritage
NAB	National Art Bank
MGE	Mzansi Golden Economy

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PART A: Strategic overview

1. Updated situational analysis

1.1 Performance delivery environment

The following key issues and factors have informed the development of the Strategic Plan and Annual Performance Plan:

- a) Government's strategic priorities and outcomes.
- b) Department of Arts and Culture's focus areas.
- c) The Vision and Mission of the National Museum.
- d) Continued research in the disciplines of the National Museum.
- e) Curation, conservation and promotion of cultural and natural heritage relevant to the disciplines of the National Museum.
- f) Legislative and other prescripts

1.1.1 Strategic outcome oriented goals linked to government priorities

Strategic Outcome Oriented Goal 1	Celebrating the diversity of South Africa's cultural and natural heritage and making this accessible to all.
Goal Statement	To preserve and promote an inclusive heritage through curation, conservation, research and exhibitions of heritage items, thereby contributing to nation building, social cohesion and access to heritage information by all South Africans.
Link to government priorities	An efficient, effective and development-orientated public service (Outcome 12); A diverse, socially cohesive society with a common national identity (Outcome 14 - Nation Building and National Identity; Social cohesion); Citizen participation - Access to information)
Link to DAC focus areas	Nation building through effective social cohesion programme implementation; A productive, diverse and inclusive ACH Sector (Development, preservation & promotion of arts, culture and heritage; Nation building and Social cohesion; improved access to information; African Advancement and enhanced international cooperation)
Strategic objectives flowing from this goal	Programme 2(Objectives 2.1, 2.2, 2.4, 2.5, 2.6, 2.7, 2.8); Programme 3 (Objectives 3.2, 3.3, 3.4, 3.5, 3.6)

Strategic Outcome Oriented Goal 2	Providing quality basic education as well as opportunities for lifelong learning.
Goal Statement	To produce quality, informative curriculum-based educational programmes, outreach activities and materials, and to distribute and communicate these through presentation of exhibitions, lessons, guided tours, educator training workshops, via Mobile Museum trips and through regular media coverage.
Link to government priorities	Quality Basic Education (Outcome 1)
Link to DAC focus	A professional and capacitated ACH Sector; A productive, diverse and inclusive ACH Sector; Nation building through

areas	effective social cohesion programme implementation (Skills development; Economic development; Improved basic education)
Strategic objectives flowing from this goal	Programme 3 (Objectives 3.3, 3.4, 3.5, 3.6)

Strategic Outcome Oriented Goal 3	Providing (limited) heritage skills development and employment opportunities.
Goal Statement	Develop skills through workshop attendance, in-service training and mentorship programmes, leading to improved employment opportunities.
Link to government priorities	Decent employment through inclusive economic growth; economic upliftment (Outcome 4)
Link to DAC focus areas	A professional and capacitated ACH Sector (Skills development; Economic development)
Strategic objectives flowing from this goal	Programme 2 (Objectives 2.3, 2.9)

Strategic Outcome Oriented Goal 4	Rural job creation linked to educational outreach, skills development and promotion of economic livelihoods through development of heritage tourism.
Goal Statement	Skills development, mentoring and support for heritage site guides from local communities to retain heritage information in situ, to empower South Africans and to facilitate access to economic benefit.
Link to government priorities	Vibrant, equitable and sustainable rural communities contributing towards food security for all; rural development (Outcome 7).
Link to DAC focus areas	Nation building through effective social cohesion programme implementation; A productive, diverse and inclusive ACH Sector (Development, preservation & promotion of arts, culture and heritage; Nation building and Social cohesion; Skills development; Economic development)
Strategic objectives flowing from this goal	Programme 3 (Objectives 3.4, 3.5, 3.6)

The National Museum delivers services in its specialist disciplines to ultimately promote a greater awareness and appreciation of South Africa's diverse cultural and natural heritage. Although challenging due to inappropriate and inadequate storage facilities for the Museum's heritage collections, efforts to maintain collections at the highest possible standards, for the current and future benefit of all South Africans will continue. The digitisation of the Museum's diverse collections will continue to receive attention. Ongoing research on these collections will continue to position the Museum both internationally and locally as a recognised institution of research excellence. The National Museum Ethics Committee, comprising three representatives from the natural sciences and two from the human sciences, ensures that all Museum research undertaken complies with the highest ethical standards. Furthermore, ongoing research, as well as new research, particularly that involving oral history, will enable the Museum to contribute to the promotion of heritage and to addressing the challenges facing biodiversity. Research also serves as a vehicle by which heritage collections and the

treasures contained therein are unlocked and made accessible and relevant to all people, through topical exhibitions, displays and educational and outreach programmes. The Museum will continue to explore ways to use new technologies, particularly those that are web-based, to enhance accessibility to its heritage resources, particularly for educators and learners.

The renowned gallery facilities at Oliewenhuis Art Museum, which continue to serve as an outstanding and indeed preferred exhibition venue, will continue to provide opportunities for South African artists to exhibit their works.

The National Museum will continue to implement measures to make its facilities and heritage resources accessible to persons with physical disabilities, and to strengthen existing partnerships with relevant organizations to ensure that measures already in place are either maintained or improved upon.

The National Museum can play a key role as a major regional tourism resource; although funds for marketing are limited, a particular focus will involve the development of appropriate strategies to promote and market the activities and offerings of the Museum. Efforts to do this in collaboration with Free State provincial tourism authorities will continue.

In the spirit of the recent pronouncements from national government to integrate the OR Tambo Centenary imperatives into the programming of the Department of Arts and Culture and its entities, the National Museum will include these aspects into its planned temporary exhibitions and education and public outreach programmes.

1.1.2 Delivery on MGE objectives

A number of the National Museum's activities contribute to achieving MGE objectives via the National Art Bank, Touring Venture and Legacy Project work streams.

The National Museum, through its satellite Oliewenhuis Art Museum, was selected as the preferred institution to host the National Art Bank (NAB) project of the Department of Arts and Culture's MGE initiative. The NAB is tasked with purchasing artworks from South African artists, particularly emerging artists, thereby providing a platform for South African visual arts. The NAB collection will be curated, with artworks made available for renting to South African government departments at national, provincial and local levels. The NAB activities will include temporary exhibitions of artworks in the NAB collection, thereby giving exposure to emerging South African artists and creating a greater awareness of the NAB project to a broad spectrum of audiences. The various activities of the NAB will be further developed and expanded during 2019/2020.

Aligned to Touring Ventures, the National Museum's Mobile Museum vehicle, equipped with various arts, culture and heritage materials relevant to the collections and research conducted by the Museum, travels on an ongoing basis to rural areas of South Africa's central interior, providing opportunities for less fortunate communities to experience the wonders of our collective heritage. Museum Education Department staff accompany the Mobile Museum on these excursions serving schools and the broader community. Mobile Museum activities represent a key component of the Museum's outreach programme and target those who do not readily have access to heritage resources. The National Museum is also responsible for arranging travelling temporary exhibitions on appropriate heritage themes to community libraries in the greater Mangaung area. In this manner, heritage materials are toured to

surrounding areas to be enjoyed by communities who may not otherwise have access to these treasures and resources. Artworks from the Museum's permanent collection, comprising works by many of South Africa's most celebrated contemporary artists, are also loaned for the purposes of travelling exhibitions, thus enabling access to and enjoyment of these heritage treasures to those who might otherwise not have the opportunity of such an experience.

The Museum's contribution to Legacy Projects relate specifically to the Liberation Heritage Route. Bloemfontein / Mangaung has a number of sites that have been highlighted for this project, for some of which the National Museum has information and in certain cases, exhibits. Furthermore, the Museum was significantly involved with research that led to the discovery of the founding venue of the African National Congress – the Wesleyan Church Hall in former Waaihoek. The Museum has a permanent display highlighting this discovery and the significance thereof. One of the Museum's ongoing, flagship projects is the Batho Community History Project, which documents the life and times of Batho, the oldest black township in Mangaung, and its former and current inhabitants; part of this project focuses specifically on those involved in the struggle for democracy. The National Museum's popular permanent exhibition depicting life in Batho township will be updated as appropriate. Batho also includes sites included in the Liberation Heritage Route; these are highlighted in the Batho Heritage Route brochure produced by the National Museum in collaboration with Batho residents and the Free State provincial government. This brochure is updated on a regular basis. Furthermore, the National Museum has embarked on a collaborative project with relevant partners to produce a similar brochure for the Heidedal Heritage Route, documenting the history, people and noteworthy sites of Heidedal township.

1.2 Organisational environment

The National Museum is a Natural History Museum, a Cultural History Museum as well as an Art Museum.

Against the background of the international definition of a museum as

a non-profit making, permanent institution in the service of society and of its development, and open to the public, which acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, material evidence of people and their environment,

the National Museum performs its conservation, research and educational functions in a broad spectrum of disciplines in the Natural Sciences, Human Sciences and Fine Arts.

Vision

To be known as the best heritage centre in Africa.

Mission

To provide heritage information, an enjoyable experience and an invaluable tourism resource to all people through quality research, conservation, education and exhibitions.

The Museum's **functions** are

- *Conservation*: To build and curate representative collections of natural science, human science and art objects which are consistent with the objectives and activities of the Museum.
- *Research*: To undertake and promote research in the approved disciplines of the Museum.
- *Education*: To disseminate information on nature, culture and art, through publications, exhibitions and a variety of educational programmes.
- *Tourism*: To provide an invaluable tourism resource in the central interior of South Africa.

The National Museum benefits from and adds value to both the University of the Free State (UFS) and the Central University of Technology (CUT). We have also started a partnership with Motheo College. This is particularly relevant with regard to the Faculties of Natural and Agricultural Sciences and the Faculty of Humanities at the UFS.

The following capacity and other constraints informed the development of the Annual Performance Plan:

- a) Challenges to attract and retain specialist staff with appropriate expertise, due to a small pool of specialists and to financial constraints impacting on the Museum's ability to offer competitive remuneration. Representation of key groups in staff demographics (Annexure A) presents an ongoing challenge, particularly where specialists in Museum research disciplines are concerned. Low salaries (when compared to the market place) and scarcity of qualified specialists make it difficult to not only attract equity candidates, but also to retain the services of these employees, should they be appointed. Another challenge relates to the long period of service of a number of employees, with opportunities to consider employing equity candidates thus only being available once these long-serving employees either resign or retire. Recruitment of new employees is however undertaken according to approved policies and procedures, with the National Museum being an equal opportunity employer.
- b) Lack of exhibition and appropriate collections storage space.
- c) When considering the targets for each of the strategic objectives listed in Section 4 below, it should be noted that, due to limited financial resources and human capacity available to the National Museum, these will not necessarily increase over time, based on previous performance. For many of the projected targets set, it is believed that Museum personnel and other resources are being used to full capacity, and that for many of the performance indicators, a "saturation level" has already been reached in terms of productivity and performance. Notwithstanding, the Museum endeavours however to maintain or improve upon this standard of performance. In order to improve significantly on this performance, additional resources, both human and financial, are essential.

2. Revisions to legislative and other mandates

There have been no significant changes to the National Museum's legislative and other mandates.

3. Overview of 2018/19 budget and MTEF estimates

3.1 Revenue and expenses

The National Museum budget is structured in accordance with the achievement of its strategic oriented goals and objectives. A split between expenditure for administrative purposes and that for achieving the main strategic programmes, namely Administration (Support Services), Business Development (Research, Curation and Conservation of Collections) and Public Engagement (Marketing and Public Educational Programmes) has however been provided below.

National Museum, Bloemfontein Statement of Financial Performance

Programme (R Thousand)	Audited outcomes			Approved budget	Medium-Term Estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
REVENUE							
Transfers received	47 583	51 687	47 992	54 281	56 915	60 099	63 404
Transfers received (Special Grant – Implementation of GRAP 103)			50 000				
Other income	5 767	5 567	9 839	2 502	3 556	3 716	3 150
TOTAL REVENUE	53 350	57 254	107 831	56 783	60 471	63 815	66 554
EXPENSES							
Total expenses (Refer to Total budget section for detail)	46 362	51 287	95 640	53 894	60 471	63 815	66 544
Less: Capital expenditure	(2351)	(4 399)	(1 375)	(4 089)	(1 000)	(1 000)	(1 000)
Add: Depreciation	1 214	1 698	1 959	1 200	1 200	1 200	1 200
TOTAL EXPENSES	45 225	48 586	96 224	51 005	60 617	64 015	66 744
SURPLUS/(DEFICIT)	8 125	8 668	11 607	5 778	(146)	(200)	(200)

National Museum, Bloemfontein
Expense Estimates

Programme (R Thousand)	Audited outcomes			Approved budget	Medium-Term Estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Administration: Support Services <i>(excluding staff costs)</i>	2 870	3 968	3 968	2 569	11 551	12 403	12 282
Business Development: Research and Information Management, Curation and Conservation of Collections <i>(excluding staff costs)</i>	1 752	3 377	3 377	5 542	2 705	2 705	3 449
Public Engagement: Marketing, Public Educational Programmes <i>(excluding staff costs)</i>	270	397	397	370	370	439	670
Economic classification							
Current expenses							
Compensation of employees	24 526	29 453	31 149	35 200	45 794	46 750	48 149
Goods and services							
of which:							
Audit fees (External audit)	690	548	854	1 426	1 497	1 647	1 812
Administrative fees	168	282	277	181	190	200	210
Council Remuneration			665	386	405	417	438
Communication	129	123	218	220	230	240	253
Computer services	145	180	200	330	350	360	380
Consultants (including GRAP 103 implementation)	114	116	50	50 062	75	85	90
Insurance	368	400	396	715	751	826	867
Maintenance	398	526	963	1 693	1 168	1 255	1 198
Municipal charges	1 667	2 843	-	2 466	2 919	3 138	3 373
Security	239	384	350	370	422	454	488
Lease Payments			1 735	1 956	2 112	2 281	2 463
Travel and subsistence	137	272	528	432	432	445	467
Other unclassified expenditure			46,228	3 425	4 607	3 662	6 067
Reserves regarding post retirement liability				1 000	1 000	1 055	1 055
Payments for capital assets							
Buildings and other fixed structures	164	652	200	100	105	100	106
Equipment, furniture and office equipment (including computer equipment)	1 311	1 698	500	500	527	500	528
Vehicles	237	1	300	400	422	400	422
				3 140			
TOTAL BUDGET	33 725	43 165	47 500	47 677	64 471	63 815	66 554

National Museum, Bloemfontein	Estimates for 2019/20 Financial Year				
	Final Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statement of Financial Performance					
REVENUE					
Transfers received	56 916	14 229	14 229	14 229	14 229
Other income	3 556	889	889	889	889
	60 472	15 118	15 118	15 118	15 118
Current expenses					
Compensation of employees	43 260	10 815	10 815	10 815	10 815
Goods and services					
Audit fees (External audit)	1 497	749	749	-	-
Administrative fees	190	48	48	48	48
Council Remuneration	405	101	101	101	101
Communication	230	58	58	58	58
Computer services	350	88	88	88	88
Consultants (including GRAP 103)	75	75	-	-	-
Insurance	751	188	188	188	188
Maintenance	1 168	292	292	292	292
Municipal charges	2 919	730	730	730	730
Security	422	106	106	106	106
Lease Payments	2 112	528	528	528	528
Travel and subsistence	432	108	108	108	108
Other unclassified expenditure	4 607	1 152	1 152	1 152	1 152
Reserves regarding post retirement liability	1 000	250	250	250	250
Payments for capital assets					
Buildings and other fixed structures	105	26	26	26	26
Equipment, furniture and office equipment	527	132	132	132	132
Vehicles	422		422		
TOTAL BUDGET	60 472	15 443	15 790	14 620	14 620

3.2 Relating expenditure trends to strategic outcome oriented goals

The budget as indicated above contributes to the realisation of the Museum’s strategic outcome oriented goals. The Museum’s main source of income is the subsidy received from the National Department of Arts and Culture. The Museum’s budget, strategic oriented goals and objectives are directly dependent on this subsidy and its functions (strategic and operational) are informed and regulated by this.

Staff costs comprise 71% of the National Museum’s total budget (as approved for 2018/2019). Due to increasing operational costs it is challenging to meet the stated strategic objectives and targets with the remaining 29% of subsidy. It is therefore necessary for the Museum to source external funding in order to meet its objectives and targets, particularly relating to research. External funding is however not fixed and depends on a number of different factors.

PART B: Programme and sub-programme plans

4. National Museum

4.1 PROGRAMME 1: ADMINISTRATION

4.1.1 Sub-programme 1: Support Services

Programme purpose: To provide the necessary professional support to ensure the achievement of the Museum’s primary objectives of carrying out quality research, expanding and managing diverse heritage collections and communicating to all, through educational programmes, exhibitions and publications, the importance of this diverse heritage to the South African nation.

4.1.1.1 Strategic objective annual targets for 2019/2020 – 2021/2022

Strategic objective (numbering below relates to Programme 1)		Audited/Actual Performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/2019	2019/2020	2020/2021	2021/2022
1.1	To provide the necessary support for the Museum’s key focus areas – research, collections development and management, and education.	<ul style="list-style-type: none"> Audit of 2014/2015 financial year completed; clean audit report achieved. 	<ul style="list-style-type: none"> Qualified audit report for 2015/2016 financial year (due to not implementing GRAP 103). 	<ul style="list-style-type: none"> Qualified audit report for 2016/2017 financial year. (due to not implementing GRAP) 	<ul style="list-style-type: none"> Unqualified audit report achieved for 2017/18 	<ul style="list-style-type: none"> Unqualified audit report for 2018/2019 financial year. 	<ul style="list-style-type: none"> Unqualified audit report for 2019/2020 financial year. 	<ul style="list-style-type: none"> Unqualified audit report for 2020/2021 financial year.

4.1.1.2 Programme performance indicators and annual targets for 2019/2020 – 2021/2022

Programme performance indicator (numbering below relates to Programme 1)		Audited/Actual Performance			Estimated performance	Medium-term targets		
		2015/2016	2016/2017	2017/18	2018/2019	2019/2020	2020/2021	2021/2022
1.1.1	Unqualified audit	Unqualified audit report for 2013/2014 financial year	Clean audit report for 2014/2015 financial year	Qualified audit report for 2015/2016 financial year (due to not implementing GRAP 103).	Unqualified audit report for 2017/2018 financial year	Unqualified audit report for 2018/2019 financial year	Unqualified audit report for 2019/2020 financial year	Unqualified audit report for 2020/2021 financial year

4.1.1.3 Programme performance indicators and quarterly targets for 2019/2020

Programme performance indicator (numbering below relates to Programme 1)		Reporting period	Annual target 2019/2020	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1.1	Unqualified audit	Annually	Unqualified audit report for 2018/2019 financial year	N/A	Unqualified audit report	N/A	N/A

4.2 PROGRAMME 2: BUSINESS DEVELOPMENT

4.2.1 Sub-programme 1: Curation and Conservation of Collections

Programme purpose: To collect and conserve materials and objects of natural and cultural heritage relevant to the disciplines of the National Museum, which represent an important part of the collective national estate. In addition, to give attention to expanding collections where appropriate to include materials, objects and information to promote an enhanced sense of national pride in the diverse cultural and natural heritage shared by all South Africans.

4.2.1.1 Strategic objective annual targets for 2019/2020 – 2021/2022

Strategic objective (numbering below relates to Programme 2)		Audited/Actual Performance			Estimated performance	Medium-term targets		
		2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
2.1	To systematically build representative collections of natural history, cultural history and art.	<ul style="list-style-type: none"> Objects / specimens ("material units") added to natural history (n=83456), cultural history (n=1692) and art collections (n=21) by 31 March 2016. Collections Policy (as well as component departmental policies) reviewed by 31 March 2016. Annual collections audit successfully completed by 31 March 2016. 	<ul style="list-style-type: none"> Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2017. Purchase 800 artworks for National Art Bank (NAB) collections by 31 March 2017. Collections Policy reviewed annually, by 31 March. Complete annual collections audit by 31 March 2017. 	<ul style="list-style-type: none"> Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2018. Purchase 400 artworks for National Art Bank (NAB) collections by 31 March 2018. Collections Policy reviewed annually, by 31 March. Complete annual collections audit by 31 March 2018. 	<ul style="list-style-type: none"> Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2019. Purchase 450 artworks for National Art Bank (NAB) collections by 31 March 2019. Collections Policy reviewed annually, by 31 March. Complete annual collections audit by 31 March 2019. 	<ul style="list-style-type: none"> Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March year end. Purchase 50 artworks for National Art Bank (NAB) collections by 31 March year end. Collections Policy reviewed annually, by 31 March year end. . Complete annual collections audit by 31 March year end. 	<ul style="list-style-type: none"> Objects / specimens ("material units") added to natural history (n=000) and cultural history (n=0) collections and R0 spent on art collections by 31 March year end. Purchase 0 artworks for National Art Bank (NAB) collections by 31 March year end. Collections Policy reviewed annually, by 31 March year end. Complete annual collections audit by 31 March year end. 	<ul style="list-style-type: none"> Objects / specimens ("material units") added to natural history (n=000) and cultural history (n=0) collections and R0 spent on art collections by 31 March year end. Purchase 0 artworks for National Art Bank (NAB) collections by 31 March year end. Collections Policy reviewed annually, by 31 March year end. Complete annual collections audit by 31 March year end.
2.2	To maintain high standards of conservation, curation and management of collections.	<ul style="list-style-type: none"> Procedures for conservation, curation and management of collections reviewed by 31 March 2016 (as part of annual collections audit). An average of 83% compliance with required procedures for conservation, curation and 	<ul style="list-style-type: none"> Procedures reviewed annually by 31 March. 85% compliance with procedures for conservation, curation and management of collections. Motivation for additional storage facilities submitted via User Asset Management Plan (UAMP) to DAC 	<ul style="list-style-type: none"> Procedures reviewed annually by 31 March. 85% compliance with procedures for conservation, curation and management of collections. Motivation for additional storage facilities submitted via User Asset Management Plan (UAMP) to DAC 	<ul style="list-style-type: none"> Procedures reviewed annually by 31 March. 90% compliance with procedures for conservation, curation and management of collections. 	<ul style="list-style-type: none"> Procedures reviewed annually by 31 March. 90% compliance with procedures for conservation, curation and management of collections. 	<ul style="list-style-type: none"> Procedures reviewed annually by 31 March. 90% compliance with procedures for conservation, curation and management of collections. 	<ul style="list-style-type: none"> Procedures reviewed annually by 31 March. 90% compliance with procedures for conservation, curation and management of collections.

		<p>management of collections was achieved.</p> <ul style="list-style-type: none"> Updated User Asset Management Plan (UAMP), including motivation for additional storage facilities, was submitted to DAC in July 2015 	annually by 31 August.	annually by 30 June				
2.3	To build collections management capacity internally and in the broader museum sector.	<ul style="list-style-type: none"> A total of 7 conservators / collections managers attended specialist collections training by 31 March 2015. No training course was presented by 31 March 2015. A total of 9 interns (3 full-time (Oliewenhuis Art Museum, Entomology, Palaeontology); 6 part-time (Oliewenhuis Art Museum)) received training to 31 March 2015 	<ul style="list-style-type: none"> A total of 16 conservators / collections managers attended 19 specialist collections training opportunities by 31 March 2016. No training course was presented by 31 March 2016. Total of 9 interns (2 full-time (Palaeontology, Entomology); 7 part-time (Florisbad, Oliewenhuis Art Museum)) received training to 31 March 2016. 	<ul style="list-style-type: none"> 16 training opportunities per year to 31 March. One 3-day collections management training course presented by 31 March 2017. One full-time internship and four 2-month internships by 31 March 2017. 	<ul style="list-style-type: none"> 16 training opportunities per year to 31 March. One 3-day collections management training course presented by 31 March 2018. One full-time internship and four 2-month internships by 31 March 2018. 	<ul style="list-style-type: none"> 16 training opportunities per year to 31 March. One 3-day collections management training course presented by 31 March 2019. Two full-time internship FET College and five WIL learners FET College obtain workplace exposure during the vacation 	<ul style="list-style-type: none"> 16 training opportunities per year to 31 March. One 3-day collections management training course presented by 31 March 2020. Two full-time internship FET College and five WIL learners FET College obtain workplace exposure during the vacation 	<ul style="list-style-type: none"> 16 training opportunities per year to 31 March. One 3-day collections management training course presented by 31 March 2020. Two full-time internship FET College and five WIL learners FET College obtain workplace exposure during the vacation

4.2.1.2 Programme performance indicators and annual targets for 2019/2020 – 2021/2022

Programme performance indicator (numbering below relates to Programme 2)	Audited/Actual Performance			Estimated performance	Medium-term targets			
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
2.1.1	Objects / specimens ("material units") added to natural history, cultural history and art collections	Objects / specimens ("material units") added to natural history (n=83456), cultural history (n=1692) and art collections (n=21) by 31 March 2016.	Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2017. Purchase 800 artworks for National Art Bank (NAB) collections by 31 March 2017.	Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2018. Purchase 400 artworks for National Art Bank (NAB) collections by 31 March 2018.	Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2019. Purchase 450 artworks for National Art Bank (NAB) collections by 31 March 2019.	Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2020. Purchase 50 artworks for National Art Bank (NAB) collections by 31 March 2020.	Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2021. Purchase 50 artworks for National Art Bank (NAB) collections by 31 March 2021	Objects / specimens ("material units") added to natural history (n=12000) and cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2022. Purchase 50 artworks for National Art Bank (NAB) collections by 31 March 2022
2.1.2	Collections Policy reviewed	Collections Policy (as well as component departmental policies) reviewed by 31 March 2016.	Collections Policy reviewed annually, by 31 March.	Collections Policy reviewed annually, by 31 March.	Collections Policy reviewed annually, by 31 March.	Collections Policy reviewed annually, by 31 March.	Collections Policy reviewed annually, by 31 March.	Collections Policy reviewed annually, by 31 March.
2.1.3	Annual collections audit completed	Annual collections audit successfully completed by 31 March	Annual collections audit successfully completed by 31 March	Complete annual collections audit by 31 March	Complete annual collections audit by 31 March	Complete annual collections audit by 31 March	Complete annual collections audit by 31 March	Complete annual collections audit by 31 March
2.2.1	Annual review of procedures for conservation, curation and management of collections.	Procedures for conservation, curation and management of collections reviewed by 31 March 2016 (as part of annual collections audit).	Procedures reviewed annually by 31 March.	Procedures reviewed annually by 31 March.	Procedures reviewed annually by 31 March.	Procedures reviewed annually by 31 March.	Procedures reviewed annually by 31 March.	Procedures reviewed annually by 31 March.
2.2.2	Compliance with procedures for conservation, curation and management of collections during	An average of 83% compliance with required procedures for conservation, curation and management of	An average of 85% compliance with required procedures for conservation, curation and management of	85% compliance with procedures for conservation, curation and management of collections.	85% compliance with procedures for conservation, curation and management of collections.	85% compliance with procedures for conservation, curation and management of collections.	85% compliance with procedures for conservation, curation and management of collections.	85% compliance with procedures for conservation, curation and management of collections.

Programme performance indicator (numbering below relates to Programme 2)		Audited/Actual Performance			Estimated performance	Medium-term targets		
		2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	annual collections audit.	collections was achieved.	collections was achieved.					
2.2.3	Motivation for additional storage facilities submitted to Department of Arts and Culture (DAC) annually.	Updated User Asset Management Plan (UAMP), including motivation for additional storage facilities, was submitted to DAC in July 2014.	Updated User Asset Management Plan (UAMP), including motivation for additional storage facilities, was submitted to DAC in July 2015.	Motivation for additional storage facilities submitted via User Asset Management Plan (UAMP) to DAC annually by 31 August.	Motivation for additional storage facilities submitted via User Asset Management Plan (UAMP) to DAC annually by 30 June.	Appoint a project manager and implement the project as per approved budget	Project implementation as per approved budget	-
2.3.1	Training attended by Museum conservators / collections managers	A total of 16 conservators / collections managers attended 19 specialist collections training opportunities by 31 March 2016.	16 conservation / collections management training opportunities per year.	16 conservation / collections management training opportunities per year.	16 conservation / collections management training opportunities per year.	16 conservation / collections management training opportunities per year.	16 conservation / collections management training opportunities per year.	16 conservation / collections management training opportunities per year.
2.3.2	Collections management training material produced and presented	No training course was presented by 31 March 2016.	One 3-day collections management training course presented by 31 March 2017.	One 3-day collections management training course presented by 31 March 2018.	One 3-day collections management training course presented by 31 March 2019.	One 3-day collections management training course presented by 31 March.	One 3-day collections management training course presented by 31 March.	One 3-day collections management training course presented by 31 March.
2.3.3	Interns and heritage practitioners trained through collections management courses offered by Museum staff.	Total of 9 interns (2 full-time (Palaeontology, Entomology); 7 part-time (Florisbad, Oliewenhuis Art Museum)) received training to 31 March 2016.	One full-time internship and four 2-month internships by 31 March 2017.	One full-time internship and four 2-month internships by 31 March 2018.	One full-time internship and four 2-month internships by 31 March 2019.	Two full-time FET internship and five FET WIL learners hosted during vacation by 31 March.	Two full-time FET internship and five FET WIL learners hosted during vacation by 31 March	Two full-time FET internship and five FET WIL learners hosted during vacation by 31 March

4.2.1.3 Programme performance indicators and quarterly targets for 2019/2020

Programme performance indicator (numbering below relates to Programme 2)		Reporting period	Annual target 2019/2020	Quarterly targets			
				1 st	2 nd	3 rd	4 th
2.1.1	Objects / specimens ("material units") added to natural history, cultural history and art collections	Quarterly	Objects / specimens ("material units") added to natural history (n=12000), cultural history (n=1800) collections and R150 000 spent on art collections by 31 March 2018. Purchase 50 artworks for National Art Bank (NAB) collections by 31 March 2019.	Objects / specimens ("material units") added to natural history (n=3000) and cultural history (n=450) collections and R30 000 spent on art collections. Purchase 0 artworks for National Art Bank (NAB) collections.	Objects / specimens ("material units") added to natural history (n=3000) and cultural history (n=450) collections and R30 000 spent on art collections. Purchase 0 artworks for National Art Bank (NAB) collections.	Objects / specimens ("material units") added to natural history (n=3000) and cultural history (n=450) collections and R30 000 spent on art collections. Purchase 0 artworks for National Art Bank (NAB) collections.	Objects / specimens ("material units") added to natural history (n=3000) and cultural history (n=450) collections and R60 000 spent on art collections. Purchase 50 artworks for National Art Bank (NAB) collections.
2.1.2	Collections Policy reviewed	Annually	Collections Policy reviewed annually, by 31 March.	N/A	N/A	N/A	Collections Policy reviewed.
2.1.3	Annual collections audit completed	Annually	Complete annual collections audit by 31 March 2019.	N/A	N/A	N/A	Annual collections audit completed.
2.2.1	Annual review of procedures for conservation, curation and management of collections.	Annually	Procedures reviewed annually by 31 March.	N/A	N/A	N/A	Procedures for conservation, curation and management of collections reviewed.
2.2.2	Compliance with procedures for conservation, curation and management of collections during annual collections audit.	Annually	85% compliance with procedures for conservation, curation and management of collections.	N/A	N/A	N/A	85% compliance with procedures for conservation, curation and management of collections.
2.2.3	Motivation for additional storage facilities submitted to Department of Arts and Culture (DAC) annually.	Annually	Appoint a project manager and implement the project as per approved budget	Appoint project manager	% implementation of approved project	% implementation of approved project	% implementation of approved project
2.3.1	Training attended by Museum conservators / collections managers	Quarterly	16 conservation / collections management training opportunities per year.	6 conservation / collections management training opportunities	4 conservation / collections management training opportunities	4 conservation / collections management training opportunities	2 conservation / collections management training opportunities
2.3.2	Collections management training material produced and presented	Annually	One 3-day collections management training course prepared and presented by 31 March	N/A	N/A	One 3-day collections management training course presented.	N/A

2.3.3	Interns and heritage practitioners trained through collections management courses offered by Museum staff.	Annually	Two full-time FET internship and five FET WIL learners hosted during vacation by 31 March.	Two full-time FET interns on site	Five FET WIL learners hosted during the vacation	N/A	N/A
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4.2.2 Sub-programme 2: Research and Information Management

Programme purpose: To undertake research according to ethical standards to produce high quality results relating to the various research disciplines of the National Museum and to communicate the relevance and meaning of these results, including contributing data to the debate on climate change, to as broad an audience as possible. Research programmes will incorporate aspects relevant to promoting a greater awareness of the importance and role of previously marginalized communities in contributing to South Africa as a nation.

4.2.2.1 Strategic objective annual targets for 2018/2019 – 2020/2021

Strategic objective (numbering below relates to Programme 2)	Audited/Actual Performance			Estimated performance	Medium-term targets			
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
2.4	To undertake research of an internationally accepted standard relevant to the various disciplines of the National Museum, in keeping with its mission and functions.	<ul style="list-style-type: none"> Progress on 88 of a total of 117 research projects (75%) by 31 March 2016. 5 NRF rated museum scientists as at 31 March 2016. Ethical clearance certificates issued for all new research projects (n=16) during the year confirmed at 31 March 2016. 	<ul style="list-style-type: none"> Progress on 60% of research projects by 31 March 2017. 6 NRF rated museum scientists at 31 March 2017. Ethical clearance for all new registered research projects confirmed annually, by 31 March 2017. 	<ul style="list-style-type: none"> Progress on 60% of research projects by 31 March 2018. 6 NRF rated museum scientists at 31 March 2018. Ethical clearance for all new registered research projects confirmed annually, by 31 March 2018. 	<ul style="list-style-type: none"> Progress on 60% of research projects by 31 March 2019. 6 NRF rated museum scientists at 31 March 2019. Ethical clearance for all new registered research projects confirmed annually, by 31 March 2019. 	<ul style="list-style-type: none"> Progress on 60% of research projects by 31 March 5 NRF rated museum scientists at 31 March Ethical clearance for all new registered research projects confirmed annually, by 31 March 	<ul style="list-style-type: none"> Progress on 60% of research projects by 31 March 5 NRF rated museum scientists at 31 March Ethical clearance for all new registered research projects confirmed annually, by 31 March 	<ul style="list-style-type: none"> Progress on 60% of research projects by 31 March 5 NRF rated museum scientists at 31 March Ethical clearance for all new registered research projects confirmed annually, by 31 March
2.5	To produce and communicate high quality research results.	<ul style="list-style-type: none"> 29 research articles published in peer-reviewed journals to 31 March 2016. 59 popular articles published to 31 March 2016. 48 popular lectures 	<ul style="list-style-type: none"> 30 publications in peer-reviewed journals per annum. 35 popular articles published per annum. 35 popular lectures 	<ul style="list-style-type: none"> 30 publications in peer-reviewed journals per annum. 35 popular articles published per annum. 35 popular lectures presented per annum. 	<ul style="list-style-type: none"> 30 publications in peer-reviewed journals per annum. 35 popular articles published per annum. 35 popular lectures presented per annum. 	<ul style="list-style-type: none"> 30 publications in peer-reviewed journals per annum. 35 popular articles published per annum. 35 popular lectures presented per annum. 	<ul style="list-style-type: none"> 30 publications in peer-reviewed journals per annum. 35 popular articles published per annum. 35 popular lectures presented per annum. 	<ul style="list-style-type: none"> 30 publications in peer-reviewed journals per annum. 35 popular articles published per annum. 35 popular lectures presented per annum.

		presented to 31 March 2016.	presented per annum.					
2.6	To produce scientific and popular in-house publications to disseminate knowledge.	<ul style="list-style-type: none"> • <i>Culna</i>70 (2015) published during 3rd quarter (Nov/Dec 2015). • 3 issues of <i>Navorsinge van die Nasionale Museum</i> were published during the year. 	<ul style="list-style-type: none"> • Keep to agreed production deadlines for <i>Culna</i> (1 issue per year) and <i>Indago</i> (formerly <i>Navorsinge van die Nasionale Museum</i>) (6 issues per year). 	<ul style="list-style-type: none"> • Keep to agreed production deadlines for <i>Culna</i> (1 issue per year) and <i>Indago</i> (formerly <i>Navorsinge van die Nasionale Museum</i>) (6 issues per year). 	<ul style="list-style-type: none"> • Keep to agreed production deadlines for <i>Culna</i> (1 issue per year) and <i>Indago</i> (formerly <i>Navorsinge van die Nasionale Museum</i>) (6 issues per year). 	<ul style="list-style-type: none"> • Keep to agreed production deadlines for <i>Culna</i> (1 issue per year hard copy and 12 online article publications) and <i>Indago</i> (1 hard copy issue and 6 online articles per year). 	<ul style="list-style-type: none"> • Keep to agreed production deadlines for <i>Culna</i> (1 issue per year hard copy and 12 online article publications) and <i>Indago</i> (1 hard copy issue and 6 online articles per year). 	<ul style="list-style-type: none"> • Keep to agreed production deadlines for <i>Culna</i> (1 issue per year hard copy and 12 online article publications) and <i>Indago</i> (1 hard copy issue and 6 online articles per year).
2.7	To foster internal, national and international research co-operation.	<ul style="list-style-type: none"> • Collaborative projects reviewed on an ongoing basis. There was progress on 55 of a total of 71 collaborative research projects (75%) by 31 March 2016. • A total of 2 new collaborative research projects were established by 31 March 2016. • 20 conference / workshop presentations were made by 31 March 2016. • 16 academic lectures / practicals were presented to 31 March 2016. A total of 58 new incoming or outgoing loans of collection material during the year ending 31 March 2016. 	<ul style="list-style-type: none"> • Progress on 60% of collaborative projects by 31 March 2017. • 4 new collaborative research projects established by 31 March 2017. • 30 conference / workshop presentations per annum. • 20 lectures / practicals presented to students per annum. • 30 incoming or outgoing loans of collection material annually. 	<ul style="list-style-type: none"> • Progress on 60% of collaborative projects by 31 March 2018. • 4 new collaborative research projects established by 31 March 2018. • 30 conference / workshop presentations per annum. • 20 lectures / practicals presented to students per annum. • 30 incoming or outgoing loans of collection material annually. 	<ul style="list-style-type: none"> • Progress on 60% of collaborative projects by 31 March 2019. • 4 new collaborative research projects established by 31 March 2019. • 30 conference / workshop presentations per annum. • 20 lectures / practicals presented to students per annum. • 30 incoming or outgoing loans of collection material annually. 	<ul style="list-style-type: none"> • Progress on 60% of collaborative projects per annum • 4 new collaborative research projects established per annum • 30 conference / workshop presentations per annum. • 20 lectures / practicals presented to students per annum. • 30 incoming or outgoing loans of collection material annually. 	<ul style="list-style-type: none"> • Progress on 60% of collaborative projects per annum • 4 new collaborative research projects established per annum • 30 conference / workshop presentations per annum. • 20 lectures / practicals presented to students per annum. • 30 incoming or outgoing loans of collection material annually. 	<ul style="list-style-type: none"> • Progress on 60% of collaborative projects per annum • 4 new collaborative research projects established per annum • 30 conference / workshop presentations per annum. • 20 lectures / practicals presented to students per annum. • 30 incoming or outgoing loans of collection material annually.

2.8	To provide relevant research expertise.	<ul style="list-style-type: none"> • 20 CRM, EIA, biomonitoring and Site Reports by 31 March 2016. • 200 reviews of research articles, reports, proposals and management plans were undertaken by 31 March 2016. • 14 professional staff serving on committees of professional bodies to March 2016. 	<ul style="list-style-type: none"> • 20 CRM, EIA, biomonitoring and Site Reports by 31 March 2017. • 50 reviews of research articles, reports, proposals and management plans by 31 March 2017. • 8 professional staff serving on committees of professional bodies to March 2017. 	<ul style="list-style-type: none"> • 20 CRM, EIA, biomonitoring and Site Reports by 31 March 2018. • 50 reviews of research articles, reports, proposals and management plans by 31 March 2018. • 8 professional staff serving on committees of professional bodies to March 2018. 	<ul style="list-style-type: none"> • 20 CRM, EIA, biomonitoring and Site Reports by 31 March 2019. • 50 reviews of research articles, reports, proposals and management plans by 31 March 2019. • 8 professional staff serving on committees of professional bodies to March 2019. 	<ul style="list-style-type: none"> • 20 CRM, EIA, biomonitoring and Site Reports per annum • 50 reviews of research articles, reports, proposals and management plans per annum • 8 professional staff serving on committees of professional bodies per annum 	<ul style="list-style-type: none"> • 20 CRM, EIA, biomonitoring and Site Reports per annum • 50 reviews of research articles, reports, proposals and management plans per annum • 8 professional staff serving on committees of professional bodies per annum 	<ul style="list-style-type: none"> • 20 CRM, EIA, biomonitoring and Site Reports per annum • 50 reviews of research articles, reports, proposals and management plans per annum • 8 professional staff serving on committees of professional bodies per annum
2.9	To build research capacity.	<ul style="list-style-type: none"> • Total of 4 interns underwent training during the year ending 31 March 2016. • 29 opportunities to attend research conferences & workshops by research staff to 31 March 2016. • Supervision was provided for 12 post-graduate students to 31 March 2016. 	<ul style="list-style-type: none"> • 2 interns to undergo training in research departments to 31 March 2017. • Total of 40 conferences / research meetings attended by research staff to 31 March 2017. • 4 post-graduate students supervised annually. 	<ul style="list-style-type: none"> • 2 interns to undergo training in research departments to 31 March 2018. • Total of 40 conferences / research meetings attended by research staff to 31 March 2018. • 4 post-graduate students supervised annually. 	<ul style="list-style-type: none"> • 2 interns to undergo training in research departments to 31 March 2019. • Total of 40 conferences / research meetings attended by research staff to 31 March 2019. • 4 post-graduate students supervised annually. 	<ul style="list-style-type: none"> • 2 interns to undergo training in research departments by 31 March • Total of 40 conferences / research meetings attended by research staff by 31 March • 4 post-graduate students supervised annually. 	<ul style="list-style-type: none"> • 2 interns to undergo training in research departments by 31 March • Total of 40 conferences / research meetings attended by research staff by 31 March • 4 post-graduate students supervised annually. 	<ul style="list-style-type: none"> • 2 interns to undergo training in research departments by 31 March • Total of 40 conferences / research meetings attended by research staff by 31 March • 4 post-graduate students supervised annually.

4.2.2.2 Programme performance indicators and annual targets for 2019/2020 – 2021/2022

Programme performance indicator (numbering below relates to Programme 2)		Audited/Actual Performance			Estimated performance	Medium-term targets		
		2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
2.4.1	Annual review of progress on research projects undertaken	Progress on 88 of a total of 117 research projects (75%) by 31 March 2016.	Progress on 60% of total number of research projects by 31 March 2017.	Progress on 60% of total number of research projects by 31 March 2018.	Progress on 60% of total number of research projects by 31 March 2019.	Progress on 60% of total number of research projects by 31 March	Progress on 60% of total number of research projects by 31 March	Progress on 60% of total number of research projects by 31 March
2.4.2	Achievement of NRF rating by museum scientists	5 NRF rated museum scientists at 31 March 2016	5 NRF rated museum scientists at 31 March 2017	6 NRF rated museum scientists at 31 March 2018	6 NRF rated museum scientists at 31 March 2019	5 NRF rated museum scientists at 31 March	5 NRF rated museum scientists at 31 March	5 NRF rated museum scientists at 31 March
2.4.3	Ethical clearance obtained for all new registered research projects	Ethical clearance certificates issued for all new research projects (n=16) during the year confirmed at 31 March 2016.	Ethical clearance for all new registered research projects confirmed annually, by 31 March 2017.	Ethical clearance for all new registered research projects confirmed annually, by 31 March 2018.	Ethical clearance for all new registered research projects confirmed annually, by 31 March 2019.	Ethical clearance for all new registered research projects confirmed annually, by 31 March	Ethical clearance for all new registered research projects confirmed annually, by 31 March	Ethical clearance for all new registered research projects confirmed annually, by 31 March
2.5.1	Research articles published in scientific journals	29 research articles published in peer-reviewed journals to 31 March 2016.	30 publications in peer-reviewed journals per annum	30 publications in peer-reviewed journals per annum	30 publications in peer-reviewed journals per annum	30 publications in peer-reviewed journals per annum	30 publications in peer-reviewed journals per annum	30 publications in peer-reviewed journals per annum
2.5.2	Articles published in popular media	59 popular articles published to 31 March 2016.	35 popular articles published per annum	35 popular articles published per annum	35 popular articles published per annum	35 popular articles published per annum	35 popular articles published per annum	35 popular articles published per annum
2.5.3	Popular lectures presented	48 popular lectures presented to 31 March 2016.	35 popular lectures presented per annum	35 popular lectures presented per annum	35 popular lectures presented per annum	35 popular lectures presented per annum	35 popular lectures presented per annum	35 popular lectures presented per annum
2.6.1	<i>Culna</i> produced	<i>Culna</i> 70 (2015) published during 3rd quarter (Nov/Dec 2015)	Keep to agreed production deadlines for <i>Culna</i> (1 issue per year)	Keep to agreed production deadlines for <i>Culna</i> (1 issue per year)	Keep to agreed production deadlines for <i>Culna</i> (1 issue per year)	Keep to agreed production deadlines for <i>Culna</i> (1 issue per year hard copy and 12 online article publications)	Keep to agreed production deadlines for <i>Culna</i> (1 issue per year hard copy and 12 online article publications)	Keep to agreed production deadlines for <i>Culna</i> (1 issue per year hard copy and 12 online article publications)
2.6.2	<i>Indago</i> (formerly <i>Navorsing van die Nasionale Museum</i>) produced	3 issues of <i>Navorsing van die Nasionale Museum</i> were published to 31 March 2016.	Keep to agreed production deadlines for <i>Indago</i> (formerly <i>Navorsing van die Nasionale Museum</i>) (6 issues per year).	Keep to agreed production deadlines for <i>Indago</i> (formerly <i>Navorsing van die Nasionale Museum</i>) (6 issues per year).	Keep to agreed production deadlines for <i>Indago</i> (formerly <i>Navorsing van die Nasionale Museum</i>) (6 issues per year).	Keep to agreed production deadlines for <i>Indago</i> (1 hard copy issue and 6 online articles per year).	Keep to agreed production deadlines for <i>Indago</i> (1 hard copy issue and 6 online articles per year).	Keep to agreed production deadlines for <i>Indago</i> (1 hard copy issue and 6 online articles per year).
2.7.1	Annual review of	Collaborative	Progress on 60% of	Progress on 60% of	Progress on 60% of	Progress on 60% of	Progress on 60% of	Progress on 60% of

	progress on collaborative projects undertaken	projects reviewed on an ongoing basis. Progress on 55 of a total of 71 collaborative projects (75%) by 31 March 2016.	collaborative projects by 31 March 2017	collaborative projects by 31 March 2018	collaborative projects by 31 March 2019	collaborative projects by 31 March	collaborative projects by 31 March	collaborative projects by 31 March
2.7.2	New collaborative projects established	A total of 2 new collaborative research projects were established by 31 March 2016	A total of 4 new collaborative research projects were established by 31 March 2017	4 new collaborative research projects established by 31 March 2018	4 new collaborative research projects established by 31 March 2019	4 new collaborative research projects established by 31 March	4 new collaborative research projects established by 31 March	4 new collaborative research projects established by 31 March
2.7.3	Conference / workshop presentations given	20 conference / workshop presentations were made by 31 March 2016.	30 conference / workshop presentations per annum	30 conference / workshop presentations per annum	30 conference / workshop presentations per annum	30 conference / workshop presentations per annum	30 conference / workshop presentations per annum	30 conference / workshop presentations per annum
2.7.4	Lectures / practicals presented to students	16 academic lectures / practicals were presented to 31 March 2016.	20 lectures / practicals presented to students per annum	20 lectures / practicals presented to students per annum	20 lectures / practicals presented to students per annum	20 lectures / practicals presented to students per annum	20 lectures / practicals presented to students per annum	20 lectures / practicals presented to students per annum
2.7.5	Loans of collection material	There was a total of 58 new incoming or outgoing loans of collection material during the year ending 31 March 2016.	30 new incoming and outgoing loans of collection material annually	30 new incoming and outgoing loans of collection material annually	35 new incoming and outgoing loans of collection material annually	35 new incoming and outgoing loans of collection material annually	35 new incoming and outgoing loans of collection material annually	35 new incoming and outgoing loans of collection material annually
2.8.1	CRM, EIA, biomonitoring and Site Reports	20 CRM, EIA, biomonitoring and Site Reports produced as at 31 March 2016	20 CRM, EIA, biomonitoring and Site Reports by 31 March 2017	20 CRM, EIA, biomonitoring and Site Reports by 31 March 2018	20 CRM, EIA, biomonitoring and Site Reports by 31 March 2019	20 CRM, EIA, biomonitoring and Site Reports by 31 March	20 CRM, EIA, biomonitoring and Site Reports by 31 March	20 CRM, EIA, biomonitoring and Site Reports by 31 March
2.8.2	Reviews of research articles, proposals, reports and management plans	200 reviews of research articles, reports, proposals and management plans were undertaken by 31 March 2016	50 reviews of research articles, reports, proposals and management plans by 31 March 2017	50 reviews of research articles, reports, proposals and management plans by 31 March 2018	50 reviews of research articles, reports, proposals and management plans by 31 March 2019	50 reviews of research articles, reports, proposals and management plans by 31 March	50 reviews of research articles, reports, proposals and management plans by 31 March	50 reviews of research articles, reports, proposals and management plans by 31 March
2.8.3	Professional staff serving on committees of professional bodies	14 professional staff serving on committees of professional bodies to 31 March 2016	8 professional staff serving on committees of professional bodies to March 2017	8 professional staff serving on committees of professional bodies to March 2018	8 professional staff serving on committees of professional bodies to March 2019	8 professional staff serving on committees of professional bodies to March	8 professional staff serving on committees of professional bodies to March	8 professional staff serving on committees of professional bodies to March
2.9.1	Training of interns	A total of 4 Interns underwent training	2 interns to undergo training in research	2 interns to undergo training in research	2 interns to undergo training in research	2 interns to undergo training in research	2 interns to undergo training in research	2 interns to undergo training in research

		during the year ending 31 March 2016.	departments to 31 March 2017	departments to 31 March 2018	departments to 31 March 2019	departments by 31 March	departments by 31 March	departments by 31 March
2.9.2	Attendance of conferences and research meetings by professional staff	Total of 29 opportunities to attend research conferences & workshops by research staff to 31 March 2016.	Total of 40 conferences / research meetings attended by research staff to 31 March 2017	Total of 40 conferences / research meetings attended by research staff to 31 March 2018	Total of 40 conferences / research meetings attended by research staff to 31 March 2019	Total of 40 conferences / research meetings attended by research staff by 31 March	Total of 40 conferences / research meetings attended by research staff by 31 March	Total of 40 conferences / research meetings attended by research staff to by 31 March
2.9.3	Supervision of post-graduate students	Supervision was provided for 12 post-graduate students to 31 March 2016.	4 post-graduate students supervised annually	4 post-graduate students supervised annually	4 post-graduate students supervised annually	4 post-graduate students supervised annually	4 post-graduate students supervised annually	4 post-graduate students supervised annually

4.2.2.3 Programme performance indicators and quarterly targets for 2019/2020

Programme performance indicator (numbering below relates to Programme 2)		Reporting period	Annual target 2019/2020	Quarterly targets			
				1 st	2 nd	3 rd	4 th
2.4.1	Annual review of progress on research projects undertaken	Annually	Progress on 60% of total number of research projects by 31 March	N/A	N/A	N/A	Progress on 60% of total number of research projects
2.4.2	Achievement of NRF rating by museum scientists	Quarterly	5 NRF rated museum scientists at 31 March	5 NRF rated museum scientists	5 NRF rated museum scientists	5 NRF rated museum scientists	5 NRF rated museum scientists
2.4.3	Ethical clearance obtained for all new registered research projects	Annually	Ethical clearance for all new registered research projects confirmed annually, by 31 March .	N/A	N/A	N/A	Ethical clearance for all new registered research projects confirmed
2.5.1	Research articles published in scientific journals	Annually	30 publications in peer-reviewed journals per annum	N/A	N/A	10 publications in peer-reviewed journals per annum	20 publications in peer-reviewed journals per annum
2.5.2	Articles published in popular media	Quarterly	35 popular articles published per annum	6 popular articles published	7 popular articles published	15 popular articles published	7 popular articles published
2.5.3	Popular lectures presented	Quarterly	35 popular lectures presented per annum	8 popular lectures presented	10 popular lectures presented	8 popular lectures presented	9 popular lectures presented
2.6.1	<i>Culna</i> produced	Annually	Keep to agreed production deadlines for <i>Culna</i> (1 issue per year hardcopy and 12 online article publications)	2 online articles	6 online articles	Issue of <i>Culna</i> produced hardcopy 2 online articles	2 online articles
2.6.2	<i>Indago</i> (formerly <i>Navorsinge van</i>)	Quarterly	Keep to agreed production deadlines for <i>Indago</i> (1 hard copy issue and 6 online	1 hardcopy issue of <i>Indago</i> produced	2 online articles	2 online articles	2 online articles

	<i>die Nasionale Museum</i>) produced		issues per year).				
2.7.1	Annual review of progress on collaborative projects undertaken	Annually	Progress on 60% of collaborative projects by 31 March	N/A	N/A	N/A	Progress on 60% of collaborative projects
2.7.2	New collaborative projects established	Quarterly	4 new collaborative research projects established by 31 March	1 new collaborative research project established	1 new collaborative research project established	1 new collaborative research project established	1 new collaborative research project established
2.7.3	Conference / workshop presentations given	Quarterly	30 conference / workshop presentations per annum	3 conference / workshop presentations	12 conference / workshop presentations	3 conference / workshop presentations	12 conference / workshop presentations
2.7.4	Lectures / practicals presented to students	Quarterly	20 lectures / practicals presented to students per annum	3 lectures / practicals presented to students	8 lectures / practicals presented to students	8 lectures / practicals presented to students	1 lecture / practical presented to students
2.7.5	Loans of collection material	Quarterly	30 new incoming and outgoing loans of collection material annually	5 new incoming and outgoing loans of collection material	10 new incoming and outgoing loans of collection material	5 new incoming and outgoing loans of collection material	10 new incoming and outgoing loans of collection material
2.8.1	CRM, EIA, biomonitoring and Site Reports	Quarterly	20 CRM, EIA, biomonitoring and Site Reports by 31 March	2 CRM, EIA, biomonitoring and Site Reports	3 CRM, EIA, biomonitoring and Site Reports	8 CRM, EIA, biomonitoring and Site Reports	7 CRM, EIA, biomonitoring and Site Reports
2.8.2	Reviews of research articles, proposals, reports and management plans	Quarterly	50 reviews of research articles, reports, proposals and management plans by 31 March	9 reviews of research articles, reports, proposals and management plans	25 reviews of research articles, reports, proposals and management plans	8 reviews of research articles, reports, proposals and management plans	8 reviews of research articles, reports, proposals and management plans
2.8.3	Professional staff serving on committees of professional bodies	Annually	8 professional staff serving on committees of professional bodies by 31 March	N/A	N/A	N/A	8 professional staff serving on committees of professional bodies
2.9.1	Training of interns	Six-monthly	2 interns to undergo training in research departments to 31 March	1 intern to undergo training in research departments	N/A	1 intern to undergo training in research departments	N/A
2.9.2	Attendance of conferences and research meetings by professional staff	Quarterly	Total of 40 conferences / research meetings attended by research staff to 31 March	5 conferences / research meetings attended by research staff	20 conferences / research meetings attended by research staff	10 conferences / research meetings attended by research staff	5 conferences / research meetings attended by research staff
2.9.3	Supervision of post-graduate students	Annually	4 post-graduate students supervised annually	N/A	N/A	N/A	4 post-graduate students supervised annually

4.3 PROGRAMME 3: PUBLIC ENGAGEMENT

4.3.1 Sub-programme 1: Marketing

Programme purpose: To promote a greater awareness and better understanding of South Africa's diverse cultural and natural heritage through relevant formal and informal activities and exhibitions.

4.3.1.1 Strategic objective annual targets for 2019/2020 – 2021/2022

Strategic objective (numbering below relates to Programme 3)		Audited/Actual Performance			Estimated performance	Medium-term targets		
		2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
3.1	To promote quality, informative educational programmes, materials, activities and objectives.	<ul style="list-style-type: none"> Total of 4 053 publicity items in media to 31 March 2016. 	<ul style="list-style-type: none"> Total of 350 media items per year. 	<ul style="list-style-type: none"> Total of 350 media items per year. 	<ul style="list-style-type: none"> Total of 350 media items per year. 	<ul style="list-style-type: none"> Total of 350 media items per year. 	<ul style="list-style-type: none"> Total of 400 media items per year. 	<ul style="list-style-type: none"> Total of 400 media items per year.
3.2	To provide an enhanced visitor experience.	<ul style="list-style-type: none"> Total of 206 748 visitors to the National Museum and its satellites from 1 April 2015 to 31 March 2016. Marketing products produced for all new exhibitions (13) to 31 March 2016. 	<ul style="list-style-type: none"> 220 000 visitors to the National Museum and its satellites during 2016/2017. Marketing products produced for all new exhibitions. 	<ul style="list-style-type: none"> 220 000 visitors to the National Museum and its satellites during 2017/2018. Marketing products produced for all new exhibitions. 	<ul style="list-style-type: none"> 220 000 visitors to the National Museum and its satellites during 2018/2019. Marketing products produced for all new exhibitions. 	<ul style="list-style-type: none"> 200 000 visitors to the National Museum and its satellites per annum Marketing products produced for all new exhibitions. 	<ul style="list-style-type: none"> 200 000 visitors to the National Museum and its satellites per annum Marketing products produced for all new exhibitions. 	<ul style="list-style-type: none"> 200 000 visitors to the National Museum and its satellites per annum Marketing products produced for all new exhibitions.
3.3	To develop permanent and temporary exhibitions to showcase the Museum's diverse natural and cultural heritage and art collections.	<ul style="list-style-type: none"> Rolling 10-year permanent exhibition plan was reviewed by 31 March 2016, with necessary amendments made. 3 internal temporary exhibitions were hosted during the year to 31 March 2016. 	<ul style="list-style-type: none"> Rolling 10-year permanent exhibition plan reviewed annually by 31 March. 4 temporary exhibitions per year (internal). 2 temporary 	<ul style="list-style-type: none"> Rolling 10-year permanent exhibition plan reviewed annually by 31 March. 4 temporary exhibitions per year (internal). 2 temporary 	<ul style="list-style-type: none"> Rolling 10-year permanent exhibition plan reviewed annually by 31 March. 4 temporary exhibitions per year (internal). 2 temporary exhibitions per year (external). 10 temporary art exhibitions per year (Oliewenhuis Art 	<ul style="list-style-type: none"> Rolling 10-year permanent exhibition plan reviewed annually by 31 March. 4 temporary exhibitions per year (internal). 2 temporary exhibitions per year (external). 10 temporary art exhibitions per year 	<ul style="list-style-type: none"> Rolling 10-year permanent exhibition plan reviewed annually by 31 March. 4 temporary exhibitions per year (internal). 2 temporary exhibitions per year (external). 10 temporary art exhibitions per year (Oliewenhuis Art 	<ul style="list-style-type: none"> Rolling 10-year permanent exhibition plan reviewed annually by 31 March. 4 temporary exhibitions per year (internal). 2 temporary exhibitions per year (external). 10 temporary art exhibitions per year (Oliewenhuis

		<ul style="list-style-type: none"> • 4 external temporary exhibitions were hosted during the year to 31 March 2016. • A total of 10 temporary art exhibitions were hosted to 31 March 2016 at Oliewenhuis Art Museum. • Multilingual (3 languages) text in various formats was provided for the 2 internal temporary exhibitions developed and hosted during year. As all arrangements made and materials provided for third internal temporary exhibition were by external service provider (Dept of Sport), multilingual text was not provided here (beyond Museum's control). 	<p>exhibitions per year (external).</p> <ul style="list-style-type: none"> • 10 temporary art exhibitions per year (Oliewenhuis Art Museum). • Multilingual (3 languages) text in various formats provided in all new temporary displays (internal). • 1 temporary National Art Bank exhibition hosted per year 	<p>exhibitions per year (external).</p> <ul style="list-style-type: none"> • 10 temporary art exhibitions per year (Oliewenhuis Art Museum). • Multilingual (3 languages) text in various formats provided in all new temporary displays (internal). • 1 temporary National Art Bank exhibition hosted per year 	<p>Museum).</p> <ul style="list-style-type: none"> • Multilingual (3 languages) text in various formats provided in all new temporary displays (internal). • 1 temporary National Art Bank exhibition hosted per year 	<p>(Oliewenhuis Art Museum).</p> <ul style="list-style-type: none"> • Multilingual (3 languages) text in various formats provided in all new temporary displays (internal). • 1 temporary National Art Bank exhibition hosted per year 	<p>Museum).</p> <ul style="list-style-type: none"> • Multilingual (3 languages) text in various formats provided in all new temporary displays (internal). • 1 temporary National Art Bank exhibition hosted per year 	<p>Art Museum).</p> <ul style="list-style-type: none"> • Multilingual (3 languages) text in various formats provided in all new temporary displays (internal). • 1 temporary National Art Bank exhibition hosted per year
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4.3.1.2 Programme performance indicators and annual targets for 2019/2020 – 2021/2022

Programme performance indicator (numbering below relates to Programme 3)		Audited/Actual Performance			Estimated performance	Medium-term targets		
		2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
3.1.1	Regular media coverage obtained	Total of 4 053 publicity items in media to 31 March 2016.	Total of 350 media items per year	Total of 350 media items per year	Total of 350 media items per year	Total of 350 media items per year	Total of 400 media items per year	Total of 400 media items per year
3.2.1	Visitor numbers increased	Total of 206 748 visitors to the National Museum and its satellites from 1 April 2015 to 31 March 2016.	220 000 visitors to the National Museum and its satellites during 2016/2017	220 000 visitors to the National Museum and its satellites during 2017/2018	220 000 visitors to the National Museum and its satellites during 2018/2019	200 000 visitors to the National Museum and its satellites per annum	200 000 visitors to the National Museum and its satellites per annum	200 000 visitors to the National Museum and its satellites per annum
3.2.2	Marketing products produced	Marketing products produced for all new exhibitions (13) to 31 March 2016.	Marketing products produced for <u>all new</u> exhibitions	Marketing products produced for <u>all new</u> exhibitions	Marketing products produced for <u>all new</u> exhibitions	Marketing products produced for <u>all new</u> exhibitions	Marketing products produced for <u>all new</u> exhibitions	Marketing products produced for <u>all new</u> exhibitions
3.3.1	Annual review of rolling 10-year permanent exhibition plan	Rolling 10-year permanent exhibition plan was reviewed by 31 March 2015, with necessary amendments made.	Rolling 10-year permanent exhibition plan was reviewed by 31 March 2016, with necessary amendments incorporated into plan..	Rolling 10-year permanent exhibition plan reviewed annually by 31 March	Rolling 10-year permanent exhibition plan reviewed annually by 31 March	Rolling 10-year permanent exhibition plan reviewed annually by 31 March	Rolling 10-year permanent exhibition plan reviewed annually by 31 March	Rolling 10-year permanent exhibition plan reviewed annually by 31 March
3.3.2	Temporary exhibitions (internal) developed and hosted	3 internal temporary exhibitions were hosted during the year to 31 March 2015.	3 internal temporary exhibitions were hosted during the year to 31 March 2016.	4 temporary exhibitions developed and hosted per year (internal)	4 temporary exhibitions developed and hosted per year (internal)	4 temporary exhibitions developed and hosted per year (internal)	4 temporary exhibitions developed and hosted per year (internal)	4 temporary exhibitions developed and hosted per year (internal)
3.3.3	Temporary exhibitions (external) developed and installed	6 external temporary exhibitions were hosted during the year to 31 March 2015.	4 external temporary exhibitions were hosted during the year to 31 March 2016.	2 temporary exhibitions developed and installed per year (external).	2 temporary exhibitions developed and installed per year (external).	2 temporary exhibitions developed and installed per year (external).	2 temporary exhibitions developed and installed per year (external).	2 temporary exhibitions developed and installed per year (external).
3.3.4	Temporary art	A total of 16	A total of 17	A total of 10	10 temporary art	10 temporary art	10 temporary art	10 temporary art

	exhibitions hosted at Oliewenhuis Art Museum	temporary art exhibitions were hosted to 31 March 2014 at Oliewenhuis Art Museum.	temporary art exhibitions were hosted to 31 March 2015 at Oliewenhuis Art Museum.	temporary art exhibitions were hosted to 31 March 2016 at Oliewenhuis Art Museum.	exhibitions hosted per year (Oliewenhuis Art Museum).			
3.3.5	Temporary National Art Bank exhibitions hosted	New indicator as from 2016/2017	New indicator as from 2016/2017	New indicator as from 2016/2017	1 temporary National Art Bank exhibition hosted per year	1 temporary National Art Bank exhibition hosted per year	1 temporary National Art Bank exhibition hosted per year	1 temporary National Art Bank exhibition hosted per year
3.3.6	Text for all new displays (internal) produced in 3 languages (English, Afrikaans, Sesotho)	Multilingual (3 languages) text in various formats was provided in all new displays (multilingual text provided for all 5 internal temporary exhibitions and Batho permanent exhibition hosted during year (total of 6)).	Multilingual (3 languages) text in various formats was provided in all new displays (multilingual text provided for all 3 internal temporary exhibitions hosted during year).	Multilingual (3 languages) text in various formats was provided for the 2 internal temporary exhibitions developed and hosted during year. As all arrangements made and materials provided for third internal temporary exhibition were by external service provider (Dept of Sport), multilingual text was not provided here (beyond Museum's control).	Multilingual (3 languages) text in various formats provided in all new temporary displays (internal)	Multilingual (3 languages) text in various formats provided in all new temporary displays (internal)	Multilingual (3 languages) text in various formats provided in all new temporary displays (internal)	Multilingual (3 languages) text in various formats provided in all new temporary displays (internal)

4.3.1.3 Programme performance indicators and quarterly targets for 2019/2020

Programme performance indicator (numbering below relates to Programme 3)	Reporting period	Annual target 2019/2020	Quarterly targets				
			1 st	2 nd	3 rd	4 th	
3.1.1	Regular media coverage obtained	Quarterly	Total of 350 media items per year	50 media items	160 media items	70 media items	70 media items
3.2.1	Visitor numbers	Quarterly	200 000 visitors to the National Museum	10 000 visitors to the	70 000 visitors to the	70 000 visitors to the	50 000 visitors to the

	increased		and its satellites per annum	National Museum and its satellites	National Museum and its satellites;	National Museum and its satellites	National Museum and its satellites
3.2.2	Marketing products produced	Quarterly	Marketing products produced for all new exhibitions	Marketing products produced for <u>all new</u> exhibitions	Marketing products produced for <u>all new</u> exhibitions	Marketing products produced for <u>all new</u> exhibitions	Marketing products produced for <u>all new</u> exhibitions
3.3.1	Annual review of rolling 10-year permanent exhibition plan	Annually	Rolling 10-year permanent exhibition plan reviewed annually by 31 March	N/A	N/A	N/A	Rolling 10-year permanent exhibition plan reviewed
3.3.2	Temporary exhibitions (internal) developed and hosted	Quarterly	4 temporary exhibitions developed and hosted per year (internal)	1 temporary exhibition developed and hosted			
3.3.3	Temporary exhibitions (external) developed and installed	Quarterly	2 temporary exhibitions developed and installed per year (external).	N/A	1 temporary exhibition developed and installed	N/A	1 temporary exhibition developed and installed
3.3.4	Temporary art exhibitions hosted at Oliewenhuis Art Museum	Quarterly	10 temporary art exhibitions hosted per year (Oliewenhuis Art Museum).	2 temporary art exhibitions hosted	2 temporary art exhibitions hosted	4 temporary art exhibitions hosted	2 temporary art exhibitions hosted
3.3.5	National Art Bank temporary exhibitions hosted	Annually	1 National Art Bank temporary exhibition hosted per year	N/A	N/A	1 National Art Bank temporary exhibition hosted	N/A
3.3.6	Text for all new displays (internal) produced in 3 languages (English, Afrikaans, Sesotho)	Quarterly	Multilingual (3 languages) text in various formats provided in all new temporary exhibitions (internal)	Multilingual text provided for 1 new temporary exhibition (internal)	Multilingual text provided for 1 new temporary exhibition (internal)	Multilingual text provided for 1 new temporary exhibition (internal)	Multilingual text provided for 1 new temporary exhibition (internal)

4.3.2 Sub-programme 2: Public Educational Programmes

Programme purpose: To provide informative and enjoyable educational experiences through relevant formal and informal activities and public outreach programmes, thereby contributing to promoting a greater awareness and better understanding of South Africa's diverse cultural and natural heritage.

4.3.2.1 Strategic objective annual targets for 2019/2020 – 2021/2022

Strategic objective (numbering below relates to Programme 3)	Audited/Actual Performance			Estimated performance	Medium-term targets		
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
3.4 To produce quality, informative educational programmes, materials and activities, and to communicate these.	<ul style="list-style-type: none"> Current educational materials were reviewed, with less than 50% of these updated by 31 March 2016. 66 educational booklets 	<ul style="list-style-type: none"> Current educational materials reviewed, with 50% of these updated by March 2017. 300 educational booklets 	<ul style="list-style-type: none"> Current educational materials reviewed, with 50% of these updated by March 2018. 300 educational booklets 	<ul style="list-style-type: none"> Current educational materials reviewed, with 50% of these updated by March 2019. 300 educational booklets distributed each year. 520 lessons & guided tours presented per 	<ul style="list-style-type: none"> Current educational materials reviewed, with 50% of these updated by 31 March. 300 educational booklets distributed each year. 520 lessons & guided 	<ul style="list-style-type: none"> Current educational materials reviewed, with 50% of these updated by 31 March. 300 educational booklets distributed each year. 520 lessons & guided tours presented per 	<ul style="list-style-type: none"> Current educational materials reviewed, with 50% of these updated by 31 March. 300 educational booklets distributed each year. 520 lessons & guided

		<p>distributed to 31 March 2016.</p> <ul style="list-style-type: none"> • 588 educational lessons & guided tours presented to 31 March 2016. • 1 educator training workshop presented to 31 March 2016. • Participation in 2 public education projects to 31 March 2016. • 29 Mobile Museum trips undertaken to 31 March 2016, including 6 to rural areas 	<p>distributed each year.</p> <ul style="list-style-type: none"> • 500 lessons & guided tours presented per annum. • 5 educator training workshops presented per annum. • Participation in 2 public educational projects (e.g. funded by SAASTA) by March 2017. • 20 Mobile Museum trips undertaken (at least 8 to rural areas) by March 2017. 	<p>distributed each year.</p> <ul style="list-style-type: none"> • 510 lessons & guided tours presented per annum. • 5 educator training workshops presented per annum. • Participation in 2 public educational projects (e.g. funded by SAASTA) by March 2018. • 20 Mobile Museum trips undertaken (at least 8 to rural areas) by March 2018. 	<p>annum.</p> <ul style="list-style-type: none"> • 5 educator training workshops presented per annum. • Participation in 2 public educational projects (e.g. funded by SAASTA) by March 2019. • 20 Mobile Museum trips undertaken (at least 8 to rural areas) by March 2019. 	<p>tours presented per annum.</p> <ul style="list-style-type: none"> • 5 educator training workshops presented per annum. • Participation in 2 public educational projects (e.g. funded by SAASTA) by 31 March • 20 Mobile Museum trips undertaken (at least 8 to rural areas) by 31 March. 	<p>annum.</p> <ul style="list-style-type: none"> • 5 educator training workshops presented per annum. • Participation in 2 public educational projects (e.g. funded by SAASTA) by 31 March • 20 Mobile Museum trips undertaken (at least 8 to rural areas) by 31 March. 	<p>tours presented per annum.</p> <ul style="list-style-type: none"> • 5 educator training workshops presented per annum. • Participation in 2 public educational projects (e.g. funded by SAASTA) by 31 March • 20 Mobile Museum trips undertaken (at least 8 to rural areas) by 31 March.
3.5	To address social responsibility and transformation through targeted educational and outreach activities.	<ul style="list-style-type: none"> • ... Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides to March 2017. • 10 holiday art workshops held per annum, each accommodating 10 participants. • Annual charity event hosted, involving 25 children. • 25 previously disadvantaged schools visited by Education 	<ul style="list-style-type: none"> • Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides to March 2017. • 10 holiday art workshops held per annum, each accommodating 10 participants. • Annual charity event hosted, involving 25 children. • 25 previously disadvantaged schools visited 	<ul style="list-style-type: none"> • Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides to March 2018. • 10 holiday art workshops held per annum, each accommodating 10 participants. • Annual charity event hosted, involving 25 children. • 25 previously disadvantaged schools visited 	<ul style="list-style-type: none"> • Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides to March 2019. • 10 holiday art workshops held per annum, each accommodating 10 participants. • Annual charity event hosted, involving 25 children. • 25 previously disadvantaged schools visited by Education Department staff by 31 March 2019. • 2 living heritage events hosted to 31 March 2019. 	<ul style="list-style-type: none"> • Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides by 31 March • 10 holiday art workshops held per annum, each accommodating 10 participants. • Annual charity event hosted, involving 25 children. • 25 previously disadvantaged schools visited by Education Department staff by 31 March • 2 living heritage events hosted to 31 	<ul style="list-style-type: none"> • Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides by 31 March • 10 holiday art workshops held per annum, each accommodating 10 participants. • Annual charity event hosted, involving 25 children. • 25 previously disadvantaged schools visited by Education Department staff by 31 March • 2 living heritage events hosted to 31 	<ul style="list-style-type: none"> • Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides by 31 March • 10 holiday art workshops held per annum, each accommodating 10 participants. • Annual charity event hosted, involving 25 children. • 25 previously disadvantaged schools visited by Education Department staff by 31 March • 2 living heritage

		<p>Department staff by 31 March 2017.</p> <ul style="list-style-type: none"> • 2 living heritage events hosted to 31 March 2017. Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March 2017. 	<p>by Education Department staff by 31 March 2017.</p> <ul style="list-style-type: none"> • 2 living heritage events hosted to 31 March 2017. • Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March 2017. 	<p>by Education Department staff by 31 March 2018.</p> <ul style="list-style-type: none"> • 2 living heritage events hosted to 31 March 2018. • Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March 2018. 	<ul style="list-style-type: none"> • Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March 2019. 	<p>March</p> <ul style="list-style-type: none"> • Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March 	<p>March</p> <ul style="list-style-type: none"> • Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March 	<p>events hosted to 31 March</p> <ul style="list-style-type: none"> • Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March
3.6	To use oral history techniques to enlighten Museum audiences regarding previously marginalized Bloemfontein / Mangaung communities.	<ul style="list-style-type: none"> • 11 Batho residents interviewed to 31 March 2016. • Article entitled "A garden is not a garden without a hedge: the story of the Segoe family's Batho garden" was published <i>Culna</i> 70: 11-13 (November / December 2015). 	<ul style="list-style-type: none"> • 10 Batho residents interviewed by 31 March 2017. • 	<ul style="list-style-type: none"> • 10 Batho residents interviewed by 31 March 2018. • 	<ul style="list-style-type: none"> • 10 Batho residents interviewed by 31 March 2019. 	<ul style="list-style-type: none"> • 10 Batho residents interviewed by 31 March. 	<ul style="list-style-type: none"> • 10 Batho residents interviewed by 31 March 	<ul style="list-style-type: none"> • 10 Batho residents interviewed by 31 March

4.3.2.2 Programme performance indicators and annual targets for 2019/2020 – 2021/2022

Programme performance indicator (numbering below relates to Programme 3)	Audited/Actual Performance			Estimated performance	Medium-term targets			
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
3.4.1	Educational materials reviewed and updated	Current educational materials were reviewed, with less than 50% of these updated by 31	Current educational materials reviewed, with 50% of these updated by March 2017	Current educational materials reviewed, with 50% of these updated by March 2018	Current educational materials reviewed, with 50% of these updated by March 2019	Current educational materials reviewed, with 50% of these updated by 31 March	Current educational materials reviewed, with 50% of these updated by 31 March	Current educational materials reviewed, with 50% of these updated by 31 March

		March 2016.						
3.4.2	Educational materials distributed	66 educational booklets distributed to 31 March 2016.	300 educational booklets distributed each year	300 educational booklets distributed each year	300 educational booklets distributed each year	300 educational booklets distributed each year	300 educational booklets distributed each year	300 educational booklets distributed each year
3.4.3	Numbers of lessons & guided tours presented	588 educational lessons & guided tours presented to 31 March 2016.	500 lessons & guided tours presented per annum	510 lessons & guided tours presented per annum	520 lessons & guided tours presented per annum	520 lessons & guided tours presented per annum	520 lessons & guided tours presented per annum	520 lessons & guided tours presented per annum
3.4.4	Educator training workshops presented	1 educator training workshop presented to 31 March 2016...	3 educator training workshops presented per annum	3 educator training workshops presented per annum	3 educator training workshops presented per annum	3 educator training workshops presented per annum	3 educator training workshops presented per annum	3 educator training workshops presented per annum
3.4.5	Participation in public outreach programmes	Participation in 2 public education projects to 31 March 2016.	Participation in 2 public educational projects (e.g. funded by SAASTA) by March 2017	Participation in 2 public educational projects (e.g. funded by SAASTA) by March 2018	Participation in 2 public educational projects (e.g. funded by SAASTA) by March 2019	Participation in 2 public educational projects (e.g. funded by SAASTA) by 31 March	Participation in 2 public educational projects (e.g. funded by SAASTA) by 31 March	Participation in 2 public educational projects (e.g. funded by SAASTA) by 31 March
3.4.6	Mobile Museum trips undertaken	29 Mobile Museum trips undertaken to 31 March 2016, including 6 to rural areas.	20 Mobile Museum trips undertaken (at least 8 to rural areas) by March 2017	20 Mobile Museum trips undertaken (at least 8 to rural areas) by March 2018	20 Mobile Museum trips undertaken (at least 8 to rural areas) by March 2019	20 Mobile Museum trips undertaken (at least 8 to rural areas) by 31 March	20 Mobile Museum trips undertaken (at least 8 to rural areas) by 31 March	20 Mobile Museum trips undertaken (at least 8 to rural areas) by 31 March
3.5.1	Youth development, temporary employment and training provided	Training and temporary employment provided for 5 tourism students, acting as Assistant Museum Guides to March 2016.	Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides to March 2017	Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides to March 2018	Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides to March 2019	Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides by 31 March	Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides by 31 March	Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides by 31 March
3.5.2	Holiday art workshops hosted	20 holiday workshops presented during the year ending 31 March 2015, with a total of 194 participants.	10 holiday art workshops held per annum, each accommodating 10 participants	10 holiday art workshops held per annum, each accommodating 10 participants	10 holiday art workshops held per annum, each accommodating 10 participants	10 holiday art workshops held per annum, each accommodating 10 participants	10 holiday art workshops held per annum, each accommodating 10 participants	10 holiday art workshops held per annum, each accommodating 10 participants
3.5.3	Annual charity event	Charity event for	Annual charity	Annual charity	Annual charity event	Annual charity event	Annual charity event	Annual charity event

	hosted by the Museum	35 children hosted at Oliewenhuis Art Museum on 17 March 2016.	event hosted, involving 25 children	event hosted, involving 25 children	hosted, involving 25 children	hosted, involving 25 children	hosted, involving 25 children	hosted, involving 25 children
3.5.4	Previously disadvantaged schools visited by Museum Education Department	25 previously disadvantaged schools visited by Education Department staff by 31 March 2016.	25 previously disadvantaged schools visited by Education Department staff by 31 March 2017	25 previously disadvantaged schools visited by Education Department staff by 31 March 2018	25 previously disadvantaged schools visited by Education Department staff by 31 March 2019	25 previously disadvantaged schools visited by Education Department staff by 31 March	25 previously disadvantaged schools visited by Education Department staff by 31 March	25 previously disadvantaged schools visited by Education Department staff by 31 March
3.5.5	Living heritage events hosted	2 living heritage events hosted to 31 March 2016.	2 living heritage events hosted to 31 March 2017	2 living heritage events hosted to 31 March 2018	2 living heritage events hosted to 31 March 2019	2 living heritage events hosted to 31 March	2 living heritage events hosted to 31 March	2 living heritage events hosted to 31 March
3.5.6	Improved access to exhibitions provided for physically challenged visitors.	Improved access was unfortunately not provided to any new exhibitions by 31 March 2016.	Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March 2017	Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March 2018	Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March 2019	Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March	Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March	Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March
3.6.1	Batho residents interviewed	11 Batho residents interviewed to 31 March 2016	10 Batho residents interviewed by 31 March 2017	10 Batho residents interviewed by 31 March 2018	10 Batho residents interviewed by 31 March 2019	10 Batho residents interviewed by 31 March	10 Batho residents interviewed by 31 March	10 Batho residents interviewed by 31 March
3.6.2	Publications on Batho produced	Article entitled "A garden is not a garden without a hedge: the story of the Segoe family's Batho garden" was published in <i>Culna</i> 70: 11-13 (November / December 2015).	5 th publication on Batho produced by 31 March 2017	-	-	-	-	-

4.3.2.3 Programme performance indicators and quarterly targets for 2019/2020

Programme performance indicator (numbering below relates to Programme 3)	Reporting period	Annual target 2019/2020	Quarterly targets				
			1 st	2 nd	3 rd	4 th	
3.4.1	Educational materials	Annually	Current educational materials reviewed,	N/A	N/A	N/A	Current educational

	reviewed and updated		with 50% of these updated by 31 March				materials reviewed, with 50% of these updated
3.4.2	Educational materials distributed	Quarterly	300 educational booklets distributed each year.	75 educational booklets distributed	100 educational booklets distributed Explore possibilities of corporate sponsorship	75 educational booklets distributed	50 educational booklets distributed
3.4.3	Numbers of lessons & guided tours presented	Quarterly	510 lessons & guided tours presented per annum	100 lessons & guided tours presented	155 lessons & guided tours presented	155 lessons & guided tours presented	100 lessons & guided tours presented
3.4.4	Educator training workshops presented	Quarterly	3 educator training workshops presented per annum	1 educator training workshops presented	1 educator training workshop presented		1 educator training workshop presented
3.4.5	Participation in public outreach programmes	Quarterly	Participation in 2 public educational projects (e.g. funded by SAASTA) by 31 March	N/A	Participation in 1 public educational project	N/A	Participation in 1 public educational project
3.4.6	Mobile Museum trips undertaken	Quarterly	20 Mobile Museum trips undertaken (at least 8 to rural areas) by 31 March	2 Mobile Museum trips undertaken	10 Mobile Museum trips undertaken (4 to rural areas)	4 Mobile Museum trips undertaken (2 to a rural area)	4 Mobile Museum trips undertaken (2 to a rural area)
3.5.1	Youth development, temporary employment and training provided	Six-monthly	Training and temporary employment provided for 4 tourism students, acting as Assistant Museum Guides to March 2018. Continue funding partnership with Department of Science and Technology (SAASTA).	N/A	Training and temporary employment provided for 4 tourism students	N/A	N/A
3.5.2	Holiday art workshops hosted	Six-monthly	10 holiday art workshops held per annum, each accommodating 10 participants	N/A	5 holiday art workshops presented	5 holiday art workshops presented	N/A
3.5.3	Annual charity event hosted at the Museum	Annually	Annual charity event hosted, involving 25 children.	N/A	N/A	Annual charity event hosted	N/A
3.5.4	Previously disadvantaged schools visited by Museum Education Department	Quarterly	25 previously disadvantaged schools visited by Education Department staff by 31 March	3 previously disadvantaged schools visited by Education Department staff	5 previously disadvantaged schools visited by Education Department staff	5 previously disadvantaged schools visited by Education Department staff	12 previously disadvantaged schools visited by Education Department staff
3.5.5	Living heritage events hosted	Six-monthly	2 living heritage events hosted to 31 March	N/A	1 living heritage event hosted	N/A	1 living heritage event hosted
3.5.6	Improved access to exhibitions provided for physically challenged visitors.	Annually	Improved access to 2 new exhibitions provided for physically challenged visitors by 31 March	N/A	Improved access to 1 new exhibition provided for physically challenged visitors	N/A	Improved access to 1 new exhibition provided for physically challenged visitors
3.6.1	Batho residents interviewed	Quarterly	10 Batho residents interviewed by 31 March	2 Batho residents interviewed	3 Batho residents interviewed	3 Batho residents interviewed	2 Batho residents interviewed
3.6.2	Publications on Batho produced	Annually	publication on Batho produced by 31 March	N/A	N/A	N/A	publication on Batho produced

4.4 Reconciling performance targets with the Budget and MTEF

Refer to expenditure estimates and revenue presented in section 3.1 above. The National Museum's budget has been aligned to indicate the expenditure items which directly or indirectly relate to the aforementioned targets.

Performance and expenditure trends

Budget allocations play a pivotal role in the achievement of performance targets. As explained in section 3.2, limited funds place increased pressure on the Museum to obtain funding from other sources as the current allocations are no longer sufficient to fund operational expenditure and provide sufficient funding to achieve the set targets.

4.5 Risk management

The following strategic risks may impact on the ability of the National Museum to achieve its strategic objectives:

a) Funding: Competitive remuneration to attract and retain heritage specialists

If a professional position in one of the Museum's research departments becomes vacant, it is very difficult to attract appropriately qualified and experienced heritage specialists (which are in extremely scarce supply anyway), as the Museum is not able to offer competitive remuneration for such positions. Not only is it extremely difficult to attract specialists, it is also becoming increasingly difficult to retain the services of specialists, who may seek better offers elsewhere. A programme to attract international visiting scholars, post-doctoral scholars, postgraduate students and volunteers, at low cost to the Museum, will be explored. This can also lead to joint publications in academic journals.

b) Capacity constraints and addressing effective compliance

An exponential increase in compliance requirements, and in particular the demands placed on the Director and Chief Financial Officer to manage compliance relating to performance reporting, could have a significant impact on the Museum's ability to remain compliant in future. Extra capacity to assist in this regard has been obtained, but additional capacity may be necessary.

c) Recognition of Heritage Assets in the Annual Financial Statements

The envisaged inclusion of Heritage Assets in the Annual Financial Statements, and the need to evaluate these assets in preparation for the auditing thereof by the Auditor-General, continues to be a matter of grave concern. Funds were allocated for this purpose in the 2017/2018 financial year. Due to the significant number of items in the collections and the lack of clear guidance on implementation of the Standard, it will still be a tremendous task to implement GRAP 103 on an ongoing basis.

d) Lack of appropriate and adequate facilities for storage of heritage collections

The lack of adequate facilities for the proper storage of the Museum's diverse heritage collections has already reached crisis proportions. Many of the collections are stored in totally inadequate facilities, scattered over a wide area, both within Bloemfontein itself and also further afield. As a steward of the National Estate, the National Museum urgently requires appropriate storage facilities with climate control to house its combined collections. These needs have been communicated to the Department of Arts and Culture for a number of years already; they have once again been specified in the Museum's recently updated User Asset Management Plan (UAMP), submitted to the Department. The project has been approved for implementation.

In order to proactively identify and strive to manage risk, the Museum undertook a formal risk assessment, involving the Council, Audit and Risk Committee, Management and Heads of Research and Technical Departments during 2018. Outputs of this process resulted in the 3-year Internal Audit Plan, which is being implemented. Feedback on progress with the quarterly internal audits is provided to both the Museum's Audit and Risk Committee and Council each quarter.

PART C: Links to other plans

5. Links to the long-term infrastructure and other capital plans

Refer to summary of the User Asset Management Plan (UAMP) (Annexure F), submitted to the National Department of Arts and Culture (DAC).

6. Conditional grants

N/A

7. Public-private partnerships

None.

8. Stakeholder Management

Ongoing development of a Regional Stakeholder Forum including Government and Business representatives.

PART D: Annexures

- 9. Annexure A: Staff Demographics**
- 10. Annexure B: Risk Management Plan and Fraud Prevention Plan**
- 11. Annexure C: Materiality and Significance Framework**
- 12. Annexure D: Audit Improvement Plan**
- 13. Annexure E: Technical Indicator Descriptions**
- 14. Annexure F: Summary of National Museum's User Asset Management Plan (UAMP)**
- 15. Annexure G: Council Charter**

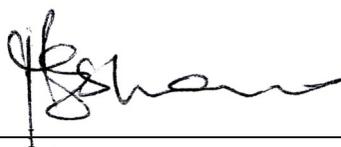
9. Annexure A: Staff Demographics

NATIONAL MUSEUM, BLOEMFONTEIN
STAFF DEMOGRAPHICS: 31 AUGUST 2018

OCCUPATIONAL LEVEL	TOTAL	MALE					FEMALE					FOREIGN NATIONALS	
		African	Coloured	Asian	White	Persons with disabilities	African	Coloured	Asian	White	Persons with disabilities	Male	Female
Top management	2	1	-	-		-	1	-	-	1	1	1	
Senior management	-	-	-	-	-	-	-	-	-	-	-	-	
Professionally qualified & experienced specialists & middle management	25	-	-	-	14	1	1	-	1	8	-	-	
Skilled technical & academically qualified workers, junior management, supervisors & foremen	35	5	1	-	4	-	5	2	-	17	1	-	
Semi-skilled & discretionary decision making	15	8	-	-	1	-	5	-	-	1	-	-	
Unskilled & defined decision making	25	9	-	-	1	-	15	-	-	-	-	-	
Total permanent employees	103	22	1	-	21	1	27	2	1	27	1	-	
Non-permanent employees (on contract)	14	3	1	-	4	-	1	-	-	5	-	-	
Interns	-	-	-										
GRAND TOTAL (All employees)	117	25	2	-	25	1	28	2	1	32	1	-	

As at 31 August 2018

Chairperson of the Accounting Authority:



10. Annexure B: Risk Management Plan and Fraud Prevention Plan

The National Museum is currently in the process of developing a Risk Management Plan in response to the Risk Workshop that had been conducted. A formal risk assessment process was undertaken previously, which led to the Museum's Internal Auditors developing a 3-year Internal Audit Plan based on this risk assessment. The Internal Audit Plan was approved by both the Museum's Audit and Risk Committee and the Museum Council, and the Internal Audit function progressed based on the approved Plan.

A handwritten signature in black ink, appearing to read 'J. Shan' or similar, written in a cursive style.

Chairperson of the Accounting Authority

Fraud Prevention Plan and Anti-fraud Policy and Response Plan

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GLOSSARY OF TERMS

Throughout this document, unless otherwise stated, the words in the first column below have the meanings stated opposite them in the second column (and cognate expressions shall bear corresponding meanings):

"Museum"	-	The National Museum
"Code"	-	The Disciplinary Code & Procedures, Code of Conduct and Code of Ethics
"Committee"	-	Fraud Prevention Committee
"Employee"	-	All employees of the National Museum and the Council of the National Museum
"Fraud and corruption"	-	Includes, but is not limited to, the following:

(a) Legal definitions:

- (i) Fraud, i.e. the unlawful and intentional making of a misrepresentation resulting in actual or potential prejudice to another:
- (ii) Corruption which could be summarized as: "giving or offering; receiving or agreeing to receive; obtaining or attempting to obtain any benefit which is not legally due to or by a person who has been charged with a duty or power by virtue of any employment, to do any act or omit to do any act in relation to that power or duty"; and
- (iii) Theft, i.e. "the unlawful and intentional misappropriation of another's property or property which is in his/her lawful possession, with the intention to deprive the owner of its rights permanently";

(b) Fraudulent or corrupt acts may include:

System Issues: where a process/system exists which is prone to abuse by either employees or the public, e.g.:

- Maladministration or financial misconduct in handling or reporting of money, financial transactions or other assets;
- Irregular collusion in the allocation of funding;
- Disclosing confidential or proprietary information to outside parties; and
- Irregular collusion in managing funded projects

Financial Issues: i.e. where individuals or companies have fraudulently obtained money from the Museum, e.g.:

- Making a profit from insider knowledge;
- Irregular collusion in awarding contracts or orders for goods and/or services
- Suppliers submitting invalid invoices or invoicing for work not done;
- Theft of funds;

Other Issues: i.e., activities undertaken by officials of the Department which may be unlawful against the Museum's regulations or policies, fall below established standards or practices or amounts to improper conduct, e.g.:

- Receiving undue gifts or favours for rendering services, e.g. expensive gifts in contradiction of the Code; and
- Deliberately omitting or refusing to report or act upon reports of any such irregular or dishonest conduct.

“Fraud Policy”	-	Anti-Fraud Policy and Response Plan
“Plan”	-	Fraud Prevention Plan
“Protected Disclosures Act	-	Protected Disclosures Act, Act 26 of 2000

SECTION I: APPROACH TO THE DEVELOPMENT OF THE PLAN

- 2.1 Interviews were not conducted during the SFRAQ process, but strategic fraud risk assessment questionnaires were distributed amongst middle and senior management staff. 18 anonymous responses were received and documented.
- 2.2 Other documentation which is recognised includes the following:
- The Museum’s Disciplinary & Grievance Procedures – Departmental Heads & Staff dated December 1994;
 - Information for Staff October 1998;
 - The Museum Strategic Plan 1 April 2005 to 31 March 2008;
 - The Auditor-General’s Management Letter of the Regularity Audit Performed at the Museum for the 2004-2005 Financial Year;
 - Template of a Fixed Term Contract of Employment;
 - Template of a Contract of Employment; and
 - Report of the Auditor-General to Parliament on the Financial Statements of the National Museum for the year ended 31 March 2005.
 - A new plan is scheduled to be developed in 2018/19
- 2.3 The Plan is based on strategic fraud risks identified during the completion of the SFRAQ questionnaires and on a high-level review of documentation listed in paragraph 2.2 above. Consequently, the fraud and corruption risks identified in this document cannot be relied upon as the full spectrum of fraud and corruption risks facing the Museum, but rather as an indication of the type of risks.

SECTION II: COMPONENTS OF THE PLAN

The **main principles of the Plan** are the following:

- **Creating a culture** which is intolerant to fraud and corruption;
- **Deterrence** of fraud and corruption;
- **Preventing** fraud and corruption which cannot be deterred;
- **Detection** of fraud and corruption;
- **Investigating** detected fraud and corruption;
- **Taking appropriate action** against fraudsters, e.g. prosecution, disciplinary action, etc; and
- **Applying sanctions**, which include redress in respect of financial losses.

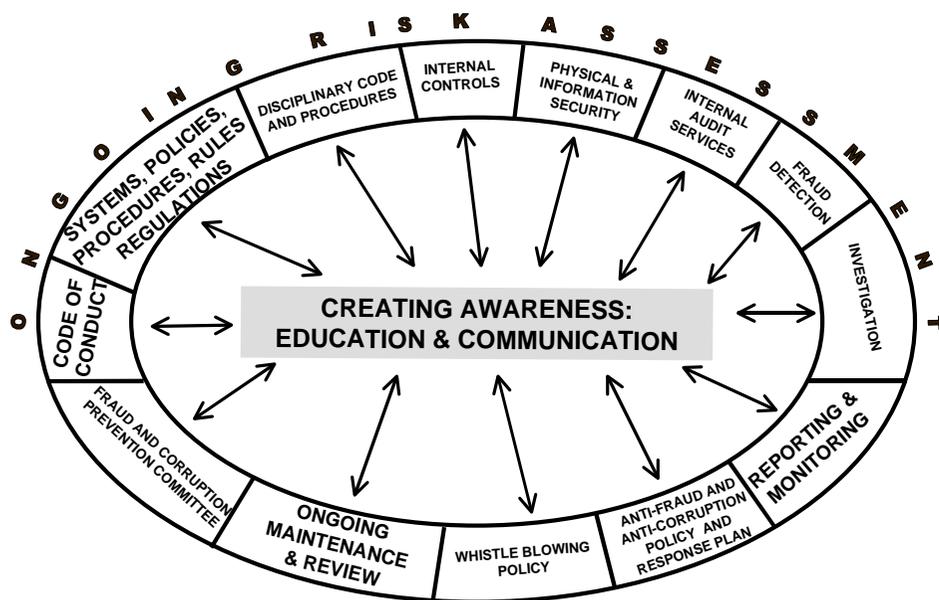
The **objectives of the Plan** could be summarized as follows:

- Encouraging a culture within the Museum where all employees and other stakeholders continuously behave **ethically** in their dealings with, or on behalf of the Museum;
- Improving **accountability**, efficiency and effective administration within the Museum;
- Improving the **application of systems, policies, procedures and regulations**;
- Changing aspects of the Museum that facilitate fraud and corruption and allow it to go unnoticed or unreported; and
- Encouraging all employees and other stakeholders to strive toward the prevention and detection of fraud impacting, or having the potential to impact on the Museum.

However, the above is not intended to detract from the premise that all the components are equally essential for the successful realisation of the Plan. The **components of the Plan** for the Museum are the following:

- (a) The **Code of Conduct for Museum Staff Members** which management of the Museum supports, and requires their employees to subscribe to;
- (b) The National Museum's **systems, policies, procedures, rules and regulations**;
- (c) Any **Disciplinary Code and Grievance Procedures**;
- (d) **Internal controls** to prevent and detect fraud and corruption;
- (e) Physical and information **security management**;
- (f) **Ongoing risk assessment**, which includes fraud and corruption susceptibility assessments and detection approaches;
- (g) **Reporting and monitoring** of allegations;
- (h) An **Anti-Fraud Policy and Response Plan** which includes the policy stance of the Museum to fraud and corruption and steps for the reporting, basic investigation and resolution of allegations and incidents;
- (i) A **Whistle Blowing Policy** in order to limit the risk of non-compliance with the provisions of the Protected Disclosures Act;
- (j) **Creation of awareness** amongst employees and other stakeholders (in the broad sense of the word) through communication and education relating to all components of the Plan; and
- (k) **Ongoing maintenance and review** of the Plan which includes the formation of a Fraud Prevention Committee to steer and take responsibility for the Plan, and to ensure effective project-management of its implementation and maintenance;

*An illustration of the main components of the Plan is contained in the figure below:



A. PREVENTING FRAUD AND CORRUPTION

3.1 Code of Conduct

3.1.1 The Code of Conduct for Museum Staff Members is applicable to all employees of the Museum.

3.1.2 The Museum expects all people and organisations which are in any way associated with it, to be honest and fair in their dealings with the Museum. All employees are expected to lead by example in these matters.

3.1.3 The risks identified in this area are the following:

- Code of Conduct is not documented and formalised
- Rules and regulations are not documented and formalised
- The Code does not place emphasis on positive corporate principles, but negative 'Thou shall nots';
- No annual signed declaration from each employee stating his/her understanding of and, commitment to, the Code;
- Inadequate communication of the Code;
- Inadequate training and awareness regarding the Code;
- Failure to respond consistently to breaches of the Code;

- Lack of a monitoring and response system regarding infringements of the Code;
- Hostility amongst certain staff towards fraud risk assessment process.

3.1.4 Compliance by employees of the Museum with a Code, both in its spirit and content, would address the risks listed in paragraph 3.1.3 above. However, appreciating the fact that striving to achieving such a status literally “overnight” would be idealistic, the Museum will pursue the following approach to improve professional ethics and conduct:

- a) A personalised updated Code of Conduct will be developed for the Museum. This document will comply with the spirit of the Public Finance Management Act and the principles illustrated in the King II Report on Corporate Governance;
- b) A copy of the Code will be circulated to all employees and included in induction packs for new employees;
- c) All employees will be required to sign proof of receipt, and commitment to, the Code;
- d) The Museum recognises that a clear policy is needed to define gifts, donations and business courtesies and that such a policy will demonstrate the circumstances, authority level and monetary value in which these may be accepted, should be declared or dealt with otherwise. This policy will be developed and be incorporated in the Code of Ethics;
- e) The Museum will communicate the Code to its employees. Relevant aspects of the Code will be included in awareness presentations, training sessions and communication programmes (as indicated in paragraphs 3.6.2 and 3.6.3 below) to create awareness thereof amongst employees. Further objectives of this training will be the following:
 - Helping employees to understand the meaning of fraudulent and corrupt behaviour;
 - Presenting case studies which would assist in developing behaviour to articulate and encourage attitudes and values which support ethical behaviour;
 - Helping employees to understand issues involved in making ethical judgements;
 - Explaining to employees who is responsible for ethical standards within the Museum;
 - Communicating the implications of unethical behaviour and its impact for individuals, the workplace, professional relationships, the Museum as whole and the public.

3.2 The Museum’s systems, policies, procedures, rules and regulations

3.2.1 The Museum has a number of systems, policies, procedures, rules and regulations designed to ensure compliance with prevailing legislation and limit risk, including the fraud and corruption risk. Fundamentally, all employees of the Museum, as appropriate, should understand and must comply with these procedures.

3.2.2 The Museum has identified the strategic fraud and corruption risks in this area as the following:

- No clear gifts and donations policy and the applicable value limitations;
- No clearly defined communication and training strategy for employees, including training in drafted policies and procedures;
- Lack of knowledge and understanding amongst employees regarding the fraud reporting channels;
- Large number of policies currently in process or under review;
- Lack of a system to monitor the taking of annual leave by all staff.

- 3.2.3 The risks that are indicated in paragraph 3.2.2 above suggest, amongst other issues, that there appears to be weaknesses in the system for creating awareness of, and implementation of policies and procedures.
- 3.2.4 The Museum needs to be constantly engaged in the conducting of training programmes to improve awareness and knowledge of relevant systems, policies, procedures, rules and regulations amongst its employees.
- 3.2.5 Furthermore, a clearly defined communication and training strategy will be developed to create awareness of existing and new policies and procedures in order to ensure that all employees are made aware of, and adequately trained in the implementation of policies and procedures relevant to their duties and responsibilities. This system will include the following:
- Provisions for all employees to acknowledge, in writing, that they have read the policies and procedures applicable to their duties, have undergone relevant training and/or are aware of these policies and procedures; and
 - The keeping of adequate records serving as proof that employees were made aware of the policies and procedures relevant to their duties.
- 3.2.6 Furthermore, the Museum will develop and distribute a regular communiqué outlining the implications for employees, for example - the taking of disciplinary action against offenders not complying with policies and procedures. In instances where breaches occur, swift and efficient disciplinary action will be taken to set an example to other potential wrongdoers.
- 3.2.7 The Museum is in the process of reviewing several of its policies and procedures in order to determine the adequacy thereof. A structured monitoring mechanism will be developed for the keeping of proper records of these policies and procedures that are being updated, and of new policies and procedures that are being developed. This will be done in order to set clear targets and monitor progress.
- 3.2.10 A specific effort will be made to expedite the development of a policy for the placing of restrictions (“blacklist”) on suppliers and/or other providers of goods and/or services who are found guilty of unethical conduct or other irregularities in conflict with the values contained in the Plan.
- 3.2.11 As part of its approach to the equitable management of human resources, the Museum will continue to pursue steps to limit the risk of appointing poorly qualified people. This includes ensuring that all promotion and hiring practices are merit-based and reflect the Museum’s commitment to competence. Furthermore, a detailed review will be conducted of the recruitment policy to ensure that it adequately reflects this commitment.

3.3 **Disciplinary Code and Procedures**

- 3.3.1 The Disciplinary & Grievance Procedures for the Museum prescribe appropriate steps to be taken to resolve disciplinary matters. The strategic fraud and corruption risks, which have been identified with regard to discipline and the application thereof, are the following:
- Disciplinary & grievance procedures-document is outdated (1994);
 - No current programme in place to communicate the expected standards of discipline to employees, as well as implement corporate management principles;
 - Inconsistent application of discipline and the disciplinary process by all managers;
 - Action is not taken against managers who are inefficient or inconsistent in the application of discipline;
 - No current review process of disciplinary code & procedures on a regular basis to improve on weaknesses identified;

- Uncertainty amongst staff regarding the disciplinary code and procedures;
- Procedures-document only refers to the LRA of 1956;
- No up-to-date, clear policy document on engaging in private business activities, exit procedures and placing restrictions on dismissed employees.

3.3.2 The Museum recognises the fact that the consistent and efficient application of disciplinary measures is an integral component in making the Plan a success. The Museum will continue to pursue the following steps to ensure the consistent, efficient and speedy application of disciplinary measures:

- Reviewing the Disciplinary & Grievance Procedures with the objective of improving weaknesses identified;
- Ongoing training of managers with regard to the content of the Disciplinary Code and Procedures, the application of disciplinary measures and the disciplinary process, and sustaining this training; and
- Developing a system to facilitate the consistent application of disciplinary measures.

3.3.3 A programme will be developed to communicate the standards of discipline expected of all employees. Where disciplinary standards are not adhered to, action will be taken against offenders.

3.3.4 Where managers are found to be inconsistent and/or inefficient in the application of discipline, firm action will be considered.

3.4 **Internal controls**

3.4.1 This section of the Plan relates to basic internal controls to prevent and detect fraud. The systems, policies, procedures, rules and regulations of the Museum prescribe various controls, which if effectively implemented, would limit fraud and corruption within the Museum. These controls may be categorised as follows, it being recognised that the categories contain overlapping elements:

Prevention controls:

These are divided into two sub-categories, namely Authorisation and Physical.

Detection controls:

These are divided into four categories, namely Arithmetic and Accounting, Physical, Supervision and Management Information; and Segregation of duties.

Prevention controls

a) *Authorisation*

- All transactions require authorisation or approval by an appropriate responsible person.
- The limits for these authorisations are specified in the delegations of authority of the Museum and in various regulations of the Museum.

b) *Physical*

These controls are concerned mainly with the custody of assets and involve procedures and security measures designed to ensure that access to assets is limited to authorised personnel. This becomes prominent in the case of protection of valuable, portable, exchangeable and desirable assets.

Detection controls

a) *Arithmetic and accounting*

- (i) These are basic controls within the recording function which check that transactions to be recorded and processed have been authorised and that they are correctly recorded and accurately processed.
- (ii) Such controls include checking the arithmetical accuracy of the records, the maintenance and checking of totals, reconciliations, control accounts and accounting for documents.

b) *Physical*

- (i) These controls relate to the security of records. They therefore underpin arithmetic and accounting controls.
- (ii) Their similarity to preventive controls lies in the fact that these controls are also designed to limit access.

c) *Supervision*

This control relates to supervision by responsible employees of day-to-day transactions and the recording thereof.

d) *Management information*

- (i) This relates to the review of management accounts and budgetary control.
- (ii) These controls are normally exercised by management outside the day-to-day routine of the system.

e) *Segregation of duties*

- (i) One of the primary means of control is the separation of those responsibilities or duties, which would if combined, enable one individual to record and process a complete transaction, thereby providing him/her with the opportunity to manipulate the transaction irregularly and commit fraud and corruption.
- (ii) Segregation of duties reduces the risk of intentional manipulation or error and increases the element of checking.
- (iii) Functions that should be separated include those of authorisation, execution, custody and recording and, in the case of computer-based accounting systems, systems development and daily operations.
- (iv) Placed in context with fraud and corruption prevention, segregation of duties lies in separating either the authorisation or the custodial function from the checking function.

3.4.2 Despite the existence of systems, policies, procedures, rules and regulations to address internal control, the following strategic fraud and corruption risks have been identified:

- Consistent supervision of staff appears to be problematic owing to the nature of some of the work being done;
- Poor understanding amongst supervisors of the threat that fraud & corruption poses;
- Supervisors & managers not alert to unusual or exceptional situations;
- Inadequate staffing in the administration department.

3.4.3 The Museum will be engaged in conducting of training programmes to improve awareness and knowledge of relevant policies and procedures amongst its employees. The Museum will set clear targets to facilitate the measurement of the effectiveness of this training in order that further weaknesses identified are addressed. Furthermore, a strong emphasis will be placed on the following areas during this training:

- Implication of non-compliance with internal controls;
- Financial management and administration including the fundamental principles of internal control;
- Human resources management; and
- Basic management principles.

3.4.4 The Museum will continue to regularly re-emphasise to all managers and supervisors that consistent compliance by employees with internal controls is one of the fundamental controls in place to prevent fraud and corruption. Managers will be encouraged to recognise that internal control shortcomings identified during the course of audits are, in many instances, purely symptoms and that they should strive to identify and address the causes of these internal control weaknesses, in addition to addressing the control weaknesses.

3.4.5 The Museum will develop a formal system by which the performance of managers is also appraised by taking into account the number of audit queries raised and the level of seriousness of the consequent risk to The Museum as a result of the internal control deficiency identified. This is intended to raise the level of manager accountability for internal control.

3.4.6 A matrix of internal control weaknesses identified during audits and investigations will be developed in order to assist in the identification of areas that require additional focus.

3.4.7 Where managers do not comply with basic internal controls, e.g. non-adherence to the delegation of authority limits, firm disciplinary action will be taken.

3.5 **Physical and information security**

Physical security

3.5.1 Recognising that effective physical security is one of the "front line" defences against fraud and corruption, the Museum will take regular steps to improve physical security and access control at its offices in order to limit the risk of theft of assets.

3.5.2 The Museum will also consider conducting a regular detailed review of the physical security arrangements at its offices and improve weaknesses identified.

Information security

3.5.3 The fraud and corruption risks identified in information and physical security are the following:

- Lack of information technology & security policy;
- No dedicated IT department;
- ID's and passwords are not used for all systems, e.g. computer files;
- No log-on report generated for all computer access, including failed attempts;
- Computers are accessible through modems;
- No computerised security and/or electronic systems in place for sensitive areas;
- Information is not classified in terms of levels of confidentiality;
- No policy regarding the release of confidential information;
- No system in place to limit the risk of computer data manipulation;
- Lack of control over use of computers;
- No computer security reviews;
- Available skills are not relative to the complexity of the information systems;
- No regular communiqués to staff emphasizing internet and e-mail usage and the implications of abuse of these and other computer-related facilities.

3.5.4 The Museum will ensure that all employees are sensitised on a regular basis to the fraud and corruption risks associated with information security and the utilisation of computer resources, in particular - access control and password protection, and ensure that systems are developed to limit the risk of manipulation of computer data.

3.5.5 Regular communiqués will be forwarded to employees pointing out the progress in the development of an IT Policy and procedures for the Museum, with a particular policy emphasis on e-mail, Internet usage and the implications (e.g. disciplinary action) of abusing these and other computer-related facilities. Where employees are found to have infringed on prevailing policy in this regard, disciplinary action will be taken.

3.5.6 Regular reviews of information and computer security will also be considered. Weaknesses identified during these reviews will be addressed.

- 3.5.7 The Museum will develop an IT and Information Security Policy in order to set down clear policies and procedures for the utilization of computer resources, accounts networks and management of Information Security. This will be done in consultation with the appropriate specialist.

B. DETECTING AND INVESTIGATING FRAUD AND CORRUPTION

3.6 Internal Audit Services

- 3.6.1 External Internal Audit Services (IAS) have been appointed and assist the Museum in improving the effectiveness of operations, risk management, control and governance. This is further intended to promote good corporate governance (including promoting ethical conduct and the prevention and detection of fraud and corruption) within the Museum.
- 3.6.2 Strategic fraud and corruption risks identified in this area are the following:
- Poor understanding of role of internal audit.
- 3.6.3 The Museum will regularly re-emphasise to all managers and supervisors that consistent compliance by employees with internal control is one of the fundamental controls in place to prevent fraud and corruption.
- 3.6.4 Where managers are found to be lethargic in responding to internal control queries raised by Internal Audit, firm action will be taken.

3.7 Ongoing risk assessment

- 3.7.1 The Museum acknowledges the fact that it faces diverse business risks from both internal and external sources. The information contained in the Plan will be used to assist management in prioritising areas for attention and subsequently developing appropriate controls to limit the fraud risks identified.
- 3.7.2 In addition to the fraud and corruption risks already discussed, the fraud and corruption risks listed below will be addressed by conducting reviews in order to secure a more detailed understanding of the areas wherein these risks exist. This is intended to ensure that adequate fraud and corruption prevention controls and detection mechanisms are developed. This will include the conducting of presentations to managers and staff to ensure that they have a more detailed understanding of the fraud and corruption risks associated with these areas, thus enhancing the prospect of detecting irregularities earlier.
- 3.7.3 Furthermore, specific transactions in these areas referred to above will be selected in order to conduct ***fraud and corruption detection reviews***, including ***fraud and corruption susceptibility assessments***, aimed at identifying possible incidents of fraud and corruption and control weaknesses in order to address these:
- Last risk assessment performed in 2018;
 - Lack of understanding of the threat that fraud and corruption poses;
 - No up-to-date data of the fraud risks in each area of the organisation;
 - No fraud risk management strategy;
 - Staff, contractors and suppliers are not aware of the organisation's stance toward fraud;

- Statistics on internal fraud are not kept;
- Fraud detection reviews are not executed in higher risk areas.

3.8 Reporting and monitoring

- 3.8.1 The Museum has identified the fact that its present strategy for the reporting of fraud and corruption could be communicated more effectively as some employees do not know what steps are in place for the reporting of allegations and incidents which they witness. The effect hereof is that some incidents of fraud and corruption may not have been reported. This could lead to weaknesses in the effective management of threats to the Museum.
- 3.8.2 The Museum also recognises the fact that whistle blowers could be victimised by fellow employees or managers. This could have severe negative implications for the Museum, e.g. negative media publicity and will discourage future whistle blowers.
- 3.8.3 The Museum presently participates in the implemented fraud hotline service of the Department of Arts & Culture to assist in the management of whistle blowing. This recently introduced system will have the following benefits:
- (a) To deter potential fraudsters by making all employees and other stakeholders aware that the Museum is not a soft target, as well as encouraging their participation in supporting and making use of such a facility;
 - (b) To raise the level of awareness that the Museum is serious about fraud and corruption;
 - (c) To detect incidents of fraud and corruption by encouraging whistle blowers to report incidents which they witness;
 - (d) To assist the Museum in creating a channel through which whistle blowers can report irregularities which they witness or which come to their attention; and
 - (e) To further assist the Museum in identifying areas with fraud and corruption risks in order that preventive and detective controls can be appropriately improved or developed.

3.9 The Anti-Fraud Policy and Response Plan

- 3.9.1 The Museum acknowledges the need to formulate a firm stance against fraud and corruption and that a response plan has to be developed to ensure that swift, effective action is taken according to clearly defined and communicated guidelines.
- 3.9.2 The Anti-Fraud Policy and Response Plan is one of the most vital components of the Plan because it unequivocally sets down the stance of the Museum to fraud and corruption as well as the response mechanisms which have been developed to report, investigate and resolve incidents of corruption and fraud within the Museum.

3.10 The Whistle Blowing Policy

3.10.1 In order to further limit the risk of employees being victimised for whistle blowing in contravention of the Protected Disclosures Act, the Museum will develop a Whistle Blowing Policy.

3.10.2 The Whistle Blowing Policy intends to encourage and enable employees to raise serious concerns without fear of victimisation.

3.10.3 The Whistle Blowing Policy will be circulated to all employees within the Museum.

C. FURTHER IMPLEMENTATION AND MAINTENANCE

3.11 Creating awareness

3.11.1 This component of the Plan comprises two approaches, namely education and communication. The strategic weaknesses identified in this area are the following:

- No fraud and corruption training;
- Inadequate fraud awareness programmes.

Education

3.11.2 The Museum will ensure that regular presentations and formal training are carried out for employees to enhance their understanding of the manifestations of fraud and corruption, prevention and detection techniques and the components of the Plan in general.

Communication

3.11.3 The objectives of the communication approaches are to also create awareness of the Plan amongst employees and other stakeholders. This is intended to facilitate a culture where all stakeholders strive to contribute toward making the Plan a success and sustaining a positive, ethical culture within the Museum. This will increase the prospect of fraud and corruption being reported and improve the Museum's prevention and detection ability.

3.11.4 Communication measures that will be considered by the Museum include the following:

- (a) Developing a poster campaign aimed at all stakeholders to advertise the Museum's stance toward fraud and corruption and its expectations with regard to the ethics and integrity of all stakeholders;
- (b) Developing submissions relating to successes stemming from the Plan for inclusion in publications of the Museum and external publications, e.g. the news media, aimed at all stakeholders;
- (c) Circulating copies of the Code, the Anti-Fraud Policy and the Whistle Blowing Policy to all employees as they are developed;
- (d) Circulating appropriate sections of the Code to other stakeholders;
- (e) Publicising "lessons learnt" out of investigations into allegations of fraud and corruption; and

- (f) Publishing actions taken against people found guilty of fraud and corruption against the Museum and the results of disciplinary action taken. Due to possible legal ramifications, the information published with regard to the latter will be decided in consultation with the Museum’s Legal Advisor and will focus on the modus operandi rather than on the perpetrator.

3.12 Ongoing maintenance and review

Fraud Prevention Committee

3.12.1 The Museum has established a management committee to be responsible for the development of strategies to prevent, detect and investigate fraud and corruption. In order to ensure that the process of ongoing development and implementation of the Plan is consultative and viewed as such by all stakeholders within the Museum, the Museum’s Fraud Prevention Committee will action the Plan to address these issues.

3.12.2 The Committee is responsible for the ongoing maintenance and review of the Plan. This includes:

- a) Evaluating reports of fraud and corruption and highlight areas of risk within the Museum;
- b) Considering fraud and corruption threats to the Museum and making recommendations to other appropriate committees or management;
- c) Monitoring action taken to implement recommendations relating to incidents of fraud and corruption;
- d) Steering and taking responsibility for the Plan;
- e) Reviewing and making appropriate amendments to the Plan; and
- f) Ensuring that ongoing implementation strategies are developed and carried out.

The Plan will be reviewed on an annual basis, whilst progress with the implementation of the various components will be reviewed on a monthly basis. In the latter regard, specific priorities stemming from the Plan, actions to be taken, responsible persons and feedback dates relating to progress made will also be set. The aforementioned will be managed through the compilation of year plans. A year plan will highlight the components of the Plan that the FPC will address during the course of the year and the detail the action steps, due dates of these actions, the primary and secondary responsible departments and budgeted cost for the associated action steps.

This Plan has been duly considered, approved and endorsed by the Museum’s executive authority and will again be reviewed and updated by the FPC annually.

Date of Acceptance:

Place of Acceptance: Bloemfontein



Director
National Museum



Chief Financial Officer
National Museum

On behalf of all Heads of Departments
National Museum



Chairperson: Audit Committee
National Museum

Anti-fraud Policy and Response Plan

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GLOSSARY OF TERMS

Throughout this document, unless otherwise stated, the words in the first column below have the meanings stated opposite them in the second column (and cognate expressions shall bear corresponding meanings):

- | | | |
|------------------------|---|---|
| "Code" | - | Disciplinary & Grievance Procedures, Code of Conduct and Code of Ethics |
| "Committee" | - | Fraud Prevention Committee |
| "Fraud and corruption" | - | Includes, but is not limited to, the following: <ul style="list-style-type: none">(a) The following legal definitions:<ul style="list-style-type: none">(i) Fraud, i.e. "the unlawful and intentional making of a misrepresentation resulting in actual or potential prejudice to another";(ii) Corruption which could be summarised as: "giving or offering; receiving or agreeing to receive; obtaining or attempting to obtain any benefit which is not legally due to or by a person who has been charged with a duty or power by virtue of any employment, to do any act or omit to do any act in relation to that power or duty"; and(iii) Theft, i.e. "the unlawful and intentional misappropriation of another's property or property which is in his/her lawful possession, with the intention to deprive the owner of its rights permanently"(b) Fraudulent or corrupt acts may further include:<p><i>Systems Issues:</i> where a process/system exists which is prone to abuse by either employees or the public, e.g.:</p><ul style="list-style-type: none">- Maladministration or financial misconduct in handling or reporting of money, financial transactions or other assets;- Travel and subsistence claims (false claims for accommodation and meals, inflated charges on meals, false mileage claims, misuse of hired vehicles);- Falsification of qualifications for promotions;- Abuse of sick leave or other permissible leave; and- Manipulation of information on computers.<p><i>Financial Issues:</i> i.e. where individuals or companies have fraudulently obtained money from the Museum, e.g.:</p><ul style="list-style-type: none">- Procurement fraud (falsifying invoices, falsifying, forging and "cover" quotations eliminating suppliers from the formal process);- Theft of cash;- Submitting false claims; and- Misuse of advanced money. |

Equipment and Resource Issues: i.e. where the Museum's equipment is utilised for personal benefit, e.g.:

- Misuse of telephones;
- Misuse of office stationary;
- Misuse of the Museum's official time for personal gain; and
- Abuse of the Museum vehicles.

Other Issues: i.e. activities undertaken by the officers of the Museum which may be unlawful against the Museum's regulations or policies, falls below established standards or practices or amounts to improper conduct, e.g.:

- Accepting/requesting "kickbacks" from suppliers; and
- Nepotism and favouritism.

"Policy"

"SAPS"

"Plan"

- Anti-Fraud Policy and Response Plan
- South African Police Service
- Fraud Prevention Plan

1. BACKGROUND

- 1.1 This policy is intended to set down the stance of the Museum to fraud and corruption as well as to reinforce existing policies and procedures of the Museum and expectations of Government aimed at preventing, reacting to, and reducing the impact of fraud and corruption, where such dishonest activities subsist.
- 1.2 Furthermore, the purpose of this document is to confirm that the Museum supports and fosters a culture of Zero Tolerance to fraud and corruption in all its activities.

2. SCOPE OF THE POLICY

- 2.1 This policy applies to all employees of the National Museum.

3. THE POLICY

- 3.1 The policy of the Museum is Zero Tolerance to fraud and corruption. In addition, all fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the law as well as the application of appropriate prevention and detection controls. These prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the policies and procedures relevant to the activities of the Museum.
- 3.2 The efficient application of instructions contained in the policies and procedures of the Museum as well as other relevant prescripts is one of the most important duties to be applied by every employee of the Museum in the execution of his/her tasks.

4. REPORTING PROCEDURES AND RESOLUTION OF REPORTED INCIDENTS

- 4.1 Ideally, it is the responsibility of all employees to immediately report all allegations or incidents of fraud and corruption to their immediate manager. In these instances all managers must report all incidents and allegations of fraud and corruption to the Fraud Prevention Committee (FPC) or to the Audit Committee.
- 4.2 Should employees have reservations about reporting fraud and corruption to their immediate manager or wish to report allegations of fraud and corruption anonymously, they can contact any member of management, the FPC or alternatively report to the Audit Committee directly.
- 4.3 Any fraud and corruption committed by an employee of the Museum will be pursued by thorough investigation and to the full extent of the law, including:
 - a) Taking disciplinary action within a reasonable period of time after the incident with due consideration to implementing suspension of duties;
 - b) Instituting civil action;
 - c) Initiating criminal prosecution; and

- d) Any other appropriate and legal remedy available.
- 4.4 Managers are also required to ensure that losses or damages suffered by the Museum as a result of all reported acts committed or omitted by an employee are recovered from such an employee if he or she is found to be liable.
- 4.5 The following response steps can serve as an additional guideline to managers when faced with a report of fraud and/or corruption. These should be considered in consultation with Management and the FPC and a time frame should be agreed upon.

Step 1:

- a) Receipt of the information or allegation;
- b) Evaluate the information or allegation;
- c) Identify the issues and their implications;
- d) Consider all possibilities and their implications; and
- e) Consult with the external fraud/corruption expert (determine nature and timing of mitigation).

Step 2

- a) Secure the assets at risk by, for example, notifying banks and other parties holding assets or relevant documentary records;
- b) Where appropriate or where the nature of the offence is so serious, eliminate the immediate threat by the suspension or removal of the suspected person from a position of authority by following the applicable process (e.g. risk: continued misappropriation, destruction of evidence, intimidation of witnesses);
- c) Ensure that all accounting records are secured (search and seizure, consider the chain of evidence, maintain the integrity of evidence) and back-ups of computer data have been made (revoke user names and passwords); and
- d) Secure the contents of offices where the suspect was employed, such as files and computer data that are the property of the Museum.

Step 3

- a) Start tracing and securing the documentation that was under the control of the suspect; and
- b) Initiate the investigation process of the alleged fraud and/or corruption.

Step 4

- a) Start the procedure of recovering of the Museum's assets (set parameters, define reporting responsibility, multi-disciplinary team, take no short cuts, dismissal, civil recovery, notify the Audit Committee);
- b) Where appropriate contact the SAPS or other appropriate organisation, for assistance (criminal prosecution);
- c) Audit current accounting procedures and correct any flaws;
- d) Revisit and update the Fraud Prevention Plan; and
- e) Implement preventative measures to prevent re-occurrence.

5. CONFIDENTIALITY

- 5.1 All information relating to irregularities that is received and investigated will be treated confidentially. The progression of investigations will be handled in a confidential manner and will not be disclosed or discussed with any person(s) other than those who have a legitimate right to such information. This is important in order to avoid harming the reputations of suspected persons who are subsequently found innocent of wrongful conduct.
- 5.2 No person is authorised to supply any information with regard to allegations or incidents of fraud and corruption impacting the Museum to the media without the express permission of the Director.

6. PUBLICATION OF SANCTIONS

- 6.1 The Director will decide, in consultation with appropriate senior managers, whether any information relating to corrective actions taken or sanctions imposed, regarding incidents of fraud and corruption should be brought to the direct attention of any person or made public through any other means.

7. PROTECTION OF WHISTLE BLOWERS

- 7.1 No person will suffer any penalty or retribution for good faith reporting of any suspected or actual incident of fraud and corruption.
- 7.2 All managers should discourage employees or other parties from making allegations, which are false and made with malicious intentions. Where such allegations are discovered, the person who made the allegations must be subjected to firm disciplinary, or other appropriate action.

8. APPLICATION OF PREVENTION CONTROLS AND DETECTION MECHANISMS

- 8.1 In respect of all reported incidents of fraud and corruption, managers are required to immediately review, and where possible, improve the effectiveness of the controls which have been breached in order to prevent similar irregularities from taking place in future.

9. CREATING AWARENESS

- 9.1 It is the responsibility of all managers to ensure that all employees are made aware of, and receive appropriate training and education with regard to this policy.

10. ADMINISTRATION

- 10.1 The custodian of this policy is the Fraud Prevention Committee of the Museum, which is supported in its implementation by all the Museum managers.

10.2 The Fraud Prevention Committee, supported by all other the Museum managers, is responsible for the administration and revision of this policy. This policy will be reviewed annually and appropriate changes will be made should these be required.

11. ADOPTION OF THE POLICY

Adopted by:



Director
National Museum



Chief Financial Officer
National Museum



Chairperson: Audit Committee
National Museum

11. Annexure C: Materiality and Significance Framework for the 2018/2019 Financial Year

1. Definitions and standards

Audited financial statements: 2017/2018(**AFS**)

Approved annual budget: 2018/2019(**AAB**)

Approved strategic plan: 2015/2016 to 2019/2020(**ASP**)

Approved annual performance plan: 2018/2019(**APP**)

Event: An activity that has the elements of income and expenditure

Trading venture: An activity that has the elements of buying and selling of products and/or services

Total income: Total income excluding the income from events and trading ventures

Total expenditure: Total expenditure excluding event and trading venture expenditure

2. Applicable sections of the PFMA

Section 55(2)

Section 54(2)

Section 51(g)

3. Treasury regulation

28.3.1

4. Exception reporting procedure

Whenever management becomes aware of a contravention of to the quantitative benchmarks laid out in the Framework they are to report the contravention to Council who will report it to the relevant department, as follows:

	Accounting Officer (Director)	Accounting Authority (Council)	Executive Authority (DAC)	Treasury
Section 51 (g)	Accountability	Notify	Notify	Notify
Section 54(2)	Accountability	Authorisation of transaction	Receive particulars	Receive written notification
Section 55(2)	Accountability	Notify	Notify	Notify

5. Framework

4.1 Section 54(2): Information to be submitted by the Accounting Authority	Value (Quantitative)	Nature of event (Qualitative)
Before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in		

<p>writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its Executive Authority for approval of the transaction:</p> <p>(a) Establishment or participation in the establishment of a company;</p> <p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;</p> <p>(c) acquisition or disposal of a significant shareholding in a company;</p> <p>(d) acquisition or disposal of a significant asset;</p> <p>(e) commencement or cessation of a significant business activity;</p> <p>(f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.</p>	<p>N/a</p> <p>N/a</p> <p>N/a</p> <p>Any transaction of which the amount exceeds 1% of the total revenue</p> <p>N/a</p> <p>N/a</p>	<p>N/a</p> <p>N/a</p> <p>N/a</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p> <p>N/a</p> <p>N/a</p>
--	---	---

4.2 Section 55(2): Annual Report and Annual Financial Statements	Value (Quantitative)	Nature of event (Qualitative)
<p>The annual report and financial statements must:</p> <p>(b) include particulars of:</p>		

<p>(i) any material losses through criminal conduct;</p>	<p>(a) Any losses</p> <p>(b) Any loss of a National Estate as defined in section 3 of the National Heritage Resources Act, 1999 (Act no 25 of 1999)</p>	<p>(a) Any unplanned loss per the ASP that may effect the core purpose or mandate of the entity</p> <p>(b) All</p>
<p>(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year;</p>	<p>All</p>	<p>All</p>
<p>(iii) any losses recovered or written off;</p>	<p>All</p>	<p>All</p>
<p>(iv) financial assistance received from the state and commitments made by the state on its behalf;</p>	<p>All</p>	<p>All</p>
<p>(v) any other matters that may be prescribed.</p>	<p>All</p>	<p>All</p>



Chairperson of the Accounting Authority

12. Annexure D: Audit Improvement Plan

12.1 THREE YEAR AUDIT STATISTICS

	2015/16	2016/17	2017/18
Audit Outcome	Qualified	Qualified	Unqualified
Total number of findings	1, Qualification: The entity did not measure its heritage assets at cost or fair value in accordance with GRAP 103.	1, Qualification: The entity did not measure its heritage assets at cost or fair value in accordance with GRAP 103.	None
Emphasis of Matter	None	None	None
Findings on Supply Chain Management Compliance.*	None	None	None
Findings on Legislative Compliance.*	None	None	None
Audit findings on Performance Information.*	None	None	None
Other findings.*	None	None	Management Letter

*Please provide a brief description pertaining to the nature of the findings.

12.2 KEY CHALLENGES

Full implementation of GRAP 103

Addressing the problems/issues relating to the impact of the full implementation of, and compliance with, GRAP 103.

Due to the significant number of items in the collections, the lack of guidance on implementation of the Standard, the vague criteria in the Standard and the significant cost implication for valuing the assets at initial recognition, the Museum is concerned that despite achieving an unqualified audit in 17/18, that it may experience ongoing challenges with the GRAP audit. The Museum has consulted with the Auditor General and they have referred the entity to the National Treasury for guidance.

12.3 POSSIBLE AUDIT OUTCOME FOR 2018/19

An unqualified Audit Report is expected as the National Museum has implemented GRAP 103 in the 2018/2019 financial year and received an unqualified audit opinion.

A handwritten signature in black ink, appearing to read 'J. Shana' or similar, written in a cursive style.

Chairperson of the Accounting Authority

13. Annexure E: Technical Indicator Descriptions

PROGRAMME 1: ADMINISTRATION

Sub-programme 1: Support Services

Programme performance indicator	1.1.1. Unqualified audit
Short definition	Unqualified audit of the financial and non-financial affairs of the National Museum.
Purpose/importance	To ensure sound governance and compliance with appropriate legislation, policy and procedures.
Source/collection of data	Audit report.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Chief Financial Officer, Director, Council.

PROGRAMME 2: BUSINESS DEVELOPMENT

Sub-programme 1: Curation and Conservation of Collections

Programme performance indicator	2.1.1. Objects / specimens (“material units”) added to natural history, cultural history and art collections
Short definition	Objects / specimens (“material units”) added to natural history, cultural history and art collections
Purpose/importance	Expanding heritage collections is a key responsibility; inventorying and custodianship of the national estate; shows growth of collections
Source/collection of data	Databases of heritage material accessioned / added to collections.

Method of calculation	Simple count.
Data limitations	None, except when problems may occur with data transfer after software upgrades.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Heads of research departments, Oliewenhuis Art Museum, Collections Managers

Programme performance indicator	2.1.2. Collections Policy reviewed.
Short definition	Policy matters pertaining to all aspects of museum collections need to be reviewed regularly.
Purpose/importance	Policy matters pertaining to all aspects of museum collections need to be reviewed regularly to ensure compliance with professional museum ethics and standards. Best practice to ensure sound management of all collections.
Source/collection of data	Record of review and adoption by Council.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Outcome achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	More consistent performance is desirable.
Indicator responsibility	Head: Collections Management Department (Humanities), Director, Council

Programme performance indicator	2.1.3. Annual collections audit completed.
Short definition	Collections audit (internal) undertaken annually and recommendations arising implemented.

Purpose/importance	Best practice to ensure sound management of all collections.
Source/collection of data	Collections audit reports.
Method of calculation	Simple count.
Data limitations	None, except when problems may occur with data transfer after software upgrades.
Type of indicator	Activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory, although improved performance on follow-up of issues desirable.
Indicator responsibility	Head: Collections Management Department (Humanities), Director

Programme performance indicator	2.2.1. Annual review of procedures for conservation, curation and management of collections.
Short definition	Procedures relating to museum collections need to be reviewed regularly to ensure compliance with norms and standards.
Purpose/importance	Best practice to ensure sound management of all collections.
Source/collection of data	Record of review.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Collections Management Department (Humanities), Director

Programme performance indicator	2.2.2. Compliance with procedures for conservation, curation and management of collections during annual collections audit.
Short definition	Compliance with procedures for conservation, curation and management of collections during annual collections audit.
Purpose/importance	Best practice to ensure sound management of all collections.
Source/collection of data	Collections audit reports.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Collections Management Department (Humanities), Director, Heads of research department s, Collections Managers.

Programme performance indicator	2.2.3. Motivation for additional storage facilities submitted to Department of Arts and Culture (DAC) annually.
Short definition	Motivation for additional storage facilities must be submitted to Department of Arts and Culture (DAC).
Purpose/importance	Additional facilities are necessary for storage of expanding collections in optimal (environmental) conditions for their conservation.
Source/collection of data	Record of motivation, submission of User Asset Management Plan (UAMP).
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.

Desired performance	Current performance satisfactory, although additional detail (e.g. business plan) desirable for motivation.
Indicator responsibility	Assistant Director, Director.

Programme performance indicator	2.3.1. Training attended by Museum Conservators / Collections Managers
Short definition	Training opportunities attended by collections management staff that are specific to their key functions
Purpose/importance	Maintains appropriate standards of collections management and helps to keep specialists updated on latest developments
Source/collection of data	Certificates of attendance, attendance registers
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory, although higher performance desirable.
Indicator responsibility	Museum Conservators / Collections Managers

Programme performance indicator	2.3.2. Collections management training material produced and presented.
Short definition	Production and presentation of appropriate collections management training material by Museum personnel
Purpose/importance	To develop learning materials resulting from specialist skills and knowledge; skills transfer.
Source/collection of data	Training material / manuals; registers of course attendance
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.

Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory, although higher performance desirable.
Indicator responsibility	Head: Collections Management Department (Humanities), Museum Conservators / Collections Managers

Programme performance indicator	2.3.3. Interns and heritage practitioners trained through collections management courses offered by Museum staff.
Short definition	Training of interns and heritage practitioners in collections management.
Purpose/importance	To share specialist skills and knowledge; skills transfer.
Source/collection of data	Register of interns and heritage practitioners trained; reports on courses presented.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Improved performance desirable.
Indicator responsibility	Head: Collections Management Department (Humanities), Museum Conservators / Collections Managers

Sub-programme 2: Research and Information Management

Programme performance indicator	2.4.1. Annual review of progress on research projects undertaken
Short definition	Assessment of progress on research projects.
Purpose/importance	To ensure research projects are progressing and producing desired results.
Source/collection of data	Reports on progress of research projects.
Method of calculation	Simple count or assessment of progress (quantitative and/or qualitative), expressed as progress on x% of total number of research projects.

Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Assistant Director, Director.

Programme performance indicator	2.4.2. Achievement of NRF rating by museum scientists
Short definition	A National Research Foundation (NRF) rating based on research outputs and standing in the scientific community reflects research excellence and productivity.
Purpose/importance	Achievement of an NRF rating reflects research excellence and productivity; it also provides access to sources of external funding for research and training.
Source/collection of data	Notification of rating letters, reports from the NRF
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers, Director.

Programme performance indicator	2.4.3. Ethical clearance obtained for all new registered research projects
Short definition	Museum research projects assessed for compliance with accepted ethical standards by a formally constituted Museum Ethics

	Committee, and on successful assessment issued with an associated Ethical Certificate, reflects research integrity and excellence.
Purpose/importance	Compliance with ethical standards reflects research integrity and excellence.
Source/collection of data	Ethics Committee documentation; Ethical Certificates issued for research projects
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	Yes.
Desired performance	Ethical Certificate issued for each new research project registered.
Indicator responsibility	Researchers, Ethics Committee, Director.

Programme performance indicator	2.5.1. Research articles published in scientific journals
Short definition	Results of research published as articles in scientific journals
Purpose/importance	Research articles published in scientific journals reflect research progress and outputs and thus represent important indicators of a key function of research staff.
Source/collection of data	Copies of research articles.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.

Desired performance	Current performance satisfactory, although improved performance desirable.
Indicator responsibility	Researchers, Assistant Director, Director.

Programme performance indicator	2.5.2. Articles published in popular media
Short definition	Research is popularized through publishing articles in popular media such as semi-scientific journals, magazines, online resources and newspapers.
Purpose/importance	It is important for specialists to popularize their areas of specialization through the popular media, creating awareness of heritage to a wider audience.
Source/collection of data	Copies of published articles.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers, Assistant Director.

Programme performance indicator	2.5.3. Popular lectures presented
Short definition	Research is popularized through popular lectures to associations, school learners and other interest groups.
Purpose/importance	It is important for specialists to popularize their areas of specialization through presentation of popular lectures, creating awareness of heritage to a wider audience.
Source/collection of data	Record of presentation of popular lectures (e.g. letters of thanks from associations)
Method of calculation	Simple count.
Data limitations	None.

Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory, although increased performance desirable.
Indicator responsibility	Researchers, Assistant Director, Director.

Programme performance indicator	2.6.1. <i>Culina</i> produced
Short definition	<i>Culina</i> is the popular magazine of the National Museum, published annually.
Purpose/importance	<i>Culina</i> is an avenue to publish, as popular content, news of the research and educational activities undertaken by the Museum and its staff.
Source/collection of data	Copy of annual publication (hardcopy and online)
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Editor of <i>Culina</i> .

Programme performance indicator	2.6.2. <i>Indago</i> produced
Short definition	<i>Indago</i> is the research journal of the National Museum, published regularly during each year.
Purpose/importance	<i>Indago</i> an avenue to publish results of scientific research undertaken by Museum and other researchers.
Source/collection of data	Copies of the research publication. (hardcopy and online)

Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Editor of <i>Indago</i>

Programme performance indicator	2.7.1. Annual review of progress on collaborative projects undertaken
Short definition	Annual review of progress on collaborative research projects undertaken.
Purpose/importance	To monitor and assess progress on collaborative research projects, which are important for research knowledge sharing, particularly with other specialists, both locally and internationally.
Source/collection of data	Assessment of progress by monitoring of reports and outputs.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Assistant Director, Director.

Programme performance indicator	2.7.2. New collaborative projects established
Short definition	Establishment of new collaborations concerning research.

Purpose/importance	Important for research knowledge sharing, particularly with other specialists, both locally and internationally.
Source/collection of data	Registration of research projects; progress reports
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers, Assistant Director, Director.

Programme performance indicator	2.7.3. Conference / workshop presentations given
Short definition	Presentations given by Museum staff at research conferences and workshops
Purpose/importance	To contribute to knowledge production and sharing and to promote and create awareness of the Museum's research programmes, many of which are highly significant.
Source/collection of data	Record / copy of presentation; attendance register for conference / workshop.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers.

Programme performance indicator	2.7.4. Lectures / practicals presented to students
Short definition	Presentation of lectures and practical sessions in the Museum's specific research disciplines to tertiary students
Purpose/importance	Contributes to knowledge sharing and skills transfer of heritage studies and research to university students
Source/collection of data	Record of lectures and practicals presented
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers.

Programme performance indicator	2.7.5. Loans of collection material
Short definition	Collections materials are made available on loan to <i>bona fide</i> researchers and art galleries for the purposes of undertaking research on these or for art and other exhibitions; includes loan of materials <i>from</i> other institutions by the National Museum for the same purposes.
Purpose/importance	Sharing of heritage materials and information for the purposes of research and education.
Source/collection of data	Copies of loan forms detailing materials loaned.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.

New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Collections Managers, Heads of research departments, Director.

Programme performance indicator	2.8.1. CRM, EIA, biomonitoring and Site Reports
Short definition	Cultural Resource Management (CRM), Environmental Impact Assessment (EIA), biomonitoring and Site Reports produced as a result of projects undertaken by Museum researchers.
Purpose/importance	Outputs reflecting research expertise of Museum research staff; also a source of external funds.
Source/collection of data	Copies of reports.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers.

Programme performance indicator	2.8.2. Reviews of research articles, proposals, reports and management plans
Short definition	Reviews by Museum researchers of research articles (for scientific journals), proposals (e.g. for other researchers and funding bodies), reports (e.g. for funding bodies) and management plans (e.g. for conservation authorities).
Purpose/importance	Important contributions relating to recognized research expertise of Museum staff.
Source/collection of data	Copies of reviews, etc.; relevant correspondence.
Method of calculation	Simple count.
Data limitations	None.

Type of indicator	Output achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Museum researchers, Director.

Programme performance indicator	2.8.3. Professional staff serving on committees of professional bodies
Short definition	Professional staff serving on committees of professional bodies (e.g. societies, associations, etc.) relating to their fields of expertise.
Purpose/importance	Contributions by Museum staff at a professional level, relevant to expertise.
Source/collection of data	Letters of appointment to committees; related correspondence.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Museum researchers, Director.

Programme performance indicator	2.9.1. Training of interns
Short definition	Training of interns at various levels in heritage research specific to the disciplines of the Museum.
Purpose/importance	Provides a service and assists in developing the heritage sector through capacity building, skills transfer and development.
Source/collection of data	Progress reports.

Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Six-monthly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers involved in training, Human Resources Generalist.

Programme performance indicator	2.9.2. Attendance of conferences and research meetings by professional staff
Short definition	Attendance of conferences and research meetings by professional staff in order to present research
Purpose/importance	Represents opportunities to profile Museum research, to network with other researchers and to encourage research collaboration.
Source/collection of data	Record of attendance for each professional who attended (e.g. attendance register, letter from conference organizers, photographic evidence)
Method of calculation	Simple count of each professional who attended and presented research. Note that the calculation will be done per professional who attended the conference and not per conference.
Data limitations	None.
Type of indicator	Activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Museum researchers, Director.

Programme performance indicator	2.9.3. Supervision of post-graduate students
Short definition	Supervision of post-graduate students (Honours, Masters and Doctoral) by Museum researchers as specialist in their fields of expertise.
Purpose/importance	Provides a specialised heritage-related service, through capacity building, training, skills development and transfer and collaboration with higher education institutions (HEI).
Source/collection of data	Proof of supervision from HEI; progress reports of student(s)
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Museum researchers supervising students.

PROGRAMME 3: PUBLIC ENGAGEMENT

Sub-programme 1: Marketing

Programme performance indicator	3.1.1. Regular media coverage obtained
Short definition	Coverage of Museum activities in all forms of media (newspapers, magazines, radio, TV, online media)
Purpose/importance	Marketing and public awareness of the Museum's activities.
Source/collection of data	Media items.
Method of calculation	Simple count.
Data limitations	Generally none, except when accessing various online media sources may be challenging.
Type of indicator	Output achieved through activity.

Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Relevant Museum staff, including Exhibition / Marketing Officer, Oliewenhuis Art Museum.

Programme performance indicator	3.2.1. Visitor numbers increased
Short definition	Increased numbers of visitors to the National Museum and its satellite museums.
Purpose/importance	Achieves greater awareness and marketing of the Museum's activities and displays; reaches new target audiences.
Source/collection of data	Records of visitors to the Museum and its satellite museums, as well as numbers of people participating in its outreach programmes.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Caretaker Services, Head: Museum Education Department.

Programme performance indicator	3.2.2. Marketing products produced
Short definition	Production of various marketing products (in the form of advertisements, flyers, posters, billboards, e-advertising, social media)
Purpose/importance	Advertising and promotion of the Museum's varied activities and programmes.
Source/collection of data	Examples of marketing products produced.
Method of calculation	Simple count.

Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Design Department, Exhibition / Marketing Officer, Oliewenhuis Art Museum, PR/Marketing Committee.

Programme performance indicator	3.3.1. Annual review of rolling 10-year permanent exhibition plan
Short definition	Annual review of rolling 10-year permanent exhibition plan involving all various exhibitions planned for the Museum and its satellite museums (excluding Oliewenhuis Art Museum)
Purpose/importance	To highlight any new developments relating to planned exhibitions and to keep track of progress and any changes needed.
Source/collection of data	Record of review process; minutes of meetings.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Design Department, Exhibition Committee, Director.

Programme performance indicator	3.3.2. Temporary exhibitions (internal) developed and hosted
Short definition	Temporary (of 3-4 months duration), themed exhibitions developed and installed in the Museum and its satellites (excluding Oliewenhuis Art Museum).

Purpose/importance	To showcase heritage objects (some of which are unique to the Museum's collections) and information, relevant to a specific theme or event; providing improved access to heritage information for visitors.
Source/collection of data	Record of progress with installation on new temporary exhibitions.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Exhibition Project Leader, Head: Museum Design Department, Exhibition Committee, PR/Marketing Committee.

Programme performance indicator	3.3.3. Temporary exhibitions (external) developed and installed
Short definition	Temporary (of 2-3 months duration or shorter), themed exhibitions developed at the Museum and installed in external venues (e.g. community libraries, shopping centers).
Purpose/importance	To showcase heritage objects (some of which are unique to the Museum's collections) and information, relevant to a specific theme or event; providing improved access to heritage information for visitors; broadening target audiences.
Source/collection of data	Record of progress with installation on new temporary exhibitions.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.

Indicator responsibility	Exhibition Project Leader, Head: Museum Design Department, Exhibition Committee, PR/Marketing Committee.
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Programme performance indicator	3.3.4. Temporary art exhibitions hosted at Oliewenhuis Art Museum
Short definition	Temporary or travelling art exhibitions, showcasing work of some of South Africa's most celebrated (contemporary) artists installed and hosted at Oliewenhuis Art Museum.
Purpose/importance	Showcasing the great variety of artworks and genres produced by South African artists.
Source/collection of data	Record of art exhibitions hosted (photographic evidence, correspondence, etc. including that relating to the official exhibition openings).
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Outputs achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Curator, Exhibition Officer: Oliewenhuis Art Museum

Programme performance indicator	3.3.5. National Art Bank temporary exhibitions hosted
Short definition	Temporary or travelling art exhibitions, showcasing work of South African emerging contemporary artists, purchased for the National Art Bank Project, and installed and hosted at Oliewenhuis Art Museum or other agreed upon exhibition venues.
Purpose/importance	Showcasing the variety of artworks and genres produced by emerging South African artists for the National Art Bank Project.
Source/collection of data	Record of art exhibitions hosted (photographic evidence, correspondence, etc. including that relating to the official exhibition openings).
Method of calculation	Simple count.
Data limitations	None.

Type of indicator	Outputs achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Yes.
Desired performance	Hosting of one exhibition per annum.
Indicator responsibility	National Art Bank Project Manager, Curator, Exhibition Officer: Oliewenhuis Art Museum

Programme performance indicator	3.3.6. Text for all new displays (internal) produced in 3 languages (English, Afrikaans, Sesotho)
Short definition	Text for all new public displays in the Museum produced in 3 languages (English, Afrikaans, Sesotho); text in old displays updated accordingly in a systematic manner.
Purpose/importance	To provide improved access to heritage information; to address multilingualism.
Source/collection of data	Record of progress of implementation; minutes of meetings.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory, although improved performance desirable.
Indicator responsibility	Exhibition Project Leader, Head: Museum Design Department, Exhibition Committee.

Sub-programme 2: Public Educational Programmes

Programme performance indicator	3.4.1. Educational materials reviewed and updated
Short definition	Educational materials produced and used (e.g. booklets for lessons presented, material used in educational presentations) by the Museum reviewed and updated

Purpose/importance	To ensure that information and materials used are up-to-date and innovative.
Source/collection of data	Record of review process; minutes of meeting(s).
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Education Department, Director.

Programme performance indicator	3.4.2. Educational materials distributed
Short definition	Educational materials (curriculum-based booklets and other resources) distributed to learners, educators, schools and visitors.
Purpose/importance	To provide appropriate educational resources, relating to the Museum's educational programmes, as a service, particularly to poorly-resourced learners, schools and visitors.
Source/collection of data	Numbers of materials / booklets distributed.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory, although improved performance desirable.
Indicator responsibility	Head: Museum Education Department, Caretaker Services

Programme performance indicator	3.4.3. Numbers of lessons & guided tours presented
Short definition	Educational lessons (curriculum-based) & guided tours presented to learners, educators, schools and visitors.
Purpose/importance	To provide as a service appropriate educational programmes and resources, relating to the Museum's activities, collections and exhibits.
Source/collection of data	Proof of bookings for lessons & guided tours; letters of acknowledgement.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Education Department, Caretaker Services

Programme performance indicator	3.4.4. Educator training workshops presented
Short definition	Training workshops presented to educators by Museum staff on specialized aspects related to the school curriculum, in collaboration with the provincial Department of Education.
Purpose/importance	To provide a unique service, through specialised training to educators.
Source/collection of data	Attendance registers for workshops; appropriate correspondence.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.

New indicator	No.
Desired performance	Current performance satisfactory, although this is dependent on effective co-operation from provincial authorities.
Indicator responsibility	Head: Museum Education Department.

Programme performance indicator	3.4.5. Participation in public outreach programmes
Short definition	Development of and participation in themed outreach programmes by the Museum to engage with members of the public.
Purpose/importance	To create greater awareness of arts, culture heritage and science through public participation
Source/collection of data	Record of programmes / events; marketing materials produced; reports.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Education Department.

Programme performance indicator	3.4.6. Mobile Museum trips undertaken
Short definition	The Museum's Mobile Museum vehicle, equipped with materials, objects and information relevant to the various heritage disciplines of the Museum, undertakes trips to various schools, towns and expos.
Purpose/importance	To provide access to heritage materials, objects and information – a “travelling museum experience” to schools and communities, many of which do not have the opportunity or resources to visit the Museum themselves.
Source/collection of data	Records of visits, including photographs; vehicle log sheets; letters of acknowledgment.
Method of calculation	Simple count.
Data limitations	None.

Type of indicator	Activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Education Department.

Programme performance indicator	3.5.1. Youth development, temporary employment and training provided
Short definition	Youth development, temporary employment and training provided through the Museum's assistant guide programme, involving local tourism students who assist with guided tours of visiting school groups during peak visitor periods.
Purpose/importance	To provide skills development, training in tour guiding and a limited income for tourism students.
Source/collection of data	Attendance registers; proof of payment.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Six-monthly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Education Department, Human Resources Generalist.

Programme performance indicator	3.5.2. Holiday art workshops hosted
Short definition	Art workshops, involving various art media and crafts, hosted by Oliewenhuis Art Museum during school holidays.
Purpose/importance	To provide exposure to art and creativity to young people in a fun and enjoyable manner.
Source/collection of data	Marketing materials; bookings; proof of payment.

Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Activity.
Calculation type	Non-cumulative.
Reporting cycle	Six-monthly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Education Officer, Curator: Oliewenhuis Art Museum.

Programme performance indicator	3.5.3. Annual charity event hosted at the National Museum
Short definition	Making use of the facilities provided by the National Museum to host an annual charity event.
Purpose/importance	For the National Museum to support charitable work and to promote the Museum's activities and programmes.
Source/collection of data	Publicity and marketing materials; correspondence; report of the event.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Improved performance desirable.
Indicator responsibility	Education Officer, Curator: Oliewenhuis Art Museum.

Programme performance indicator	3.5.4. Previously disadvantaged schools visited by Museum Education Department
Short definition	Specifically targeting previously disadvantaged schools by Museum Education Department.

Purpose/importance	To provide access to heritage materials, objects and information to schools, many of which do not have the opportunity or resources to visit the Museum themselves.
Source/collection of data	Records of visits, including photographs; vehicle log sheets; letters of acknowledgment.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Education Department.

Programme performance indicator	3.5.5. Living heritage events hosted
Short definition	Hosting of living heritage events (e.g. story telling, dance, food festivals, bead work, pottery, <i>ditema</i> wall painting) by the Museum.
Purpose/importance	To promote living heritage, particularly of indigenous groups, therein contributing to redress, social cohesion and nation building.
Source/collection of data	Documentation of events, including photographs; reports.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Six-monthly.
New indicator	No.
Desired performance	Current performance satisfactory, although improved performance desirable.

Indicator responsibility	Museum researchers, Head: Museum Education Department, Oliewenhuis Art Museum Education Officer, Director.
Programme performance indicator	3.5.6. Improved access to exhibitions provided for physically challenged visitors.
Short definition	Improved access to all exhibitions for provided for physically challenged visitors (includes physical access and access to information in formats as appropriate (e.g. larger font type, better lighting, Braille plates))
Purpose/importance	To make the Museum and its satellites, as well as the information and objects presented therein, more accessible to physically challenged visitors in an ongoing manner.
Source/collection of data	Record of actions taken and measures implemented.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory, although additional detail (e.g. business plan) required for motivation.
Indicator responsibility	Head: Museum Design Department, Exhibition Committee.
Programme performance indicator	3.6.1. Batho residents interviewed
Short definition	Interviewing of residents of Batho, Mangaung's oldest black township, as part of the Museum's Batho Community History Project.
Purpose/importance	To continue to record the life and times of this township and its people, using oral history methodologies; to further enhance the strong collaborative relationship developed between the Museum and the Batho community.
Source/collection of data	Recordings and transcriptions of interviews, which will be appropriately archived.
Method of calculation	Simple count.
Data limitations	None.

Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Project Leader: Batho Community History Project.

Programme performance indicator	3.6.2. Publications on Batho produced
Short definition	Publications resulting from research undertaken on Batho, Mangaung's oldest black township, as part of the Museum's Batho Community History Project.
Purpose/importance	To publish the results of research undertaken, to profile and create greater awareness of the Batho community and its important history; redress and nation building.
Source/collection of data	Copies of publications.
Method of calculation	Simple count.
Data limitations	None.
Type of indicator	Output achieved through activity.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Current performance satisfactory.
Indicator responsibility	Project Leader: Batho Community History Project.



Chairperson of the Accounting Authority

14. Annexure F: Summary of National Museum's User Asset Management Plan (UAMP)

Public Entity	Facility description	Project description / type of structure	Estimated Costs (R thousand)					Estimated project cost (R thousand)
			Year 1 2019/2020	Year 2 2020/2021	Year 3 2021/2022	Year 4 2022/2023	Year 5 2023/2024	
1. New and replacement assets (R thousand)								
National Museum Bloemfontein	National Museum	Additional facilities for laboratory space, office space and storage	R 7 000	R 10 000	R -	R -	R -	R 17 000
National Museum Bloemfontein	Oliewenhuis Art Museum	Additional space needed for artwork exhibitions	R 3 000	R 10 000	R -	R -	R -	R 13 000
Total new and replacement assets (R thousand)			R 10 000	R 20 000	R -	R -	R -	R 30 000
2. Maintenance and repairs (R thousand)								
National Museum Bloemfontein	All Museums Satellites	Planned Maintenance and Unplanned Maintenance	R 1 168	R 1 255	R 1 388	R 1 560	R 1 650	R 7 021
Total maintenance and repairs (R thousand)			R 1 168	R 1 255	R 1 388	R 1 560	R 1 650	R 7 021
3. Refurbishment & Upgrades (R'000)								
National Museum Bloemfontein	National Museum (All Museums and Satellite offices)	Upgrading of the National Museum HVAC and Fire System	R 3 000	R 2 000	R 2 000	R -	R -	R 7 000
Total Refurbishment & Upgrades (R thousand)			R 3 000	R 2 000	R 2 000	R -	R -	R 7 000

4. Existing Leases(R thousand)								
National Museum Bloemfontein	Bloemfontein, Loop Street	Classic Building Storage	R 400	R 440	R 485	R 532	R 586	R 2 442
National Museum Bloemfontein	Bloemfontein, Elizabeth Street	Exporama House	R 1 341	R 1 475	R 1 622	R 1 784	R 1 963	R 8 185
Total Leases (R thousand)			R 1741	R 1915	R 2106	R 2317	R 2548	R 10627



Chairperson of the Accounting Authority

15. Annexure G: Council Charter

NATIONAL MUSEUM COUNCIL

CHARTER, TERMS OF REFERENCE AND CHECKLIST RELATING TO THE CHARTER

1. ORGANISATION

1.1 Constitution

The Cultural Institutions Act (Act 119 of 1998) constitutes the National Museum as a Public Entity. According to this Act, the affairs of the National Museum shall be managed and controlled by a Council (hereafter referred to as “Council”).

1.2 Membership

The Council consists of at least seven members appointed by the Minister of the Department of Arts and Culture (DAC) for a period of three (3) years, and may be re-appointed for further terms. Council members should have expertise in the relevant disciplines of the Museum, and should include financial and legal experts, if possible. The Chairperson is appointed by the Minister. The Director is an ex-officio member of Council with no voting rights. A quorum comprises three (3) Council members. In the event of a quorum not being present for a meeting, the Chairperson may, by notice to all members, arrange a meeting at another time. The members present at such a meeting make up a quorum.

The Executive Committee comprises the Chairperson and Vice Chairperson. The Committee may co-opt any other member of Council when necessary. The Director is an ex-officio member of this Committee. The Executive Committee is responsible to Council. If the Chairperson of Council is not available to chair the Executive Committee, Council may delegate this responsibility to another member of Council.

1.3 Secretariat

A Secretary must minute all meetings; the Director’s Secretary (or someone else specifically delegated this responsibility by Council) shall act as the Secretary of Council.

2. FREQUENCY OF MEETINGS

Meetings are held quarterly. Additional meetings may be held if deemed necessary. All meetings are to be minuted.

The Executive Committee of Council meets when necessary.

3. STATEMENT OF POLICY

The Council shall:

- 3.1 Be familiar with and understand the mission, which is “*to provide heritage resources and an enjoyable experience to all people through quality research, conservation, education and exhibitions*”, the purpose, programmes and activities of the Museum.
- 3.2 Establish a strong bond with the Museum and be prepared to assist the Museum in its work, including the raising of funds.
- 3.3 Ensure that policy is formulated and the implementation thereof is monitored, in order to determine the objectives, programmes and priorities of the Museum.
- 3.4 Be responsible for the control of the Museum’s finances.
- 3.5 Have unrestricted access to accurate, relevant and timely information regarding the National Museum and be able to peruse appropriate resources.
- 3.6 Act on a fully informed basis, in good faith, with diligence, skill and care and in the best interest of the National Museum, whilst taking into account the interests of the various stakeholders, including employees, creditors, suppliers and local communities.
- 3.7 At the end of the financial year, report to the appropriate Minister on the activities of the Museum.
- 3.8 Hold, preserve and safeguard all movable and immovable property of whatever kind placed in the care of or loaned or belonging to the National Museum.
- 3.9 Receive, hold, preserve and safeguard all specimens, collections or other movable property placed under its care and management. Any movable property transferred to the National Museum in terms of the Act may only be alienated with the approval of the Minister.
- 3.10 Ensure that suitable ethics clearance is obtained prior to initiation of research.
- 3.11 Keep a proper record of the property of the National Museum, to submit to the Director-General of DAC any returns required by him or her in regard thereto and cause proper books of account to be kept.
- 3.12 Determine, subject to the Act and with the approval of the Minister of DAC, the objectives of the National Museum.
- 3.13 Determine the hours during which and the conditions and restrictions subject to which the public may visit the National Museum, or portion thereof and the admission charges to be paid.
- 3.14 Appoint such persons as it considers necessary to perform the functions of the National Museum.
- 3.15 Not later than two months before the commencement of each financial year, submit a strategic plan covering the next five years and containing such information as may be prescribed by the Minister of DAC for his / her approval.

4. AUTHORITY
4.1 Council is authorised by the Minister of DAC to undertake any activity within its terms of reference and in the best interests of the National Museum.
4.2 Council is authorised by the Minister of DAC to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.
4.3 Council acts in an advisory capacity to the Minister of DAC, where appropriate.
4.4 The King Report states that the Council as the accounting authority is the focal point of the corporate governance system. The Council is thus ultimately accountable and responsible for the performance and affairs of the National Museum. The delegating of authority to a standing committee or the Director does not in any way mitigate or dissipate the discharge by the Council and its members of their duties and responsibilities.

5. TERMS OF REFERENCE

In carrying out its duties and responsibilities, Council should review all the activities of the National Museum.

5.1 General duties and responsibilities

(As determined by the Cultural Institutions Act, the Public Finance Management Act (PFMA) and applicable Treasury Regulations).

Explanation of Scores to be used below: **1:** Aspect not addressed; **2:** Aspect partly addressed, requires improvement; **3:** Aspect addressed.

	Score	Comments
(i) Council, together with the CEO/Director, has absolute responsibility for the performance of the National Museum and is fully accountable to the Executive Authority (the responsible Minister). Council should give strategic direction to the National Museum;	1 2 3	See Appendix 1 for comments

<p>(ii) Council must retain full and effective control over the National Museum and monitor management closely in implementing the National Museum's plans, strategies and resolutions. This includes approval of research and the monitoring of management and operational performance;</p>	<p>1 2 3</p>	
<p>(iii) Council should ensure that the National Museum is fully aware of and complies with applicable laws, regulations, policies and codes of business practice and communicates with its stakeholders openly and promptly;</p>	<p>1 2 3</p>	
<p>(iv) Council must ensure that any investment of monies must be made in accordance with the direction determined by the Minister of DAC in consultation with the Minister of Finance;</p>	<p>1 2 3</p>	
<p>(v) Council must ensure that there are effective policies, procedures, practices and systems of internal control in place that protect the National Museum's assets, resources and reputation;</p>	<p>1 2 3</p>	
<p>(vi) Council must ensure that management implements an effective system of risk management;</p>	<p>1 2 3</p>	
<p>(vii) Council should monitor and manage potential conflicts of interest of Council members and management. Council as a whole and each individual member must exercise objective judgment and not accept any payment of commission, any form of bribery, gift or profit;</p>	<p>1 2 3</p>	

(viii) Council should develop a clear definition of the levels of materiality and/or sensitivity regarding financial and/or non-financial activities in order to determine appropriate levels of delegation of authority. Delegated authority must be in writing and reviewed on a regular basis;	1 2 3	
(ix) Council is responsible for control but may delegate functions as deemed fit;	1 2 3	
(x) Council must ensure that financial statements are prepared for each financial year, which fairly represent the affairs of the National Museum. The financial statements, as audited by the Auditor-General, must be included in the National Museum's Annual Report;	1 2 3	
(xi) Council shall appoint sub-committees when necessary and require reports from each of these committees;	1 2 3	
(xii) Council shall review and assess the adequacy of the Council Charter annually, at the last meeting of the financial year, implementing changes as necessary;	1 2 3	
(xiii) Council should at least annually assess its performance and effectiveness as a whole in terms of the Council Charter;	1 2 3	
(xiv) Council should confirm annually that all responsibilities outlined in the Council Charter have been carried out;	1 2 3	

(xv) Is it possible for Council to meet with the Audit Committee to discuss any matters that Council or the Audit Committee believes should be discussed privately?	Yes / No	
(xvi) Was it necessary for Council to meet with the Audit Committee during the year?	Yes / No	
(xvii) Were any Council members absent from three consecutive meetings of the Council without the approval of the Chairperson?	Yes / No	

Amendments

Council shall review and assess the adequacy of the Council Charter annually, amending this if necessary.

[Reviewed, amended and approved by Council on 12 January 2018]



Chairperson of the Accounting Authority

Appendix 1 to the National Museum Council Charter, Terms of Reference and Checklist (from Minutes of Council meeting held on 26 February 2015)

Council concluded that from DAC's side there should be more ongoing and effective channels of qualitative reporting providing insight into the entities, as well as feedback on reports that have been submitted. There is not a proper channel for Council to really report their appreciation for what Management is doing, in a qualitative way. These comments will be added as an Appendix to the Charter.

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