



an agency of the
Department of Sport, Arts and Culture

NATIONAL MUSEUM

ANNUAL PERFORMANCE PLAN

2023-2024



Accounting Authority Statement

I am pleased to submit the National Museum Annual Performance Plan (APP) for the 2023/24 financial year. This APP is tabled in accordance with the stipulations of the Public Finance Management Act (PFMA) and Treasury Regulations. This APP represents Year 4 of our five year strategic plan (2020 – 2025). Despite the devastating effect of the Covid-19 pandemic, the National Museum has made great strides in past three financial years towards achieving its five year targets set out in the Strategic Plan.

The Museum is engaged in conservation by building and curating representative collections of Natural and Human Science, including Fine Arts. Our scientists undertake and promote research in several of these disciplines. We are proud of our contributions to the global knowledge database through the identification of new plant and animal species from South Africa and the continent. Our scientists are also involved in identifying and classifying new fossils which help us learn about our ancient environments.

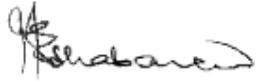
Our APP has a number of targets that we report on which speaks to objectives in the White Paper on Science, Technology and Innovation. The White Paper promotes a science- literate and science- aware society and makes it mandatory for scientist to communicate their research to the public. The need to train scientist in science communication and science engagement skills is also highlighted. It is expected that there would be an increase in the reach if science engagement activities are engaged to target the local government level, mainstream media and social media. These policy initiatives are aligned closely with one of the key functions of the National Museum: the dissemination of information on nature, culture and art, through publications, exhibitions and a variety of educational programmes.

In the previous period, the Museum made significant progress in achieving its targets. Most of our targets were either exceeded or achieved. Transformation is a key imperative for the Museum as the majority of our scientists are White. Various initiatives have been put in place to attract Black scientists to work at the Museum. Our gender equity has been achieved, however, in our management echelons, gender equity is primarily achieved by the number of White women managers employed by the Museum.

The Museum is also guided by the need for it to become more inclusive and to reflect on its research spend, permanent and temporary exhibitions, the heritage of all the communities that lived or migrated through the Free State region, especially that of our pre-colonial farming communities, indigenous communities and our Liberation Heritage. We also have put plans in place to promote Sesotho which is a marginalised indigenous language. Our oral history project has achieved many successes and we will continue to use this tool in the new period.

This document clearly sets out the policy priorities that have guided the development of the Strategic Plan for this planning period. The Executive Authority is responsible for ensuring that the policy priorities set out in the plan are aligned to the mandate of the institution and government's priorities. The Executive Authority is also responsible for providing direction on the development and implementation of strategic priorities and policies.

I am happy that this plan has been aligned to government's priorities and I am pleased to endorse the Annual Performance Plan and commit to ensuring its implementation.

A handwritten signature in black ink, appearing to read 'J E Leshabane', written in a cursive style.

Advocate J E Leshabane

Chairperson of National Museum

Accounting Authority

Date: 30 October 2022

Accounting Officer Statement

The National Museum is an important community resource in the Free State especially for the schools. We provide professional curation and conservation, research and education services relevant to our heritage-based collections, for the benefit to all communities that we serve. We do this in order to promote increased awareness and a better understanding, imbuing communities with a sense of national pride in the diverse cultural and natural heritage shared by all South Africans.

The Museum has a total of **795 687** heritage items that are under our curatorial care. The information and research that the National Museum produces is held in high regard in academic circles and we have two NRF rated researchers in our team. We participated in a number of collaborative projects with researchers and research institutions both in South Africa and internationally.

We provide multilingual (3 languages) text in various formats for all new displays and internal temporary exhibitions. Our Mobile Museum trips are undertaken in at least 9 rural areas. Our mobile museum has been updated with new exciting displays which have proven very popular with the youth. We have introduced a mobile art museum which complements the school's visual arts curriculum,

The Museum will continue to investigate ways to increase the use of web-based technologies to enhance accessibility to its heritage resources, particularly for educators and learners. Ongoing implementation of measures to make the National Museum's facilities and heritage resources accessible to persons with physical disabilities, and strengthen existing partnerships with relevant organisations in order to ensure that measures already in place are either maintained or improved upon, is regarded as a priority.

Our publication website www.nationalmuseumpublications.co.za houses the electronic publications of its peer-reviewed journal Indago and popular scientific magazine, CULNA. The content is free, providing increased accessibility to publicly funded research outcomes. Together with its social media presence, the website is contributing towards popularising science and creating a knowledgeable society. Through our collections and research we are connected to the national and international scientific community.

Museums are being encouraged to reach way beyond their core audience and find new publics when approaching their collections in a different way: it can be the digitalisation of their collections, adding multimedia elements to the exhibition or something as simple as a hashtag that allows visitors to share their experience in social media. The National Museum embraces the concept of being a hyperconnected museum. We have a network of connections at a local, national and international level. We are an inherent part of the local Bloemfontein cultural and tourism landscape.

Art Bank of South Africa

The National Museum is host to the ArtBank, which is a DSAC programme arising out of the Mzansi Golden Economy strategy. The programme aims to develop our emerging artists by providing them with a platform to showcase their artistic talent to the people of South Africa as well as contribute substantially to job creation and the development of the sector. The ArtBank has made significant strides towards achieving on this mandate. The ArtBank has finalised their strategic plan and branding. A fresh and exciting new logo was created and they have developed a website which hosts an e-shop where buyers can purchase or lease art. An Acquisition Committee has been set up consisting of professionals in the art sector who guide the Museum on the acquisition of contemporary art for the ArtBank. The ArtBank focuses on acquiring at least 100 artworks annually contemporary artists. We continue to focus on financial sustainability for the ArtBank.

Restructuring of Departments

During the past three years of this Strategic plan, a number of departments have been amalgamated as a result of restructuring that took place due to budget cuts and austerity measures. The Terrestrial Invertebrates department has been formed and is a combination of the previous Acarology, Arachnology and Entomology departments. The Plant and Systematics department was formed after the amalgamation of Botany and Herpetology. Each field will be staffed by specialist scientists and the respective collections will be maintained by specialised curatorial staff. The Design and Workshop departments have been combined and Collections Management and Library departments have been combined. This helps reduce the number of scientists who have to focus on management and administration and as a result more scientists are focusing on research, increasing our productivity in that field.

Our plan guides where the Museum will place strategic focus for the next few years of the five year plan. The Management team commits to the implementation of the Annual Performance Plan.



Mrs S Snell

Accounting Officer/ Chief Executive Officer

Date: 30 October 2022

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the National Museum under the guidance of the Council.
- Takes into account all the relevant policies, legislation and other mandates for which the National Museum is responsible
- Accurately reflects the Impact, Outcomes and Outputs which the National Museum will endeavour to achieve over the period

<p>Name: Ms G Simelane</p>  <p>Signature Chief Financial Officer (CA)(SA) 30 October 2022</p>	<p>Ms S Snell</p>  <p>Signature Chief Executive Officer Accounting Officer 30 October 2022</p>
<p>Approved by:</p>  <p>Signature Advocate J E Leshabane Council of the National Museum Accounting Authority 30 October 2022</p>	<p>Approved by:</p>  <p>Signature Mr. N. G. Kodwa, MP Executive Authority Minister of Sport, Arts & Culture Date: 30 March 2023</p>

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Part A: Our Mandate

1. Constitutional Mandate

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996 as amended) affirms the democratic values of human dignity, equality, and freedom.

Specific sections of the Constitution that pronounce on the mandate of the Museum are:

- a) The preamble: “We believe that South Africa belongs to all who live in it, united in our diversity”;
- b) The founding statements (specifically Section 6) refer to the recognition of official languages. The Museum has a gazette language policy which it must abide by. In addition, the Museum will promote the previously marginalized language of SeSotho by making our popular science research available in brochures and online in SeSotho;
- c) Section 9(3) which stipulates that the state may not unfairly discriminate against anyone on one or more grounds, including but not limited to race, gender, sexual orientation or age; and Section 10 which states that everyone has inherent dignity and has the right to have their dignity respected and protected. Read together, these sections orientate the inclusivity and transformational imperatives of the work and focus of the National Museum;
- d) Section 16(1), covering Freedom of Expression states that everyone has the right to freedom of expression, which includes freedom of the press and other media; freedom to receive or impart information or ideas; freedom of artistic creativity; and academic freedom and freedom of scientific research. Section 16 (1) has direct relevance to the Museum.
- e) Section 30, (which covers “Language and Culture”) states that everyone has the right to use the language and to participate in the cultural life of their choice, but no one exercising these rights may do so in a manner inconsistent with any provision of the Bill of Rights;
- f) Section 31, Rights of persons belonging to a cultural, religious or linguistic community. Within this broad constitutional context, the important role of arts, culture and heritage in shaping the country’s identity, its perception of itself and how it relates to the international community of nations, is recognised.
- g) Section 32(1) (which covers “Access to Information”) states that everyone has the right of access to any information held by the state; and any information that is held by another person and that is required for the exercise or protection of any rights. This provision has direct bearing on the Museum.

2. Legislative and Policy Mandates

2.1. Cultural Institutions Act

The National Museum was established in terms of section 3 of the Cultural Institutions Act (Act 119 of 1998) and in terms of section 5 is governed by a Council appointed by the Minister of Arts and Culture.

Parliament has the power to conduct oversight of all organs of state, including those at provincial and local government level.

Portfolio committee - Portfolio committees exercise oversight over a particular government department or “portfolio” and deal with bills within that portfolio.

Parliamentary committees are established as instruments of the Houses in terms of the Constitution to facilitate oversight and monitor the government. These committees are the “engine rooms” of Parliament’s oversight and legislative work. Committees scrutinise legislation, oversee government action, and interact with the public. One of the most important aspects of the oversight function is the consideration by committees of annual reports of organs of State, and reports of the Auditor-General. Depending on the purpose of the oversight, the Committee will either request a briefing from the organ of State or visit it for fact-finding.

2.2. National Living Heritage Policy

The DSAC has developed the National Living Heritage Policy with the objective of the safeguarding of living heritage and ensuring compliance with the 2003 UNESCO Convention on Intangible Cultural Heritage Convention.

2.3. National Policy on Digitisation of Heritage Resources

The Policy recognises and takes account of the implications of the rapid advances in the evolution of Information and Communication Technologies (IT) for “notions and practices of collective memory and heritage”. The Policy identifies the key risks to the future preservation of

collections including the fragmented character of current digitisation initiatives; the financial resources available to support digitisation; the lack of consistency in the standards and guidelines; and the threat of the proliferation of digital archives containing important national content that is largely uncontrolled and unconnected to the national memory systems. The Policy seeks to address these risks.

2.4. Ratification / Accession to International Conventions

Various international conventions and protocols govern the culture and heritage landscape. The DSAC has developed policies in line with the applicable conventions and initiated the ratification/accession process by submitting the following international conventions to Parliament for tabling:¹

- a) UNESCO Convention (2001) on the Protection of the Underwater Cultural Heritage;
- b) Second Protocol to the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict (1999);
- c) UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects (1995).

2.5. The Use of Official Languages Act

The Use of Official Languages Act, which seeks to regulate and monitor the use of official languages by government, came into operation with effect from 2 May 2013.

2.6. Review of the White Paper on Arts and Culture

The Revised White Paper seeks to align the ACH space with the broader shifts in government policy and priorities and to elevate the contribution that ACH might make towards social cohesion, nation-building and economic empowerment. It also seeks to address the challenges that the Sector faces, to remove duplication and overlaps in mandate, and to rationalise the number of entities falling under the DSAC and their associated institutional activities.

¹ Department of Arts and Culture. Department of Arts and Culture 2012/13 Annual Report.

The RWP recommends a substantial restructuring of institutional support for the Sector. Key questions arising from this approach include the detailed programming of these institutions and how they will be able to meet their mandates with the available financial and human resources.

2.7. National Development Plan

The *National Development Plan – Vision 2030* (2011) outlines a vision for the country and asserts that by 2030, the elimination of poverty and reduction inequality. Chapter 15 of the NDP, Vision 2030, asserts that through nation-building and social cohesion, both as an end-state and as a facilitator; the Arts, Culture and Heritage Sector is a powerful driver of creating a sense of inclusiveness and encouraging interaction between South Africans from different social backgrounds; and importantly, mobilising active and responsible citizenry. Furthermore, the NDP highlights that the economic value and contribution of Sport, Arts, Culture and Heritage Sector is increasingly recognised; and that strategies must be developed and implemented to exploit its potential on a global scale.

The NDP aspires to arrive at a situation in which South Africans will be more conscious of that which they have in common, rather than the differences that separate people. This implies that interventions need to facilitate an experience by all South Africans that cut across the divisions of race, gender, and class; and accordingly, a central focus of the NDP is on creating opportunities that equalise the life chances of South Africans. The NDP further emphasises the importance of redress through measures such as employment equity and black economic empowerment as a means to righting the wrongs of the past as part of this process of equalising opportunities. The NDP calls for the promotion of social cohesion across society that is based on respect and appreciation for constitutional values enshrined in the Constitution.

2.8. Sustainable Developmental Goals

The UN has advanced that arts and culture will play an important role in pursuing each of the 17 Sustainable Development Goals. Below is a UN graphic on the Sustainable Development Goals.



SUSTAINABLE DEVELOPMENT GOALS



The safeguarding and promotion of culture is an end in itself, and at the same time it contributes directly to many of the SDGs — safe and sustainable cities, decent work and economic growth, reduced inequalities, the environment, promoting gender equality and peaceful and inclusive societies. The indirect benefits of culture are accrued through the culturally-informed and effective implementations of the development goals.

Cultural diversity is necessary for sustainable development for two reasons: the first is human survival as a means of cultural existence. The coexistence of various cultures leads to humans being able to better adapt to the environment. It is because of the coexistence of diverse cultures that the human race has overcome change and continued to survive. The emergence of differing culture and maintenance of cultural diversity has raised the possibility of the human race to adapt to environmental change in the future. Furthermore, in order for culture itself to retain its creativity and vitality, the existence of other cultures is a must. New ideas are born from other cultures, and the source of cultural creativity lies within constant encounters between different cultures.

2.9. Agenda 2063

At a continental level, sport, arts and culture contribute to the **Agenda 2063**, a forward-looking continental framework. Agenda 2063 is anchored on the AU vision of “a shared strategic framework for inclusive growth and sustainable development “and based on seven aspirations derived from consultations.” Three of the aspirations have particular relevance to the Museum:

- a) An Africa with a strong cultural identity, common heritage, shared values and ethics;
- b) An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and
- c) An Africa of good governance, democracy, respect for human rights, justice and the rule of law.

2.10. MTSF List of Seven Priorities

The MTSF list the Seven Priorities of the 6th Government as follows.

Priority 1: Capable, Ethical and Developmental State

Priority 2: Economic Transformation and Job Creation

Priority 3: Education, Skills and Health

Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services

Priority 5: Spatial Integration, Human Settlements and Local Government

Priority 6: Social Cohesion and Safer Communities

Priority 7: A Better Africa and World

National Objectives	Government Priorities						
	1 Capable, ethical and development al state	2 Economic transformation and job creation	3 Education, skills and health	4 Consolidating the social wage through reliable and quality basic services	5 Spatial Integration Human Settlements and Local Government	6 Social cohesion and safer communities	7 A better Africa and World
To properly manage and maintain the natural and cultural heritage and art collections			X			X	
Serve as centres for promotion of research and development			X			X	
Ensure that the Museum remains a centre of research excellence by publishing research output in accredited scientific journals, often collaborating with other national or international researchers;			X				
Building human and research capacity		X					
Programme purpose: to inform, consult, involve, collaborate and empower the						X	

Museum's stakeholders in the diverse cultural and natural heritage.							
To provide the necessary professional support and compliance services to ensure the achievement of the Museum's primary objectives of carrying out quality research, expanding and managing diverse heritage collections and communicating this to all, through educational programmes, exhibitions and publications, to emphasise the importance of this diverse heritage to the South African nation.	X					X	

3. Institutional Policies and Strategies over the five year planning period

n/a

4. Relevant Court Rulings

n/a

Part B: Our Strategic Focus

5. Updated Situation Analysis

SWOT was used as a planning tool to identify the key external and internal factors, which should be taken into consideration during a situational analysis process.

Strengths	Weaknesses
High research capacity NRF rated scientist Staff expertise across all areas Natural and Human Science Collections are world class Excellent curriculum-based lessons to learners Accredited journal (Indago) and Popular Magazine (CULNA) Qualified research capacity – can feed into education system Staff (loyal, passionate and good team spirit) Satellite sites Excellent research projects Mobile Museum outreach Dedicated research time provided for scientists Capacity to implement PESP projects	Lack of technical taxidermy skills Poor planning for Museum display upgrades Budget cuts and Funding shortages Public Work Projects are stagnant and waste time every year Verification of collections Inadequate Lack of funding to capacitate SCM/ Clarity on processes/Turnaround times SCM Salary disparities Limited storage Management gap layer No marketing and IT function Slow development – permanent display IT system inadequate Staff shortages for Risk and Management Gap layer

Opportunities	Threats
<p>Virtual platforms for Exhibitions</p> <p>Access donor funding / death bequeaths</p> <p>Use of multimedia for outreach – Mobile Art Museum</p> <p>External opportunities – collaboration projects and funding</p> <p>Research opportunities</p> <p>Museum Social Media pages increase our reach</p> <p>Retention of quality researchers</p> <p>Museum visited by people and schools outside Bloemfontein.</p> <p>Teaming with other museums</p> <p>Customer services good</p> <p>Great art collections</p> <p>Opportunities for trans-disciplinary research</p> <p>Overseas technology</p> <p>Explore Building Space Oliewenhuis</p>	<p>DSAC Funding cuts</p> <p>Maintenance not being done by Public Works for years or the work is so poorly done that it creates a safety hazard for the people, the building and the heritage objects. Contractors take shortcuts to fleece the government and not adequate supervision by Public Works</p> <p>Amalgamation of National Museum with Iziko</p> <p>Lack of budget/Salary offers we can't compete with</p> <p>Declining visitor numbers</p> <p>Lack of space for collections</p> <p>Scientific silos</p> <p>Lack of understanding of what is on offer by NM</p>

5.1. External Environment Analysis

The Museum needs to be able to access more donor or NRF funds in order to maintain its excellent research record. Declining budgets are our biggest threat. The amalgamation of entities proposal will come with many opportunities and challenges which will have to be navigated closely

through a Change Management Plan in order to ensure that the Strategic Plan objectives can be met. Another significant threat to the Museum is the Department of Public Works lackadaisical attitude towards heritage buildings and the maintenance thereof. Maintenance work is either not attended to, for years, or they send contractors who are ill qualified and who conduct shoddy work or take risky shortcuts to fleece the government, which places the safety of people and heritage objects at risk.

5.2. Internal Environment

The Museum has a strong research capacity across a number of fields with two NRF-rated researchers on the team. Our publications record is significant and we enjoy many national and international collaborations. National Museum benefits from and adds value to both, the University of the Free State (UFS) and the Central University of Technology (CUT). This is particularly relevant with regard to the Faculties of Natural and Agricultural Sciences and the Faculty of Humanities at UFS. A recent partnership with Motheo has been put in place.

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

- a) Transformation is an imperative.
- b) Challenges to attract and retain specialist staff with appropriate expertise, due to a small pool of specialists available in the market and to financial constraints impacting on the Museum's ability to offer competitive remuneration.
- c) Lack of exhibition and appropriate collections storage space.

Part C: Measuring Our Performance

6. Institutional Programme Performance Information

6.1. Programme 1: Business Development

Programme 1: Business Development	
Purpose	Programme purpose: <ul style="list-style-type: none"> o To properly manage and maintain the natural and cultural heritage and art collections; o Serve as centres for promotion of research and development; o Ensure that the Museum remains a centre of research excellence by publishing research output in accredited scientific journals, often collaborating with other national or international researchers; and o Building human and research capacity.
Sub Programmes (if Applicable)	Sub – Programme Purpose
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.
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 current important debates and trends of research, 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.

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6.1.1. Programme 1: Business Development - Outcomes, Outputs, Performance Indicators and Targets – MTEF PERIOD

Outcomes, Outputs, Performance Indicators and Targets – MTEF PERIOD									
Outcomes	Outputs	Output Indicators	ANNUAL TARGETS						
			Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
			19/20	20/21	21/22	22/23	23/24	24/25	25/26
New knowledge is generated and disseminated on our natural and cultural heritage including ancient environments	New heritage items added to the collection	No of new heritage items added to the collection	New items added to collections Natural Science 38255 and cultural 4036 Oliewenhuis R 250k spent	New items added to collections Natural Science 27363 and cultural 748 Oliewenhuis added 18 new items	40 254 new heritage items added to natural science collection 1813 new heritage items added to Human Science Collection	10 000 new heritage items added to natural science collection	10 000 new heritage items added to natural science collection	10 000 new heritage items added to natural science collection	10 000 new heritage items added to natural science collection
						1000 new heritage items added to Human Science Collection	300 new heritage items added to Human Science Collection	300 new heritage items added to Human Science Collection	300 new heritage items added to Human Science Collection

					5 new heritage items added to Oliewenhuis Art Collections	2 new heritage items added to Oliewenhuis Art Collections	2 new heritage items added to Oliewenhuis Art Collections	2 new heritage items added to Oliewenhuis Art Collections	2 new heritage items added to Oliewenhuis Art Collections
	Compliance with conservation policy and GRAP	% compliance with conservation policy and GRAP	Annual collections audit successfully completed by 31 March 2020	Collections Department audit of Heritage Collection for compliance with collections policy achieved.	Collections Department audit of Heritage Collection for compliance with collections policy 100%	Collections Department audit of Heritage Collection for compliance with collections policy	Collections Department audit of Heritage Collection for compliance with collections policy	Collections Department audit of Heritage Collection for compliance with collections policy	Collections Department audit of Heritage Collection for compliance with collections policy
	Digitisation of heritage items	No of heritage items digitised	New Target	Digitisation Policy finalised	1729 heritage items digitised	1000 heritage items digitised	1000 heritage items digitised	1000 heritage items digitised	1000 heritage items digitised
	New loans of collection items to other entities	No of loans of collections items	22 new loans	49 new loans	12 new outgoing loans	5 new outgoing loans	5 new outgoing loans	5 new outgoing loans	5 new outgoing loans
	Studies involving existing collections	No of research studies conducted on existing collections	New target	21 researchers conducting studies on	63 research studies on existing Museum collections	10 research studies on existing Museum collections	10 research studies on existing Museum collections	10 research studies on existing Museum collections	10 research studies on existing Museum collections

				existing Museum collection					
	Popular articles published on research	No of popular research articles published	52 popular research articles published	45 popular research articles published	51 popular research articles published	30 popular research articles published	30 popular research articles published	30 popular research articles published	30 popular research articles published
	Ethical research	Develop a policy for ethical research at the Museum	New target	Develope d a policy for ethical research at the Museum and 100% ethical clearance for projects achieved	When needed research projects to have ethical clearance 100%	When needed research projects to have ethical clearance 100%	When needed research projects to have ethical clearance 100%	When needed research projects to have ethical clearance 100%	When needed research projects to have ethical clearance 100%
	Grants received to conduct research	No of research grants awarded to Museum Scientist	New target	6 research grants awarded to Museum scientists	8 research grants awarded to Museum Scientist	5 research grants awarded to Museum Scientist	5 research grants awarded to Museum Scientist	5 research grants awarded to Museum Scientist	5 research grants awarded to Museum Scientist
	NRF rated scientists	No of NRF rated Museum scientist	2 NRF rated scientist at the Museum	2 NRF rated scientist at the Museum	2 NRF rated scientist at the Museum	2 NRF rated scientist at the Museum	2 NRF rated scientist at the Museum	2 NRF rated scientist at the Museum	2 NRF rated scientist at the Museum
	Fieldtrips conducted to promote research	No of research fieldtrips conducted	New	21 per annum research fieldtrips	39 per annum research fieldtrips conducted	15 per annum research fieldtrips conducted	15 per annum research fieldtrips conducted	15 per annum research fieldtrips conducted	15 per annum research fieldtrips conducted

				conducted					
	Research presented at conferences	No of research papers or posters delivered at research conferences	40 conference workshops presentations per annum	11 research papers or posters delivered at research conferences	22 research papers or posters delivered at research conferences	20 research papers or posters delivered at research conferences	15 research papers or posters delivered at research conferences	15 research papers or posters delivered at research conferences	15 research papers or posters delivered at research conferences
	Public lectures	No of public lectures delivered	36 per annum of public lectures	9 per annum of public lectures	21 per annum of public lectures	15 per annum of public lectures	15 per annum of public lectures	15 per annum of public lectures	15 per annum of public lectures
	Lectures delivered to students	No of lectures delivered to students registered at Higher Education Institutions	21 per annum lectures / practicals delivered to students at Higher Education Institutions	9 per annum lectures / practicals	18 per annum lectures / practicals delivered to students at Higher Education Institutions	15 per annum lectures / practicals delivered to students at Higher Education Institutions	15 per annum lectures / practicals delivered to students at Higher Education Institutions	15 per annum lectures / practicals delivered to students at Higher Education Institutions	15 per annum lectures / practicals delivered to students at Higher Education Institutions
	Peer-reviewed publications	No of articles published in peer reviewed journals	31 per annum articles published in peer reviewed journals	44 per annum articles published in peer reviewed journals	45 per annum articles published in peer reviewed journals	30 per annum articles published in peer reviewed journals	25 per annum articles published in peer reviewed journals	25 per annum articles published in peer reviewed journals	25 per annum articles published in peer reviewed journals
	New species described	No of new animal or plant or fossil species described	New target	20 new species described	14 new species described	5 new species described	5 new species described	5 new species described	5 new species described
	Reviews done by	No of reviews conducted	56 reviews conducted	74 reviews	101 reviews conducted	50 reviews conducted	50 reviews conducted	50 reviews conducted	50 reviews conducted

	researchers promoting networking and research contribution			conducted					
	Technical Reports/ Impact Assessments conducted	No of Technical Reports/ Impact Assessments conducted by Museum Scientist	11 CRM/ EIA/ Biomonitoring and Site Reports	2 CRM/ EIA/ Biomonitoring and Site Reports	2 CRM/ EIA/ Biomonitoring and Site Reports	2 CRM/ EIA/ Biomonitoring and Site Reports	1 CRM/ EIA/ Biomonitoring and Site Reports	1 CRM/ EIA/ Biomonitoring and Site Reports	1 CRM/ EIA/ Biomonitoring and Site Reports
	International and national collaborations	No of new international and national collaborative projects	12 new collaborative research projects established	7 new collaborative research projects established	0 new international and national collaborative projects	4 new international and national collaborative projects	2 new international and national collaborative projects	2 new international and national collaborative projects	2 new international and national collaborative projects
	1 Culna Magazine	Production of Culna	Culna 1 issue produced (1 hard copy and 34 online articles)	CULNA 1 hardcopy issue and 37 online articles	Culna 1 hard copy issue produced	Culna 1 hard copy issue produced	Culna 1 hard copy issue produced	Culna 1 hard copy issue produced	Culna 1 hard copy issue produced
					28 online CULNA articles	12 online CULNA articles	15 online CULNA articles	15 online CULNA articles	15 online CULNA articles
	1 Indago journal	Production of Indago	Indago 35 issue	1 online article	Indago 6 online articles	Indago 2 online articles	Indago 2 online articles	Indago 2 online articles	Indago 2 online articles

			Indago 1 online articles						
	Staff serving on the Executive of Professiona l Bodies	Staff serving on the Executive of Professional Bodies	8 pro- fessional staff serving on committees of professiona l bodies	6 professio nal staff serving on committe es of professio nal bodies	7 professional staff serving on committees of professional bodies	5 professional staff serving on committees of professional bodies	5 profession al staff serving on committee s of profession al bodies	5 professional staff serving on committees of professional bodies	5 professional staff serving on committees of professional bodies
	Project deliver- ables achieved	Progress on all research projects during the year	Progress on 95 % of research projects per annum	Progress of 90,8% made on research projects per annum	Progress on 71 % of research projects per annum	Progress on 70 % of research projects per annum	Progress on 70 % of research projects per annum	Progress on 70 % of research projects per annum	Progress on 70 % of research projects per annum

6.1.2. Programme 1: Business Development -Indicators, Annual and Quarterly Targets

Indicators, Annual and Quarterly Targets						
Output Indicators	Annual Target	Q1	Q2	Q3	Q4	

No of new heritage items added to the collection	10 000 new heritage items added to natural science collection	1000	3000	3000	3000
	300 new heritage items added to Human Science Collection	50	50	100	100
	2 new heritage items added to Oliewenhuis Art Collections	0	0	0	2
% compliance with conservation policy and GRAP	Collections Department audit of Heritage Collection for compliance with collections policy	0	0	0	1
No of heritage items digitised	1000 heritage items digitised	100	100	400	400
No of loans of collections items	5 new outgoing loans	1	1	1	2
No of research studies conducted on existing collections	10 researchers conducting studies on existing Museum collections	2	2	2	4
No of popular research articles published	30 per annum popular research articles published	2	8	10	10
Develop a policy for ethical research at the Museum	When needed research projects to have ethical clearance	100%	100%	100%	100%

No of research grants awarded to Museum Scientist	5 research grants awarded to Museum Scientist	2	1	1	1
No of NRF rated Museum scientist	2 NRF rated Museum scientists	2	n/a	n/a	n/a
No of research fieldtrips conducted	15 per annum research fieldtrips conducted	2	5	5	3
No of research papers or posters delivered at research conferences	15 research papers or posters delivered at research conferences	1	4	5	5
No of public lectures delivered	15 public lectures delivered	2	5	5	3
No of lectures delivered to students registered at Higher Education Institutions	15 per annum public lectures / practicals delivered	2	5	5	3
No of articles published in peer reviewed journals	25 per annum	5	5	10	5
No of new animal or plant or fossil species described	5 new species described per annum	1	1	1	2
No of reviews conducted	50 reviews conducted	5	10	15	20
No of Technical Reports/ Impact Assessments conducted by Museum Scientist	1 CRM/ EIA/ Biomonitoring and Site Reports	0	0	0	1

No of new international and national collaborative projects	2 new international and national collaborative projects	0	0	1	1
Production of Culna a popular publication	Culna 1 hard copy issue produced	0	0	0	1
	15 online CULNA articles	3	3	3	6
Production of Indago a peer reviewed journal	Indago 2 online articles	n/a	n/a	n/a	2
Staff serving on the Executive of Professional Bodies	5 professional staff serving on committees of professional bodies	n/a	n/a	n/a	5
Progress on research projects during the year	Progress on 70 % of research projects per annum	n/a	n/a	n/a	70%

6.2. Programme 2: Public Engagement

Programme 2: Public Engagement	
Purpose	Programme purpose: to inform, consult, involve, collaborate and empower the Museum's stakeholders in the diverse cultural and natural heritage.
Sub Programmes (if Applicable)	Sub- Programme Purpose

1. Marketing	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.
2. Public Educational Programmes	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.

6.2.1. Programme 2: Public Outcomes, Outputs, Performance Indicators and Targets – MTEF PERIOD

Outcomes, Outputs, Performance Indicators and Targets – MTEF PERIOD									
Outcomes	Outputs	Output Indicators	ANNUAL TARGETS						
			Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
			19/20	20/21	21/22	22/23	23/24	24/25	25/26
Museum Exhibitions are inclusive, interactive, educational and entertaining.	Updated plan for permanent exhibitions	Permanent Exhibition Plan is reviewed	Rolling 10 year permanent exhibition plan reviewed annually by 31 Mar	Permanent Exhibition plan is reviewed and approved by CEO and Council	Permanent Exhibition plan is reviewed and approved by CEO and Council	Permanent Exhibition plan is reviewed and approved by CEO and Council	Permanent Exhibition plan is reviewed and approved by CEO and Council	Permanent Exhibition plan is reviewed and approved by CEO and Council	Permanent Exhibition plan is reviewed and approved by CEO and Council

	New Inclusive permanent exhibitions	No of inclusive permanent exhibitions	New target	1 inclusive perman ent exhibitio n at National Museum	1 inclusive permanent exhibition at National Museum	1 inclusive permanent exhibition at National Museum	1 inclusive permanent exhibition at National Museum	1 inclusive permanent exhibition at National Museum	1 inclusive permanent exhibition at National Museum
						2 Rotation of inclusive permanent exhibition artworks at Oliewenhui s	2 Rotation of inclusive permanent exhibition artworks at Oliewenhuis	2 Rotation of inclusive permanent exhibition artworks at Oliewenhuis	2 Rotation of inclusive permanent exhibition artworks at Oliewenhuis
			Partially achieved	2 Rotation of inclusive perman ent exhibitio n artworks at Oliewen huis	Text of Exhibitions at NM in 3 languages.	Text of Exhibitions at NM in 3 languages.	Text of Exhibitions at NM in 3 languages.	Text of Exhibitions at NM in 3 languages.	Text of Exhibitions at NM in 3 languages.
				100% Text of exhibits in 3 languag es					

	New inclusive temporary exhibitions	No of inclusive temporary exhibitions delivered	8 temporary internal exhibitions	9 temporary internal exhibitions	15 temporary internal exhibitions per year (including virtual exhibitions during lockdown)	4 temporary internal exhibitions per year (including virtual exhibitions)	4 temporary internal exhibitions per year (including virtual exhibitions)	4 temporary internal exhibitions per year (including virtual exhibitions)	4 temporary internal exhibitions per year (including virtual exhibitions)
			10 temporary external exhibitions	1 temporary external exhibition	2 temporary external exhibitions	2 temporary external exhibitions	2 temporary external exhibitions	2 temporary external exhibitions	2 temporary external exhibitions
			13 temporary Art Exhibitions at Oliewenhuis	3 temporary Art Exhibitions at Oliewenhuis	13 temporary Art Exhibitions (including virtual exhibitions during lockdown) at Oliewenhuis and the Reservoir of which 80% of solo exhibits shall be Black artist and 50 % women	12 temporary Art Exhibitions (including virtual exhibitions) at Oliewenhuis and the Reservoir of which 80% of solo exhibits shall be Black artist and 50 % women	12 temporary Art Exhibitions (including virtual exhibitions) at Oliewenhuis and the Reservoir of which 80% of solo exhibits shall be Black artist and 50 % women	12 temporary Art Exhibitions (including virtual exhibitions) at Oliewenhuis and the Reservoir of which 80% of solo exhibits shall be Black artist and 50 % women	12 temporary Art Exhibitions (including virtual exhibitions) at Oliewenhuis and the Reservoir of which 80% of solo exhibits shall be Black artist and 50 % women
			New target	4 temporary Art Exhibitions (including virtual exhibitions during lockdown) at Oliewenhuis					

				huis and the Reservoir of which 80% of solo exhibits shall be Black artist and 50 % women					
	Special days commemorated	No of Special Days celebrated with communities	New target	Hosted 11 celebrations of special days with communities	7 Hosting of celebrations with community for Women's Day, Youth Day and International Day of Persons with Disabilities	Hosting of celebrations with community for International Museum Day, Women's Day, Youth Day and International Day of Persons with Disabilities (including virtual celebrations)	Hosting of 4 celebrations with community for International Museum Day, Women's Day, Youth Day and International Day of Persons with Disabilities (including virtual celebrations)	Hosting of 4 celebrations with community for International Museum Day, Women's Day, Youth Day and International Day of Persons with Disabilities (including virtual celebrations)	Hosting of 4 celebrations with community for International Museum Day, Women's Day, Youth Day and International Day of Persons with Disabilities (including virtual celebrations)
	Implementation of projects as per plans over the five-year period	Conduct a facilities audit	New target	70% implementation of UAMP projects funded by	51 % Implementation of UAMP projects funded by	50 % Implementation of UAMP projects funded by DSAC and	50% Implementation of UAMP projects funded by DSAC and	50% Implementation of UAMP projects funded by DSAC and	50% Implementation of UAMP projects funded by DSAC and DPW per project plans

				DSAC and DPW	DSAC and DPW	DPW per project plans	DPW per project plans	DPW per project plans	
	Increased number of visitors to the museum and satellites	No of visitors to the National Museum and satellites including outreach	119 890 visitors to the Museum per annum	6304 visitors to the Museum per annum	26 229 to Oliewenhuis 14 590 to National Museum and balance of the satellites	50 000 to Oliewenhuis 50 000 to National Museum and balance of the satellites	100 000 to National Museum and satellites	100 000 to National Museum and satellites	100 000 to National Museum and satellites
	Museum provides heritage experience virtually	No of people reached through social media platforms	New target	New target	New target	New target	100 000 people reached through social media platforms	100 000 people reached through social media platforms	100 000 people reached through social media platforms
		No of social media posts made providing scientific/ heritage information	New target	New target	New target	New target	300 social media posts made providing scientific/ heritage information	300 social media posts made providing scientific/ heritage information	300 social media posts made providing scientific/ heritage information
	Celebrate excellence in the Heritage Sector	Celebrate excellence in the Heritage Sector	New Target Activities took place but were never audited	Hosted Free State Young Artist Competition	Host Free State Young Artist Competition 1 New Breed Competition	Host Free State Young Artist Competition	Host Free State Young Artist Competition	Host Free State Young Artist Competition	Host Free State Young Artist Competition
						1 New Breed Competition	1 New Breed Competition	1 New Breed Competition	1 New Breed Competition
						1 ArtBankSA competition	1 ArtBankSA competition	1 ArtBankSA competition	1 ArtBankSA competition

					1 ArtBankSA competition				
Opportunities created for unemployed learners to gain workplace skills and provision of curriculum-based learning support to schools	Post-graduate contribution	No of PHD or Masters students supervised	9 Postgraduate students supervised	6 per annum PHDs and Masters students supervised	6 per annum PHD or Masters students supervised	2 per annum PHD or Masters students supervised	2 per annum PHD or Masters students supervised	2 per annum PHD or Masters students supervised	2 per annum PHD or Masters students supervised
	Post-doc work opportunities provided	No of post doc opportunities provided	New target	0 post doc opportunities provided	0 per annum of post doc opportunities provided	1 per annum of post doc opportunities provided	0 per annum of post doc opportunities provided	1 per annum of post doc opportunities provided	1 per annum of post doc opportunities provided
	Internships hosted	No of internships provided	7	14	12 internships provided per annum	10 internships provided per annum	10 internships provided per annum	10 internships provided per annum	10 internships provided per annum
	Work opportunities provided during holidays	No of vacation work experience opportunities provided for learners	New target	3	32 per annum vacation work experience opportunities provided for learners	5 per annum vacation work experience opportunities provided for learners	5 per annum vacation work experience opportunities provided for learners	5 per annum vacation work experience opportunities provided for learners	5 per annum vacation work experience opportunities provided for learners

	Contribution to schools and education	No of school groups receive curriculum-based lessons	516 lessons and guided tours school groups receive curriculum-based lessons by NM and 100 by Oliewenhuis	28 (National Museum = 15; Oliewenhuis = 13)	327 lessons and guided tours school groups receive curriculum-based lessons by NM and 98 by Oliewenhuis	400 lessons and guided tours school groups receive curriculum-based lessons by NM and 100 by Oliewenhuis	350 lessons and guided tours school groups receive curriculum-based lessons by NM and 100 by Oliewenhuis	350 lessons and guided tours school groups receive curriculum-based lessons by NM and 100 by Oliewenhuis	350 lessons and guided tours school groups receive curriculum-based lessons by NM and 100 by Oliewenhuis
			5 educator training workshops	5	5 educator training workshops	5 educator training workshops	5 educator training workshops	5 educator training workshops	5 educator training workshops
			1807 educational booklet distributed	937	2220 educational brochures distributed by Oliewenhuis	500 educational brochures distributed by Oliewenhuis	2000 educational brochures distributed by Oliewenhuis	2000 educational brochures distributed by Oliewenhuis	2000 educational brochures distributed by Oliewenhuis

			Participati on in 2 career guidance initiatives	0	3 career guidance initiatives	Participation in 2 career guidance initiatives	Participation in 2 career guidance initiatives	Participation in 2 career guidance initiatives	Participation in 2 career guidance initiatives
	Outreach programme s through mobile museums	No of mobile museum trips including to rural school	NM conduct 36 mobile museum trips to rural schools	0	28 mobile museum trips including rural schools	NM conduct 20 mobile museum trips including rural schools	NM conduct 20 mobile museum trips including rural schools	NM conduct 20 mobile museum trips including rural schools	NM conduct 20 mobile museum trips including rural schools
			New Target	0	Oliewenhui s conduct 5 mobile art museum curriculum- based lessons on visual arts including rural schools	Oliewenhuis conduct 5 mobile art museum curriculum- based lessons on visual arts including rural schools	Oliewenhuis conduct 5 mobile art museum curriculum- based lessons on visual arts including rural schools	Oliewenhuis conduct 5 mobile art museum curriculum- based lessons on visual arts including rural schools	Oliewenhuis conduct 5 mobile art museum curriculum- based lessons on visual arts including rural schools
	School holiday workshops and community outreach	No of school holiday workshops provided	10 No of school holiday workshop s provided	2	10 No of school holiday workshops provided	8 No of school holiday workshops provided	8 No of school holiday workshops provided	8 No of school holiday workshops provided	8 No of school holiday workshops provided

ArtBank becomes financially sustainable to support the visual arts economy	Transactions of artworks	No of artworks purchased, leased and sold	60 New target	210 6	206 No of artworks purchased 25 artworks leased or sold per annum	100 No of artworks purchased 5 artworks leased or sold per annum	100 No of artworks purchased 20 artworks leased or sold per annum	100 No of artworks purchased 20 artworks leased or sold per annum	100 No of artworks purchased 20 artworks leased or sold per annum
	New ArtBank exhibitions	No of ArtBank Exhibitions held	3 New target	1 1428	6 ArtBank Exhibitions held annually 13318 people attend ArtBank exhibitions per annum	2 ArtBank Exhibitions held annually 2000 people attend ArtBank exhibitions per annum	1 ArtBank Exhibitions held annually 2000 people attend ArtBank exhibitions per annum	1 ArtBank Exhibitions held annually 2000 people attend ArtBank exhibitions per annum	1 ArtBank Exhibitions held annually 2000 people attend ArtBank exhibitions per annum
	Popular research published	No of research or popular articles published about ArtBank collections	New target	5	7 research or popular articles published about ArtBank collections	5 research or popular articles published about ArtBank collections	5 research or popular articles published about ArtBank collections	5 research or popular articles published about ArtBank collections	5 research or popular articles published about ArtBank collections
	Increase in income from artworks	Amount of income generated	New target	R 10 800	R 112 654 k per annum Amount of income generated	R 100 k per annum Amount of income generated	R 100 k per annum Amount of income generated	R 150 k per annum Amount of income generated	R 150 k per annum Amount of income generated
	Effective Marketing of ArtBank	ArtBank Sales & Marketing Strategy MOU with DSAC	New target	MOU with DSAC by Dec 2020	n/a	n/a	n/a	n/a	n/a

6.2.2. Programme 2: Public Indicators, Annual and Quarterly Targets

Indicators, Annual and Quarterly Targets					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Permanent Exhibition Plan is reviewed	Permanent Exhibition plan is reviewed and approved by CEO and Council	n/a	n/a	n/a	By 31 March
No of inclusive permanent exhibitions	1 inclusive permanent exhibition at National Museum	n/a	n/a	n/a	By 31 March
	2 Rotation of inclusive permanent exhibition artworks at Oliewenhuis	n/a	n/a	n/a	By 31 March
	Text of Exhibitions at NM in 3 languages.	100%	100%	100%	100%
No of inclusive temporary exhibitions delivered	4 temporary internal exhibitions per year (including virtual exhibitions)	1	1	1	1
	2 temporary external exhibitions	n/a	n/a	1	1

	12 temporary Art Exhibitions at Oliewenhuis and the Reservoir of which 80% of solo exhibits shall be Black artist and 50 % women (including virtual exhibitions)	3	3	3	3
No of Special Days celebrated with communities	Hosting of celebrations with community for International Museum Day, Women's Day, Youth Day and International Day of Persons with Disabilities (including virtual celebrations)	2 events	1 event	1 event	n/a
Conduct a facilities audit	Conduct a facilities audit with DPW/DSAC	n/a	n/a	n/a	n/a
	50% Implementation of UAMP projects funded by DSAC/DPW	0%	5%	15%	50%
No of visitors to the National Museum and satellites	100 000 to National Museum and the satellites	25 000	25 000	25 000	25 000

Museum provides heritage experience virtually	100 000 people reached through social media platforms	25 000	25 000	25 000	25 000
	300 social media posts made providing scientific/ heritage information	60	100	100	40
Celebrate excellence in the Heritage Sector	Host Free State Young Artist Competition	0	0	1	0
	1 New Breed Competition	0	1	0	0
	1 ArtBankSA competition	0	0	0	1
No of PHD or Masters students supervised	2 per annum PHD or Masters students supervised	0	2	0	0
No of post doc opportunities provided	0 per annum of post doc opportunities provided	0	0	0	0
No of internships provided	10 internships provided per annum	2	2	3	3
No of vacation work experience	5 per annum vacation work experience	0	0	0	5

opportunities provided for learners	opportunities provided for learners				
No of school groups receive curriculum-based lessons	350 lessons and guided tours school groups receive curriculum-based lessons by NM and 100 by Oliewenhuis	50 NM 20 Oliewenhuis	100 NM 20 Oliewenhuis	100 NM 20Oliewenhuis	100 NM 40 Oliewenhuis
	5 educator training workshops	0	0	0	5
	2000 educational brochures distributed by Oliewenhuis	250	250	500	500
	Participation in 2 career guidance initiatives	0	1	0	1
No of mobile museum visits to rural school	NM conduct 20 mobile museum trips including rural schools	5	5	5	5
	Oliewenhuis conduct 5 mobile art museum curriculum-based lessons on visual arts including rural schools	1	2	1	1
No of school holiday workshops provided	8 No of school holiday workshops provided	2	2	2	2
No of artworks purchased, leased and sold	100 No of artworks purchased	0	0	0	100

	20 artworks leased or sold per annum	5	5	5	5
No of ArtBank Exhibitions held	2 ArtBank Exhibitions held annually	n/a	1	n/a	1
	2000 people attend ArtBank exhibitions per annum	500	500	500	500
No of research or popular articles published about ArtBank collections	5 No of research or popular articles published about ArtBank collections	1	1	1	2
Amount of income generated	R 100 k per annum Amount of income generated	n/a	R25k	R25k	R 50k
ArtBank Sales & Marketing Strategy MOU with DSAC	ArtBank Sales & Marketing Strategy in place by March 2021. MOU with DSAC by Dec 2020	n/a	n/a	n/a	n/a

6.3. Programme 3: Compliance and Administration

Programme 3: Compliance and Administration	
Purpose	To provide the necessary professional support and compliance services to ensure the achievement of the Museum's Primary objectives of carrying out quality research, expanding and managing diverse heritage collections and communicating this to all, through educational programmes, exhibitions and publications, to emphasise the importance of this diverse heritage to the South African nation.
Sub Programmes (if Applicable)	Sub – Programme Purpose
Support Services	To provide support through Human resources, information technology, security, risk management, supply chain management to enable the Museum to achieve its mandate

Compliance Services	To provide support to the Museum to ensure compliance with Legislation, guidelines, frameworks to avoid audit Findings
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6.3.1. Programme 3: Compliance and Administration Outcomes, Outputs, Performance Indicators and Targets – MTEF PERIOD

Outcomes, Outputs, Performance Indicators and Targets – MTEF PERIOD									
Outcomes	Outputs	Output Indicators	ANNUAL TARGETS						
			Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
			19/20	20/21	21/22	22/23	23/24	24/25	25/26
Improved governance of the Museum	Unqualified audit report without findings	Achieve an unqualified audit report	Unqualified Audit for 18/19	Achieved clean audit for the 2019.20 financial year	Achieved clean audit for the 2021.22 financial	Unqualified Audit for 21/22	Unqualified Audit for 22/23	Unqualified Audit for 23/24	Unqualified Audit for 24/25
	Training of staff	No of staff training opportunities to support governance	New target	3	11 staff training opportunities to support governance	3 staff training opportunities to support governance	3 staff training opportunities to support governance	3 staff training opportunities to support governance	3 staff training opportunities to support governance
	Updated policies	No of policies reviewed	New target	100%	All policies must be reviewed in a 3 year	All policies must be reviewed in a 3 year cyclical schedule	All policies must be reviewed in a 3 year cyclical schedule	All policies must be reviewed in a 3 year	All policies must be reviewed in a 3 year

					cyclical schedule			cyclical schedule	cyclical schedule
	Enhanced Information Technology governance	Information technology governance enhanced with investment in IT infrastructure and relevant policies	New target	1	n/a	n/a	1 New server to be installed. 1 New Internet service provider	IT Policy and SOPS review	n/a
	Full participation performance and financial reporting	Performance and financial reporting	New target	100%	Quarterly performance reports submitted on time including lockdown revised dates Annual Report submitted on time	Quarterly performance reports submitted on time including lockdown revised dates	Quarterly performance reports submitted on time including lockdown revised dates	Quarterly performance reports submitted on time including lockdown revised dates	Quarterly performance reports submitted on time including lockdown revised dates
						Annual Report submitted on time	Annual Report submitted on time	Annual Report submitted on time	Annual Report submitted on time
	Implementation of disciplinary procedures	No of disciplinary actions taken for non-compliance with PFMA and policy	New target	100%	100% on all matters identified to implement consequence management	100% on all matters identified to implement consequence management	100% on all matters identified to implement consequence management	100% on all matters identified to implement consequence management	100% on all matters identified to implement consequence management

	Management of risks	Risk Management is implemented	New target	100%	Risk Management Registers (Operational, Strategic and Fraud Risk Registers) updated quarterly	Risk Management Registers (Operational, Strategic and Fraud Risk Registers) updated quarterly	Risk Management Registers (Operational, Strategic and Fraud Risk Registers) updated quarterly	Risk Management Registers (Operational, Strategic and Fraud Risk Registers) updated quarterly	Risk Management Registers (Operational, Strategic and Fraud Risk Registers) updated quarterly
				1	Annual Risk Treatment Plan	Annual Risk Treatment Plan	Annual Risk Treatment Plan	Annual Risk Treatment Plan	Annual Risk Treatment Plan
	Combined Assurance Plan in place	Combined Assurance Plan in place	New target	1	Combined Assurance Plan in place	Combined Assurance Plan in place	Combined Assurance Plan in place	Combined Assurance Plan in place	Combined Assurance Plan in place
	Quarterly maintenance of Council decision register	Council decision register updated quarterly	New target	New target	New target	New target	4 per annum	4 per annum	4 per annum

	Quarterly maintenance of Contract register	Contract register updated quarterly and approved by CEO	New target	New target	New target	New target	4 per annum	4 per annum	4 per annum
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6.3.2. Indicators, Annual and Quarterly Targets

Indicators, Annual and Quarterly Targets					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Achieve an unqualified audit report	Unqualified Audit for 20/21	0	0	1	0
No of staff training opportunities to support governance	3 staff training opportunities to support governance (including virtual)	0	1	1	1
No of policies reviewed	All policies must be reviewed in a 3 year cyclical schedule	0	0	0	100%
Information technology governance enhanced with investment in IT	Investment in new IT infrastructure	0	0	1 New server to be installed.	1 New Internet service provider

infrastructure and relevant policies	New IT policies to be drafted by 31 March 2021	n/a	n/a	n/a	n/a
Performance and financial reporting	Quarterly performance reports submitted on time	1	1	1	1
	Annual Report submitted on time			1	
No of disciplinary actions taken for non-compliance with PFMA and policy	100% on all matters identified to implement consequence management	0	0	0	100%
Risk Management is implemented	Risk Management Registers (Operational, Strategic and Fraud Risk Registers) updated quarterly	1	1	1	1
	Annual Risk Treatment Plan	n/a	n/a	n/a	Annual Risk Treatment Plan
	Combined Assurance Plan	n/a	n/a	n/a	Combined Assurance Plan
Quarterly maintenance of Council decision register	Council decision register updated quarterly	1	1	1	1
Quarterly maintenance of Contract register	Contract register updated quarterly and approved by CEO	1	1	1	1

7. Explanation of planned performance over the medium term period

The following key issues must be covered in the narrative per programme:

- a) The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, children and people with disabilities.
- b) Explanation of planned performance in relation to outputs must be discussed within budget programmes. The rationale for the choice of the outcome indicators relevant to the respective outcomes.
- c) Explanation of the outputs contribution to the achievement of the outcomes.

8. Programme Resource Considerations

Table: Budget Allocation for programme and sub programmes as per the ENE 2023- 2026

FUNDING					
Acc #	#	Description	PROJECTION 2023/24	PROJECTION 2024/25	PROJECTION 2025/26
0800/001	1	Subsidy	57,888,960	61,128,437	64,016,860
	2	Wage Freeze	-	-	-
	3	Reduction in subsidy	(1,041,980)	(1,104,499)	(1,336,709)
	4	Cost of compliance	462,160	489,890	519,283
0800/002	5	Subsidy: Municipal charges	3,377,160	3,579,790	3,722,981
0810/000	6	Interest (own income)	2,778,440	2,945,146	3,004,049
	7	Other income (own income)	163,280	225,000	238,500
	8	Leasing Private Owned	2,644,700	2,803,382	2,971,585
		Total Income/allocation	66,272,720	70,067,146	73,136,549

FUNDING					
Acc #	#	Description	PROJECTION 2023/24	PROJECTION 2024/25	PROJECTION 2025/26
1901/000	9	SALARIES	46,192,000	48,781,583	50,573,852
ECONOMIC CLASSIFICATION					
GOODS AND SERVICES					
PROGRAMME 1 BUSINESS DEVELOPMENT					
Acc Nu:	#	Description	PROJECTION 2023/24	PROJECTION 2024/25	PROJECTION 2025/26
1050/011	45	Advancing Black Scientists	47,700	50,562	53,596
1140/000	48	Florisbad 1: (Farm)	142,040	150,562	159,596
2010/000	49	Terrestrial Invertebrates	392,200	415,732	440,676
2020/000	51	Archaeology & Anthropology	106,424	112,809	119,578
2180/000	53	Florisbad 2 (Research)	125,059	132,563	140,516
2090/000	50	Department of Animal and Plant systematic	268,235	284,329	301,389
2080/000	56	History	171,899	182,213	193,146
2140/000	57	Mammalogy	159,615	169,192	179,343
2120/000	58	Ornithology	72,273	76,609	81,206
2130/000	59	Paleontology	153,170	162,360	172,102
2250/000	60	Rock Art	63,600	67,416	71,461
TOTAL Programme 1			1,702,215	1,804,348	1,912,609
ECONOMIC CLASSIFICATION					
GOODS AND SERVICES					
PROGRAMME 2 PUBLIC ENGAGEMENT					

FUNDING					
Acc #	#	Description	PROJECTION 2023/24	PROJECTION 2024/25	PROJECTION 2025/26
Acc Nu:	#	Description	PROJECTION 2023/24	PROJECTION 2024/25	PROJECTION 2025/26
2100/000	61	Design	132,500	140,450	148,877
2110/000	62	Education	74,283	78,740	83,464
2240/000	63	Oliewenhuis Art Museum	919,020	974,161	1,032,611
TOTAL Programme 2			1,125,803	1,193,351	1,264,952
ECONOMIC CLASSIFICATION					
GOODS AND SERVICES					
PROGRAMME 3: ADMINISTRATION/ SUPPORT					
Acc Nu:	#	Description	PROJECTION 2023/24	PROJECTION 2024/25	PROJECTION 2025/26
1100/000	8	Advertisements	75,101	79,607	84,383
1240/001	9	Audit fees (External audit)	864,002	915,842	970,793
1240/002	10	Audit fees (Internal audit)	350,000	371,000	393,260
1110/000	11	Bank charges	159,839	169,429	179,595
1925/001	12	Training General	58,000	61,480	65,169
1925/003	13	Bursaries (employees)	358,000	379,480	402,249
1230/000	14	Cleaning	129,333	137,093	145,319
1220/000	15	Computers (IT related services)	350,000	371,000	393,260
1150/000	16	Professional Services	303,925	322,161	341,490
1930/000	17	Council and Audit Committee Allowances	570,839	605,089	641,395
1180/000	18	Entertainment	39,485	41,854	44,365
	19	Team Building	-	-	-
	20	Strategic meetings	10,600	11,236	11,910

FUNDING					
Acc #	#	Description	PROJECTION 2023/24	PROJECTION 2024/25	PROJECTION 2025/26
1040/000	21	Exhibitions	392,000	415,520	440,451
1940/000	22	Human Resources (HR)	196,779	208,586	221,101
1290/000	23	Insurance	745,858	790,609	838,046
	24	Implementation of GRAP 103	-	-	-
1200/000	25	Licenses and membership	321,367	340,649	361,088
1160/000	26	Maintenance	980,000	1,038,800	1,101,128
1020/000	27	Marketing	200,628	212,666	225,426
	28	Website	-	-	-
1030/000	29	Municipal charges	3,377,160	3,579,790	3,794,577
1030/001	30	Leasing Private Owned	2,644,700	2,803,382	2,971,585
1190/000	31	Office/Administration	352,664	373,824	396,253
1190/000	32	Retirement benefits	1,604,242	1,700,497	1,802,526
1130/000	33	Printing (e.g. Annual Report & APP)	61,109	64,776	68,662
1010/000	34	Publications: "Culna"	101,124	107,191	113,623
1000/001	35	Publications: "INDAGO"	95,400	101,124	107,191
2242/000	36	Purchase fund - Art works	159,000	168,540	178,652
1250/000	37	Security Services	1,037,470	1,099,718	1,165,701
	38	Uniforms	30,210	32,023	33,944
1270/000	39	Subsistence and Travel	455,916	483,271	512,267
1280/000	40	Telephone	187,516	198,767	210,693
3500/000	41	Capital expenditure	554,951	588,248	623,543
2270/000	42	Library: Book purchases	31,800	33,708	35,730
2260/000	43	Library: Journal purchases	318,004	337,084	357,309
2160/000	44	Workshop	57,240	60,674	64,315

FUNDING					
Acc #	#	Description	PROJECTION 2023/24	PROJECTION 2024/25	PROJECTION 2025/26
2300/000	45	Collections Management	78,440	83,146	88,135
TOTAL Programme 3			17,252,702	18,287,864	19,385,136
TOTAL INCOME			66,272,720.00	70,067,146	73,136,549
TOTAL EXPENDITURE (INCLUDING SALARIES)			66,272,720.00	70,067,146	73,136,549
SURPLUS/ DEFICIT			-	-	-

9. Updated Key Risks

Outcome	Programme	Key Risk	Risk Mitigation
Museum Exhibitions are inclusive, interactive, educational and entertaining.		<p>Lack of budget to implement inclusive permanent exhibitions</p> <p>Museum is in the centre of town and inner-city issues like lack of parking, crime and undesirable elements affect visitors enjoyment</p> <p>DPW does not maintain or inadequately maintains the building resulting in safety hazards</p> <p>Risk of flooding</p>	<p>To look at the plan and provide detailed costings to DSAC to obtain funding</p> <p>Liaise with the Municipality on crime and grime issues</p> <p>Improve visible security.</p> <p>The DSAC should be viewed as an alternative source of direct funding for critical work to be done.</p>

New knowledge is generated and disseminated on our natural and cultural heritage including ancient environments	Programme 1: Business Development	<p>Insufficient budget due to budget cuts</p> <p>Attrition of an inability to attract skilled staff</p> <p>Load shedding decreases productivity and damages assets</p>	<p>Apply for external funding</p> <p>Organisation review which includes grading and notching exercise.</p> <p>Back up for satellites need to be installed</p>
Opportunities created for unemployed learners to gain workplace skills and provision of curriculum-based learning support to schools	Programme 2: Public Engagement	<p>Some schools do not have transport to come to the Museum</p> <p>Insufficient budget to give effect to Fine Art curriculum-based lessons</p>	<p>The Mobile Museum can be used working together with all divisions including Fine Art</p> <p>A plan to be created how Oliewenhuis and ArtBank can support the visual arts school curriculum</p>
Improved governance of the Museum	Programme 3: Compliance and Administration	<p>Cost of compliance is growing</p> <p>Consequence Management not implemented</p> <p>Lack of skills in divisions in understanding the SCM and governance processes.</p> <p>Noncompliance with SCM and PFMA processes</p> <p>GRAP implementation</p> <p>Insurance risk = increasing claims / risk to 3rd party items</p>	<p>Amalgamation of entities and also cost cutting measures to be put in place</p> <p>Regular training on SCM</p> <p>Consequence Management</p> <p>Quarterly non-compliance reporting</p> <p>Internal audits led by Collections on compliance with Collections processes.</p> <p>Insurance risk review and policy environment strengthened.</p>

ArtBank becomes financially sustainable to support the visual arts economy	Programme 2: Public Engagement	Lack of sales and marketing skills and plan	Need a sustainable and cost-effective sales and marketing plan to be implemented and staff training Marketing brochures
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10. Public Entities

n/a

11. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
Project 1	HVAC System	Programme 1: Business Development	The project will focus on repair/ replacement of HVAC system to full functionality	A functional HVAC system to ensure proper conservation of heritage item collections	2019	2021	7 796 567	27 876
Project 2	Fire System	Programme 1: Business Development	The project will focus on repairing and installing all the requirements to make the National Museum and Satellites compliant with Fire Safety Standards	All activities in fire safety report	2019	2021	224 913	R nil

			as identified in the report					
Project 3	Building of storage space	Programme 1: Business Development	The project will focus on upgrading the storage space for collections at the National Museum	Additional Storage space for the National Museum increasing collection	2019	2023	7000 000	R nil
Project 4	Upgrading of the National Museum and Oliewenhuis roof	Programme 1: Business Development	The project will focus on replacing the roof of Oliewenhuis	Safer and upgraded roof	2020	2022	6 625 563	R nil
TOTAL							21 647 043	27 786

12. Public Private Partnerships

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
n/a				

Part D: Technical Indicator Descriptions (TID)

Indicator Title	<input type="checkbox"/> Title of the indicator verbatim from the Programme plan
Definition	<input type="checkbox"/> The meaning of the indicator <input type="checkbox"/> The explanation of technical terms used in the indicator
Source of data	

	<input type="checkbox"/> Where the information is collected from
Method of Calculation / Assessment	<input type="checkbox"/> How the performance is calculated (quantitative) <input type="checkbox"/> How the performance is assessed (qualitative)
Means of verification	<input type="checkbox"/> The portfolio of evidence required to verify the validity of data
Assumptions	<input type="checkbox"/> Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	<input type="checkbox"/> Target for Women: <input type="checkbox"/> Target for Youth: <input type="checkbox"/> Target for People with Disabilities:
Spatial Transformation (where applicable)	<input type="checkbox"/> Reflect on contribution to spatial transformation priorities <input type="checkbox"/> Reflect on the spatial impact area
Calculation Type	<input type="checkbox"/> Cumulative (Year-End) <input type="checkbox"/> Cumulative (Year-to-Date) <input type="checkbox"/> Non-Cumulative
Reporting Cycle	<input type="checkbox"/> Quarterly, Bi-Annual or Annual
Desired performance	<input type="checkbox"/> Identifies whether actual performance that is higher or lower than targeted performance is desirable.
Indicator Responsibility	<input type="checkbox"/> Who is responsible for managing or reporting on the indicator

PROGRAMME 1: BUSINESS DEVELOPMENT

Indicator title	1. Number of new heritage items added to the collection.
Definition	Objects / specimens ("material units") added to natural history, cultural history and art collections
Source/collection of data	Databases of heritage material accessioned / added to collections.
Method of calculation	Simple count.
Means of verification	Count on databases of additions
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Heads of research departments, Oliewenhuis Art Museum, Collections Managers

Indicator title	2. Collections Department audit of Heritage Collection for compliance with collections policy
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Definition	Collections audit (internal) undertaken annually and recommendations arising implemented.
Source/collection of data	Collections audit reports.
Method of calculation	Simple count.
Means of verification	Collection audit reports.
Assumptions	Collection policy in place
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative and cumulative
Reporting cycle	Annually and quarterly
Desired performance	Current performance satisfactory, although improved performance on follow-up of issues desirable.
Indicator responsibility	Head: Collections Management Department (Humanities), Director

Indicator title	3. No of heritage items digitised.
Definition	Heritage items digitised as per National Museum digitisation policy. The Museum will be digitising old heritage records (where feasible) as well as new heritage records (where feasible).
Source/collection of data	List of digitised items and original record
Method of calculation	Simple count.
Means of verification	Digitised records
Assumptions	Technological equipment in place
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative.
Reporting cycle	Quarterly
Desired performance	Current performance satisfactory, although improved performance on follow-up of issues desirable.
Indicator responsibility	Director/ All HODs

Indicator title	4. Number research studies conducted on existing collections
Definition	Research conducted on collections housed at the National Museum and/or satellites by Museum scientist or external scientist
Source/collection of data	Project registrations or papers published,
Method of calculation	Simple count
Means of verification	Motivation on Project registration or Papers published concerning Museum collections
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	Scientists, Head of Departments, Director
Indicator Title	Popular research articles published

Definition	Research is popularized through publishing articles in popular media such as semi-scientific journals, magazines, online resources and newspapers.
Source/collection of data	Copies of published articles.
Method of calculation	Simple count.
Means of verification	Copies of published articles
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers, Assistant Director.
Indicator title	Develop a policy for ethical research at the Museum
Definition	Develop a policy for ethical research in terms of national and international standards, guidelines and legislation.

Source/collection of data	Approved Ethical Policy
Method of calculation	Simple count.
Means of verification	Approved Ethical Policy
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	New target
Indicator responsibility	Researchers, Ethics Committee, CEO, council

Indicator title	Research grants awarded to Museum Scientists
Definition	Research grants/ outside funding to conduct research by museum researchers
Source/collection of data	Grant award letters showing grant funding awarded in the financial year

Method of calculation	Simple count
Means of verification	Grant award letters
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	Scientists, Director

Indicator title	NRF rated Museum scientists
Definition	A National Research Foundation (NRF) rating based on research outputs and standing in the scientific community reflects research excellence and productivity.
Source/collection of data	Notification of rating letters, reports from the NRF
Method of calculation	Simple count.

Means of verification	Notification of rating letters, reports from the NRF
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually
Desired performance	Current performance not satisfactory.
Indicator responsibility	Researchers, Director.

Indicator title	Number of research fieldtrips conducted
Definition	Trips to the field to collect specimens and data are essential to conduct proper research
Source/collection of data	Museum vehicle logbooks, photos of fieldtrips, accommodation receipts, CEO approval memos.
Method of calculation	Simple count.
Means of verification	Museum vehicle logbooks, photos of fieldtrips, accommodation receipts

Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly
Desired performance	New target.
Indicator responsibility	Collection managers, Researchers, Director.

Indicator title	Research papers or posters delivered at research conferences
Definition	Presentations given by Museum staff at research conferences and workshops
Source/collection of data	Record / copy of presentation; attendance register for conference / workshop.
Method of calculation	Simple count.
Means of verification	Programme of conference, photos of presentation at conference, attendance register, certificate of presentation
Assumptions	n/a

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers.

Indicator title	Public lectures delivered
Definition	Research is popularized through popular lectures to associations, school learners and other interest groups.(public)
Source/collection of data	Record of presentation of popular lectures (e.g. letters of thanks from associations), photos
Method of calculation	Simple count.
Means of verification	Record of presentation of popular lectures (e.g. letters of thanks from associations), signed form from association, photos
Assumptions	n/a

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory
Indicator responsibility	Researchers, Director.

Indicator title	Lectures delivered to students registered at Higher Education Institutions
Definition	Presentation of lectures and practical sessions in the Museum's specific research disciplines to tertiary students
Source/collection of data	Record of lectures and practicals presented
Method of calculation	Simple count.
Means of verification	Record of lectures and practicals presented (e.g. letters from programme leader at institution, photos)
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a

Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers.

Indicator title	Articles published in peer reviewed journals
Definition	Results of research published as articles in scientific journals. 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.
Means of verification	Copies of research articles
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a

Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly
Desired performance	Current performance satisfactory
Indicator responsibility	Researchers, Director.

Indicator title	New animal or plant or fossil species described
Definition	Number of new animal or plant or fossil species descriptions published in journals
Source/collection of data	Copies of research publications
Method of calculation	Simple counts
Means of verification	Copies of research publications, new species names in the publication
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a

Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	Researchers

Indicator title	Reviews conducted of research articles, proposals, reports and management plans
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,) management plans (e.g. for conservation authorities) and dissertations or theses (e.g. for postgraduate students at universities).or moderation of exams (for tertiary institutions)
Source/collection of data	Relevant correspondence from journal, or relevant authorities
Method of calculation	Simple counts
Means of verification	Relevant correspondence from journal, or relevant authorities
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a

Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Museum researchers, Director.

Indicator title	CRM, EIA, biomonitoring and Site Reports
Definition	Cultural Resource Management (CRM), Environmental Impact Assessment (EIA), biomonitoring and Site Reports produced by Museum researchers.
Source/collection of data	Copies of reports.
Method of calculation	Simple count.
Means of verification	Copies or reports
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative.

Reporting cycle	Quarterly.
Desired performance	Current performance not satisfactory.
Indicator responsibility	Researchers.

Indicator title	New international and national collaborative projects established
Definition	Establishment of new collaborations concerning research.
Source/collection of data	Registration of research projects
Method of calculation	Simple count.
Means of verification	Registration of research projects per Council approval
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.

Desired performance	Current performance satisfactory.
Indicator responsibility	Researchers, Assistant Director, Director.

Indicator title	Production of <i>Culina</i> a popular publication
Definition	<i>Culina</i> is the popular magazine of the National Museum, with a hard copy published annually and online articles on the museum publications website throughout the year. <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 hard copy publication, copies of online articles.
Method of calculation	Simple count.
Means of verification	Copy of annual hard copy publication, copies of online articles
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly

Desired performance	Current performance satisfactory.
Indicator responsibility	Editor of <i>Culna.</i> , Researchers

Indicator title	Production of <i>Indago</i> , a peer reviewed journal <i>online</i>
Definition	<i>Indago</i> is the research journal of the National Museum, published regularly during each year. <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 online
Method of calculation	Simple count.
Means of verification	Copies of the research publication online
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative.
Reporting cycle	Annually
Desired performance	Current performance not satisfactory.

Indicator responsibility	Editor of <i>Indago</i> , Researchers
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Indicator title	Staff serving on the Executive of professional bodies
Definition	Professional staff serving on committees of professional bodies (e.g. societies, associations, etc.) relating to their fields of expertise.
Source/collection of data	Letters of appointment to committees; related correspondence. List on website of office bearers
Method of calculation	Simple count.
Source of verification	Letters of appointment to committees or related correspondence or list on website of office bearers
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/s
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Bi-annually
Desired performance	Current performance satisfactory.
Indicator responsibility	Museum researchers, Director.

Indicator title	Progress on research projects during the year
Definition	Annual assessment of progress on research projects.
Source/collection of data	Report on progress of research projects.
Method of calculation	Each project has set deliverables per annum. The performance must be calculated averaged across projects.
Source of verification	Report on progress of research projects.
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative.
Reporting cycle	Annually.
Desired performance	Current performance satisfactory.
Indicator responsibility	Assistant Director, Director.

Programme 2: Public Engagement

Indicator title	Permanent Exhibition Plan is reviewed and approved by CEO and Council
Definition	Annual review of permanent exhibition plan involving all various exhibitions planned for the Museum and its satellite museums (excluding Oliewenhuis Art Museum)
Source/collection of data	Record of review process; minutes of meetings.
Method of calculation	Simple count.
Means of verification	Record of review process; minutes of meetings.
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Design Department, Director.

Indicator title	Inclusive permanent exhibition at National Museum
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Definition	Inclusive permanent exhibition at the National Museum
Source/collection of data	Photos of permanent exhibition
Method of calculation	Simple count.
Means of verification	Photos of permanent exhibition
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually
Desired performance	New target
Indicator responsibility	Exhibition Project Leader, Head: Museum Design Department, PR/Marketing Committee.

Indicator title	Rotation of inclusive permanent exhibition artworks at Oliewenhuis
Definition	Rotation of inclusive permanent exhibition artworks at Oliewenhuis from the artwork collections

Source/collection of data	Photos of exhibition
Method of calculation	Simple count.
Means of verification	Photos of exhibition
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Bi-annually
Desired performance	New target
Indicator responsibility	Head: Oliewenhuis Art Museum, Director

Indicator title	Text of Exhibitions at the National Museum in 3 languages
Definition	Text for all permanent public displays in the National Museum produced in 3 languages (English, Afrikaans, Sesotho) in order to provide improved access to heritage information; to address multilingualism
Source/collection of data	Proof of text in the exhibition in 3 languages e.g. photos

Method of calculation	Simple count.
Means of verification	Proof of text in the exhibition in 3 languages e.g. photos
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory
Indicator responsibility	Exhibition Project Leader, Head: Museum Design Department,

Indicator title	Temporary internal exhibitions per year (including virtual exhibitions during lockdown)
Definition	Temporary (of 3-4 months duration), themed exhibitions developed and installed in the Museum and its satellites (excluding Oliewenhuis Art Museum). During lockdown virtual exhibition and time period is not calculated.
Source/collection of data	Photos of temporary exhibition.

Method of calculation	Simple count.
Means of verification	Photos of temporary exhibition
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Exhibition Project Leader, Head: Museum Design Department, PR/Marketing Committee.

Indicator title	Temporary external exhibitions (during lockdown virtual exhibitions)
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 centres). (during lockdown virtual exhibitions and time is not calculated)
Source/collection of data	Photos of exhibition
Method of calculation	Simple count

Means of verification	Photos of exhibition.
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Exhibition Project Leader, Head: Museum Design Department, PR/Marketing Committee.

Indicator title	Temporary art exhibitions hosted at Oliewenhuis and the Reservoir of which 80% of solo exhibits shall be black artists and 50% women (during lockdown virtual exhibitions)
Definition	Temporary or travelling art exhibitions, showcasing work of South Africa's artists installed and hosted at Oliewenhuis Art Museum and the Reservoir. 80% of solo exhibits shall be black artists and 50% women
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.

Means of verification	Record of art exhibitions hosted (photographic evidence, correspondence, etc. including that relating to the official exhibition openings).
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Curator, Exhibition Officer: Oliewenhuis Art Museum

Indicator title	Hosting of 4 celebrations with community for International Museum Day, Women's Day, Youth Day and International Day of Persons with Disabilities (during lockdown virtual exhibitions)
Definition	Hosting of 4 celebrations at the National Museum, Oliewenhuis or satellites or in public spaces with the community for International Museum Day, Women's Day, Youth Day and International Day of Persons with Disabilities
Source/collection of data	Photos of celebrations or media releases or correspondence
Method of calculation	Simple count

Means of verification	Photos of celebrations or media releases or correspondence
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	PR committee, Director

Indicator title	Conduct a facilities audit with DPW/DSAC
Definition	Conduct a facilities audit with Department of Public works and/or Department Sport Arts and Culture
Source/collection of data	Reports
Method of calculation	Simple count
Means of verification	Reports

Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	New target
Indicator responsibility	Facilities Manager, Director

Indicator title	% implementation of UAMP projects that have funding from DSAC/ DPW
Definition	Implementation of infrastructure projects
Source/collection of data	Progress reports and Funding letters
Method of calculation	Simple count
Means of verification	Progress reports
Assumptions	n/a

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	Facility Manager, Director

Indicator title	Visitors to the National Museum, Oliewenhuis and the satellites
Definition	Numbers of visitors to the National Museum and satellites and Oliewenhuis Art Museum.
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.
Means of verification	Records of visitors to the Museum and its satellite museums, as well as numbers of people participating in its outreach programmes.
Assumptions	n/a

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance not satisfactory.
Indicator responsibility	Caretaker Services, Head: Museum Education Department. Head: Oliewenhuis, PR committee, Director
Indicator title	No of people reached through social media platforms
Definition	No of people who see our social media posts. This reach is quantified by social media platforms like Facebook, Twitter, and Instagram.
Source/collection of data	Quarterly reports
Method of calculation	Simple count
Means of verification	Facebook reports and Quarterly reports
Assumptions	n/a

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	cumulative
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	Design; Oliewenhuis; ArtBank

Indicator title	No of social media posts made providing scientific/ heritage information
Definition	No of post made on all Museum social media platforms that provide scientific or research or promotes museum services and other activities.
Source/collection of data	Quarterly reports
Method of calculation	Simple count
Means of verification	Facebook reports and Quarterly reports
Assumptions	n/a

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	cumulative
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	Design; Oliewenhuis; ArtBank

Indicator title	PhD or Masters students supervised
Definition	Supervision of post-graduate students (Masters and Doctoral) by Museum researchers as specialist in their fields of expertise.
Source/collection of data	Proof of supervision from HEI or progress reports of student(s)
Method of calculation	Simple count.
Means of verification	Proof of supervision from HEI or progress reports of student(s)
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a

Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	Current performance satisfactory.
Indicator responsibility	Museum researchers supervising students.

Indicator title	Post-doc opportunity provided
Definition	Post-doc opportunity provided for study at the National Museum in a relevant field
Source/collection of data	Progress reports of post-doc, relevant correspondence or adverts
Method of calculation	Simple count.
Means of verification	Progress reports of post-doc, relevant correspondence or adverts
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a

Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	New target
Indicator responsibility	Museum researchers supervising post-doc, director

Indicator title	Internships provided
Definition	Training of interns at various levels specific to the disciplines of the Museum.
Source/collection of data	Progress reports, internships contracts
Method of calculation	Simple count.
Means of verification	Progress reports, internships contracts
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.

Reporting cycle	Six-monthly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Museum staff involved in training, Human Resources Generalist.

Indicator title	Vacation work experience opportunities provided for learners
Definition	Opportunities for learners to get work experience during vacation at the National Museum and satellites
Source/collection of data	Reports, learners contracts
Method of calculation	Simple count.
Means of verification	Reports, learners contracts
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually

Desired performance	New target
Indicator responsibility	HODs involved in training, Human Resources Generalist.

Indicator title	Curriculum-based lessons received and guided tours of school groups by National Museum and Oliewenhuis
Definition	Educational lessons (curriculum-based) & guided tours presented to learners, educators, schools and visitors at National Museum and satellites and Oliewenhuis.
Source/collection of data	Proof of bookings for lessons & guided tours; letters of acknowledgement, visitors file, list of lessons given by museum educators to which school.
Method of calculation	Simple count.
Means of verification	Proof of bookings for lessons & guided tours; letters of acknowledgement, visitors file, list of lessons given by museum educators to which school.
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.

Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Education Department, Caretaker Services; Educator: Oliewenhuis

Indicator title	Educator training workshops presented
Definition	Training workshops presented to educators by Museum staff on specialized aspects related to the school curriculum
Source/collection of data	Attendance registers for workshops; appropriate correspondence.
Method of calculation	Simple count.
Means of verification	Attendance registers for workshops; appropriate correspondence
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually
Desired performance	Current performance satisfactory

Indicator responsibility	Head: Museum Education Department.
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Indicator title	Educational brochures distributed by Oliewenhuis
Definition	Educational brochures about the exhibitions at Oliewenhuis distributed to learners, educators, schools and visitors.
Source/collection of data	Numbers of materials / booklets distributed.
Method of calculation	Simple count.
Means of verification	Numbers of materials / booklets distributed
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory
Indicator responsibility	Head: Oliewenhuis, Caretaker Services

Indicator title	Participation in career guidance initiatives
Definition	Participation in career guidance initiatives such as career expos, guidance lessons at schools
Source/collection of data	Photos of career expos, school visit forms
Method of calculation	Simple count.
Means of verification	Photos of career expos, school visit forms
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative.
Reporting cycle	Bi-annually
Desired performance	New target
Indicator responsibility	Head: Education department
Indicator title	National Museum conduct mobile museum trips including to rural schools

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.
Source/collection of data	Records of visits, including photographs; vehicle log sheets; letters of acknowledgment.
Method of calculation	Simple count.
Means of verification	Records of visits, including photographs; vehicle log sheets; letters of acknowledgment.
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
Desired performance	Current performance satisfactory.
Indicator responsibility	Head: Museum Education Department.

Indicator title	Oliewenhuis conduct mobile art museum curriculum-based lessons on visual art including rural schools
Definition	Oliewenhuis conduct mobile art museum curriculum-based lessons on visual art including rural schools

Source/collection of data	Records of visits, including photographs; vehicle log sheets; letters of acknowledgment.
Method of calculation	Simple count.
Means of verification	Records of visits, including photographs; vehicle log sheets; letters of acknowledgment.
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
Desired performance	New target
Indicator responsibility	Head: Oliewenhuis, Educator at Oliewenhuis.

Indicator title	School holiday workshops provided
Definition	Workshops, involving various media and crafts, hosted by National Museum and Oliewenhuis Art Museum during school holidays.
Source/collection of data	Marketing materials; bookings; proof of payment, attendance registers

Method of calculation	Simple count.
Means of verification	Marketing materials; bookings; proof of payment. attendance registers
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly
Desired performance	Current performance satisfactory.
Indicator responsibility	Education Officer, Curator: Oliewenhuis Art Museum; Head: Education department

Indicator title	Artworks purchased
Definition	Artworks of contemporary South African artists purchased by ArtbankSA
Source/collection of data	Proof of payments to artists, database of ArtBank
Method of calculation	Simple count.

Means of verification	Proof of payments to artists, invoices of artworks, database of ArtBank
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non- cumulative.
Reporting cycle	Annually.
Desired performance	New target
Indicator responsibility	National Art Bank Project Manager, Director

Indicator title	Artworks leased and sold per annum
Definition	Artworks of contemporary South African artists leased and sold through ArtbankSA
Source/collection of data	Proof of payments from leases or purchasers, database of ArtBank
Method of calculation	Simple count.
Means of verification	Proof of payments from leases or purchasers, database of ArtBank

Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non- cumulative.
Reporting cycle	Annually.
Desired performance	New target
Indicator responsibility	National Art Bank Project Manager, Director

Indicator title	National Art Bank exhibitions held annually
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.
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.

Means of verification	Record of art exhibitions hosted (photographic evidence, correspondence, etc. including that relating to the official exhibition openings).
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non- cumulative.
Reporting cycle	Annually.
Desired performance	Hosting of one exhibition per annum.
Indicator responsibility	National Art Bank Project Manager, Curator, Exhibition Officer: Olievenhuis Art Museum

Indicator title	People attending Art Bank exhibitions per annum
Definition	Number of people attending/ visiting Art Bank exhibitions at Olievenhuis Art Museum or other agreed upon exhibition venues.
Source/collection of data	Visitor statistics of exhibition
Method of calculation	Simple count.
Means of verification	Visitor statistics of exhibition

Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non- cumulative.
Reporting cycle	Bi-annually.
Desired performance	New target
Indicator responsibility	National Art Bank Project Manager, Caretaker services

Indicator title	Research or popular articles published about ArtBank collections
Definition	Research on ArtBank collections published as articles in scientific journals or as popular articles in popular magazines or printed media. .
Source/collection of data	Copies of research or popular articles.
Method of calculation	Simple count.
Means of verification	Copies of research or popular articles.
Assumptions	n/a

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	Project manager: ArtBank

Indicator title	Amount of income generated per annum
Definition	Amount of income generated by leases and sales of artworks by ArtbankSA
Source/collection of data	Proof of payments from leases or purchasers, database of ArtBank
Method of calculation	Simple count.
Means of verification	Proof of payments from leases or purchasers, database of ArtBank
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a

Spatial Transformation (where applicable)	n/a
Calculation type	Non- cumulative.
Reporting cycle	Annually.
Desired performance	New target
Indicator responsibility	National Art Bank Project Manager, Director

Indicator title	ArtBank Sales and Marketing strategy in place
Definition	ArtBank Sales and Marketing strategy in place
Source/collection of data	Copy of ArtBank Sales and Marketing strategy
Method of calculation	Simple count.
Means of verification	Copy of ArtBank Sales and Marketing strategy
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a

Calculation type	Non- cumulative.
Reporting cycle	Bi-annually.
Desired performance	New target
Indicator responsibility	National Art Bank Project Manager, Director

PROGRAMME 3: COMPLIANCE AND ADMINISTRATION

Indicator Title	Achieve an unqualified audit report
Definition	Unqualified audit of the financial and non-financial affairs of the National Museum.
Source/collection of data	Audit report.
Method of calculation/ Assessment	Simple count.
Means of verification	Audit report
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.

Reporting cycle	Annually.
Desired performance	Current performance satisfactory.
Indicator responsibility	Chief Financial Officer, Director, Council.

Indicator title	Staff training opportunities to support governance (including virtual during lockdown)
Definition	Staff attend training opportunities to support governance
Source/collection of data	Attendance registers, photos,
Method of calculation	Simple count
Means of verification	Attendance registers, photos,
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly

Desired performance	New target
Indicator responsibility	CFO, HR, Director

Indicator title	All policies reviewed in a 3 year cyclical schedule
Definition	Policies of the National Museum reviewed according to a schedule in a 3 year cycle
Source/collection of data	Minutes of meetings, policy review schedule, approved policies
Method of calculation	Simple count.
Means of verification	Minutes of meetings, policy review schedule, approved policies
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	New target

Indicator responsibility	CFO, HR, Director
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Indicator title	Investment in new IT infrastructure
Definition	New IT infrastructure in place
Source/collection of data	Proof of payment, proof from service provider
Method of calculation	Simple count.
Means of verification	Proof of payment, proof from service provider
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	None
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	New target
Indicator responsibility	IT committee, SCM, CFO, Director

Indicator title	New IT policies drafted
Definition	New IT policies drafted
Source/collection of data	Draft of IT policies.
Method of calculation	Simple count.
Means of verification	Draft of IT policies.
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	New target
Indicator responsibility	IT committee, CFO, Director
Indicator title	Quarterly performance reports submitted on time

Definition	Quarterly performance reports submitted on time
Source/collection of data	Proof of submission of report to DSAC e.g. e-mail,
Method of calculation	Simple count.
Means of verification	Proof of submission of report to DSAC e.g. e-mail,
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	Deputy director, Director

Indicator title	Annual Report submitted on time
Definition	Annual Report submitted on time

Source/collection of data	Proof of submission of Annual report to DSAC e.g. e-mail, hard copy of report
Method of calculation	Simple count.
Means of verification	Proof of submission of Annual report to DSAC e.g. e-mail, hard copy of report
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually
Desired performance	New target
Indicator responsibility	Deputy director, CFO, Director

Indicator title	Disciplinary actions taken for non-compliance with PFMA and policy
Definition	100% on all matters identified to implement consequence management
Source/collection of data	Proof of disciplinary actions

Method of calculation	Simple count.
Means of verification	Proof of disciplinary actions
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually
Desired performance	New target
Indicator responsibility	HR, CFO, Director

Indicator title	Risk Management is implemented. Risk Management Registers updated quarterly
Definition	Risk Management is implemented. Risk Management Registers (Operational, Strategic and Fraud Risk Registers) updated quarterly and submitted to Council
Source/collection of data	Copy of risk registers tables
Method of calculation	Simple count.

Means of verification	Copy of risk registers tabled
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Quarterly
Desired performance	New target
Indicator responsibility	HR, CFO, Director

Indicator title	Annual Risk treatment plan
Definition	Annual Risk treatment plan
Source/collection of data	Copy of Annual Risk treatment plan
Method of calculation	Simple count.
Means of verification	Copy of Annual Risk treatment plan

Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually
Desired performance	New target
Indicator responsibility	HR, CFO, Director

Indicator title	Combined Assurance Plan
Definition	Combined Assurance plan
Source/collection of data	Copy of Annual Combined Assurance plan
Method of calculation	Simple count.
Means of verification	Copy of Annual Combined Assurance plan

Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Non-cumulative.
Reporting cycle	Annually
Desired performance	New target
Indicator responsibility	CFO, CEO

Indicator title	Council decision register updated quarterly
Definition	A register is maintained for governance purposes to record all Council decisions
Source/collection of data	Council register and Council minutes
Method of calculation	Simple count.
Means of verification	Registration of research projects per Council approval
Assumptions	n/a

Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a

Indicator title	Contract register updated quarterly and approved by CEO
Definition	A contract register is maintained to establish commitments and best practise in contract management
Source/collection of data	Copy of CEO reviewed and signed contract register
Method of calculation	Simple count.
Means of verification	Decision register of CEO
Assumptions	n/a
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a

Annexures to the Annual Performance Plan

The following annexures must be included in the Annual Performance Plans of institutions where applicable:

Annexure A: Amendments to the Strategic Plan

No revisions

Annexure B: Conditional Grants

None

Annexure C: Council Charter



**an agency of the
Department of Sports, Arts and Culture**

NATIONAL MUSEUM

COUNCIL CHARTER

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ABBREVIATIONS AND ACRONYMS

GLOSSARY OF TERMS AND INTERPRETATION

APP	Annual Performance plan
DSAC	DEPARTMENT OF SPORTS ARTS AND CULTURE
PFMA	Public finance Management Act, Act No 1 of 1999
SOE	State Owned Enterprise
CEO	Chief Executive Officer
CFO	Chief Financial Officer
NT	National Treasury established in terms of section 5 of the PFMA
TOR	Terms of Reference
DD	Deputy Director
HOD	Heads of Departments
ICT	Information and Communication Technology
Shareholder	Minister of the DEPARTMENT OF SPORTS ARTS AND CULTURE
Executive Authority	Shareholder
Accounting Authority	Council members of the National Museum
Accounting Officer	CEO of the National Museum
Executive Committee	Chairperson of Council, Deputy Chairperson of Council, and the CEO of the National Museum
Council	Council members of the National Museum

His	Includes both genders
Protocol	Protocol Governance in the Public Sector (2002)
Shareholder's Compact	Agreement between the Shareholder and the Council. By definition, the Compact is not a requirement for Schedule 3A entities
Committees	Committees of council of the National Museum
Majority of members	50%+1 of the total number of active Council members appointed by the Minister in terms of section 5 of the Cultural Institutions Act
Executive Management	CEO, Deputy Director, Chief Finance Officer and Head Of Departments
Staff	Employees of the National Museum below Executive Management

1. BACKGROUND: NATIONAL MUSEUM COUNCIL CHARTER

The National Museum in Bloemfontein is a museum established in terms of the Cultural Institutions Act (PFMA) no. 119 of 1998 and listed as a Schedule 3A public entity as defined by the Finance Management Act no. 1 of 1999. The National Museum Council has decided to apply the corporate governance principles of the Protocol on Corporate Governance in the Public Sector, PFMA and the King III and IV Codes on Corporate Governance, to their activities in order to regularise and improve the corporate governance of the National Museum.

This Council Charter sets out the corporate governance policies of the Museum, as adopted by the Council. The Council Charter must be read in conjunction with the Shareholder's Compact, Strategic Plan and the Annual Performance Plan of the National Museum, and priorities of the Shareholder N.B The Charter of the National Museum will be reviewed annually

2. PREAMBLE

The National Museum Council Charter sets out the functions and responsibilities of the Council, along with certain matters relevant to the operations of the Council. These include the provisions of the Cultural Institutions Act No. 119 of 1988, the Constitution of South Africa, the Public Finance Management Act (PFMA) No. 1 of 1999 and King III and IV reports on Corporate Governance.

In accordance with the provisions of section 8 of the Cultural Institutions Act, the Council shall determine the policy and objectives of the National Museum and shall exercise general control over the performance of its functions, the exercise of its powers and the execution of its duties by the National Museum.

This Charter aims to regulate the parameters within which the Council will operate and ensure the application of the principles of good corporate governance in all dealings by, in respect of, and on behalf of the National Museum.

Whilst this Charter includes references to minimum acceptable standards of governance, in pursuit of its underlying ideals, it is critical that substance prevails over form. The Council re affirms its intention to exceed these corporate governance standards wherever reasonable, having due consideration to:

- Recognised standards of governance;
- Best practice locally and internationally;
- The recommendations of the King III and IV Code on Governance (King III and IV);
- The Protocol on Governance of State Owned Entities (the Protocol);
- The objectives and functions set out in Section 8 of the Cultural Institutions Act.

The National Museum Council believes that good governance involves the clarity of roles and the proper utilisation of skills and processes. The Council therefore focuses on activities that enable it to promote shareholder's interest, such as the active consideration of long-term strategy, the monitoring of executive action, and on-going executive management succession. The Council further believes that the governance of the National Museum is best achieved by the delegation of its authority to the executive management of the National Museum subject to defined limits and monitoring by the Council. To reflect this approach, the Council Charter is designed to enable the Council and the executive management to operate within a clear governance framework. All Council members and executive management will annually sign a copy of this Charter (initial on all pages and signature on the last page of the Charter) which will constitute an integral part of each member of Council and of Management's terms and conditions of appointment.

3. PURPOSE OF THE COUNCIL CHARTER

3.1 The purpose of this Council Charter is to:

- set out the vision, mission, roles and responsibilities of the Council of the National Museum;
 - ensure that all Council Members are aware of their individual and collective duties and responsibilities;
 - ensure that Council Members are aware of the various legislation, regulations and policies affecting their conduct;
 - ensure that the principles of corporate governance are applied in Council's dealings in respect of, and on behalf of the National Museum.

3.2 This Charter aims to regulate the parameters within which the council will operate and to ensure application of the principles of good corporate governance in all dealings by, in respect of, and on behalf of the National Museum.

4. LEGISLATIVE, POLICY AND GOVERNANCE FRAMEWORK

In addition to the Cultural Institutions Act, the National Museum is regulated by, among others;

- Constitution of the Republic of South Africa
- Provisions of the Shareholder Compact (2017/2018)
- White Paper on Arts, Culture and Heritage (draft as at February 2017)
- PFMA
- National Treasury Regulations
- ICT Framework
- Supply Chain Management Framework
- National Development Plan
- Money Bill Amendment Procedure and Related Matters No. 9 of 2009
- Policies of the National Museum and those applicable to the Arts and Culture sector
- King III and King IV
- the Protocol
- all other applicable laws of the Republic of South Africa

N.B Council members, executive management and staff shall make it their responsibility to understand legislation and policies within their work environment.

5. MISSION OF THE COUNCIL

5.1. The mission of the Council is to fulfil the requirements of the Charter of the National Museum in accordance with the strategic objective of government as outlined in the Cultural Institutions Act and the requirements of the Department of Act and Culture, whilst achieving its mandate.

5.2. The Council is ultimately accountable and responsible to the National DEPARTMENT OF SPORTS ARTS AND CULTURE and the Minister in the performance and affairs of the National Museum. The Council must therefore retain full and effective control over the National Museum and must give strategic direction to the National Museum's management. The Council is responsible for ensuring that the National Museum complies with all relevant laws, regulations, and codes of best business practice.

5.3. In addition, the Council has a responsibility to the broader stakeholders, which includes the employees, clients and the present and potential beneficiaries of its services.

6. FIDUCIARY RESPONSIBILITY

In terms of the Cultural Institutions Act and the Public Finance Management Act, the individual members of Council as a whole, both Executive and Non-Executive, carry full fiduciary responsibility.

7. COMPOSITION OF THE COUNCIL

7.1. Members of the Council including the Chairperson, shall be persons who have achieved distinctions in the arts and culture environment or science and technology or who have special knowledge or experience in relating to some aspects of the National Museum's functions.

7.2. The Minister shall appoint the members of the Council in line with section 5 of the Cultural Institutions Act and the Chairperson must be independent, encompass an ability to preside over meetings whilst also directing discussions constructively.

8. RESPONSIBILITIES AND DUTIES OF THE COUNCIL

8.1. Council should be responsible for the following:

- Establishing the National Museum's values and standards of conduct and ensuring that these are adhered to, in the interest of stakeholders, employees, customers, visitors, suppliers and communities in which it operates;
- Safeguarding the reputation of the National Museum;
- Providing leadership to the National Museum within a framework of prudent and effective controls which enable risk to be assessed and managed;
- Establishing the National Museum's directions, strategies and financial objectives and ensuring that the necessary resources are in place for it to meet its objectives;
- Continuously operating in the best interest of the National Museum and treating confidential matters as such;
- Ensuring that the performance of the National Museum Executive Management and the Council itself (and Committees) is assessed and monitored annually;
- Providing assurance that the business of the National Museum remains a going concern. The Council should record the facts and assumptions on which it relies to conclude that the business will continue as a going concern in the financial year ahead and, if it is decided that it will not, indicate which steps the Council should take to remedy the situation;
- Providing oversight of information technology governance (IT-Governance);
- Implementing security measures within the National Museum;
- Monitoring of employee wellness programmes;
 - Adherence to all functions as outlined under section 8 of the Cultural Institutions Act, Act no. 119 of 1998.

9. ROLE OF THE CHAIRPERSON

9.1. The Minister designates a Non-Executive Director as the Chairperson of the Council. The Chairperson's responsibilities are separated from those of the Executive Management.

9.2. The role of the Chairperson is to;

- Lead and manage the Council whilst ensuring that it discharges its responsibilities;
 - Guarantee that all Council Members are fully involved and informed of any business issues on which a decision has to be taken;
 - Monitor that the Executive Management plays an effective management role and fully participate in the operation and governance of the National Museum;
 - Ensure that the Council Members monitor the business and contribute to the business decisions of the National Museum;
 - Exercise independent judgement, act objectively and ensure that all relevant matters are placed on the agenda and prioritised properly;
 - Work closely with the Secretary (**if available**) in ensuring that Council Members fully understand the nature and extent of their responsibilities in order to ensure effective governance of the National Museum;
 - Act as a facilitator at meetings of the Council to ensure that no Council member, whether Executive or Non-Executive, dominates the discussion and that relevant discussion takes place;
 - Certify that the opinions of all members relevant to the subject under discussion are solicited and freely expressed and that the overall Council discussions lead to appropriate decisions.
 - Seek a consensus amongst Council members, where considered necessary call for a vote, in which event the decision of an ordinary majority of members will prevail and dissenting views will be recorded. The Chairperson shall have a casting vote.

9.3. In the event of any matter arising, which the Chairperson, or the majority of the Council, feel that the Chairperson may not be able to deal with objectively, the he/she shall temporarily relinquish the chair to the Chairperson of the Audit, Finance and Risk Committee, or any other Non-Executive for the duration of the discussion on such issue. In such event, the Chairperson shall be entitled to enter into discussion and to vote as any other member present at the meeting.

9.4. Communication with the Shareholder will take place through the Chairperson of the Council. At his/her discretion, the Chairperson may invite the CEO/Dir or any other Council Members to meetings with the Shareholder. Bilateral meetings shall include the CEO and other Members of the Council and Executive Management who are deemed necessary by the Chairperson. The CEO may communicate with the Director General of the DEPARTMENT OF SPORTS ARTS AND CULTURE and should report to the Chairperson the outcome of such meetings.

10. ROLE OF EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS

10.1. Executive Management is involved in the day-to-day management of the National Museum. They are responsible for ensuring, in a timely manner, that the Council is fully informed on all material matters that may affect the National Museum. In particular, Executive Management is obliged to bring to the attention of the Council any matters that may negatively influence the ability of the Council to comply with its obligation under the PFMA and other relevant regulations.

10.2. Council Members are responsible for the governance of the National Museum, namely a duty of care, a fiduciary duty, and a duty to act only within their powers and authority.

10.3. Every Member of the Council shall:

- Continuously conduct himself in a professional manner, having due regard to his fiduciary duties and responsibilities to the institution;
- Uphold the core values of confidentiality, integrity, and independence in all dealings on behalf of the National Museum;
- Ensure that there is sufficient time available to devote to his duties as a Council Member;
- Be diligent in discharging his duties to the National Museum, and seek to acquire broad knowledge of the National Museum's business to be able to provide meaningful direction;
- Keep abreast of changes and trends in the business environment, including changes and trends in the economic, political, social, technological and legal climate, which may affect the National Museum's business.
- Endeavour to attend all Council meetings, to read necessary documentation and prepare himself thoroughly in advance of Council meetings. Council Members who are unable to attend a scheduled meeting must advise the Chairperson or the Secretary (not yet appointed) in writing, five (5) days in advance of the meeting unless there are exceptional circumstances such as sudden illness, death in the family or other reasonable cause.
- Allow every Member to play a full and constructive role in its affairs. Council Members shall accordingly participate fully, frankly and constructively in Council discussions and other activities, and endeavour to bring the benefit of their particular knowledge, skills, and abilities to Council discussions.
- Council Members are individually and collectively accountable for compliance by the National Museum with its statutory and regulatory obligations, every Council Member should endeavour to be conversant with the statutory and regulatory framework within which the National Museum operates.

- The Council may recommend to the Minister that any Council Member who fails to attend at least 75% of (or three consecutive) scheduled Council or Committee meetings without having been granted leave of absence be called upon to relinquish his or her membership.
- Always act in the best interest of the National Museum and treat confidential information as such.
- Never permit a conflict of duties and interest to occur and disclose potential conflicts of interest at the earliest opportunity.
- Act independently.

10.4. Council Members are bound by the following duties which emanate from the PFMA;

- Section 50 addressing the fiduciary duties of accounting authorities in Public Entities.
- Section 51 focusing on the general responsibilities of accounting authorities.
- Section 55 dealing with the annual report and financial statements.
- Other relevant sections of the PFMA and regulations established in terms of the PFMA.

For ease of reference, a copy of the above section **(Appendix A)** is herewith attached.

11. ROLE OF THE SECRETARY

- 11.1. Provide the Council and individual Council members with guidance as to the nature and extent of their duties and responsibilities and, how such duties and responsibilities must be properly discharged in the best interest of the National Museum and the Shareholder.
- 11.2. Facilitate the induction of new and inexperienced Council Members and, together with the Chairperson of the Council, developing mechanisms for providing continuous education and training for all Council members in order to improve and maintain the effectiveness of the Council.
- 11.3. Assist the Chairperson and the Director / CEO in formulating the Annual Calendar and Annual Council Plan, and other issues of an administrative nature.
- 11.4. Provide a central source of guidance and advice to the Council on matters of business ethics, legality and good governance. The Secretary's appointment is subject to the same 'fit and proper test' to which a new Council member's appointment is subject.

12. CONFLICT OF INTEREST

12.1. Council members may not place themselves in a position in which their personal interests conflict, or may possibly conflict, with their duty to act in the best interests of the National Museum. This gives rise to the following duties, namely:

- The duty to act *bona fide* (in good faith) in the interests of the National Museum;
- The duty not to compete improperly with the National Museum; and
 - The duty to disclose direct or indirect personal or private interests, as envisaged by the provisions of Section 50 (3) (a) of the Public Finance Management Act, which shall duly be minuted at a Council Meeting.

12.2. Council members are required to inform the Council in advance through the Secretary, of any conflicts, or potential conflicts, of interest that they may have in relation to particular items of business to be transacted at a meeting;

12.3. Council members may not vote and must not be counted in the quorum of a meeting when it involves passing a resolution in respect to any business where they have a direct or indirect interest;

12.4. If any Council member wilfully or negligently fails to disclose an interest as required above or, if he/she participates in the proceedings of the Council notwithstanding any conflict of interest, the relevant proceedings of the Council may, at the discretion of the other Council members, be declared null and void.

12.5. In exceptional circumstances the Council may decide that, in the light of interests disclosed by a Council member, such Council member shall not be entitled to receive any further information on any particular matter before the Council. The Council Member who is aggrieved by the Council's decision in this regard shall be entitled to make representations to the Council who will refer the matter to an independent governance expert whose decision shall be final and binding on the parties.

13. APPOINTMENT OF OFFICIALS OF THE NATIONAL MUSEUM

13.1. The Council shall appoint the Director/ Chief Executive Officer on a five year renewable contract, in line with section 8 (3) of the Cultural Institutions Act. The Director/ Chief Executive Officer shall be responsible for the management of the affairs of the National Museum and report to the Council as required. The Director shall sign a performance contract with the Council within three (3) months of appointment.

13.2. The Director/CEO shall in consultation with the Council appoint the executive management of the National Museum. The performance contract of the executive management is to be drawn up by the Director.

N.B. The Council of the National Museum must first approve all new posts and the recruitment policy should guide the above appointments.

14. COUNCIL'S EXPECTATIONS FROM OTHER MEMBERS OF STAFF

- Fully understand the roles within the National Museum.
- Adhere to values of the National Museum.
- Assist the National Museum in achieving its objectives.
- Have an entity wide view of risk.
- Protect the reputation of the National Museum.
- Enable Management to implement appropriate levels of compliance practices and continuously look for better and/or more effective and cost-effective ways of doing things.

15. RESPONSIBILITIES OVER 3A PUBLIC ENTITIES AS PER REGULATION 26 OF THE PFMA

- 15.1. The designated accounting officer must ensure that within (30) days after the end of each quarter, the public entity submits information on its actual revenue and expenditure up to the end of that quarter, as well as projections of expected expenditure and revenue for the remainder of the current financial year. Information on actual revenue and expenditure shall be determined after taking, accruals into account.
- 15.2. The accounting authority must report quarterly to the executive authority through the designated accounting officer about the extent of compliance on the PFMA, 1998 and its regulations. Any non-compliance must be reported together with reasons for this.
- 15.3. The designated accounting officer may, after consultation with the relevant public entity, approve the sharing of services where it is economical, including the services of the audit committee and internal function.

16. MANAGEMENT OF RISK BY ACCOUNTING AUTHORITY AND MANAGEMENT

- 16.1. Council and Management need to ensure that there are robust risk management and compliance systems and processes in place.

16.2. Council and Management should understand that top quality risk and compliance management is a priority. The following are important and part of the responsibilities of accounting authority and management:

- (a) Governance of risk.
- (b) Determining the risk appetite.
- (c) Determining the level of risk tolerance.
- (d) Ensuring that risk assessments are done on a continual basis.
- (e) Ensuring implementation of a framework and methodologies to anticipate unpredictable risks.
- (f) Ensuring continual risk monitoring.
- (g) Receiving assurance of risk management.
- (h) Disclosure of risk to stakeholders.

17. SUPPLY CHAIN MANAGEMENT

Council is responsible for the following in terms of supply chain management at the National Museum;

- a) Ensure the Museum has supply chain management policy that complies with all supply chain management framework, applicable legislation and regulations.
- b) Approve the Museum's supply chain management policy.
- c) Approve delegation of authority.
- d) Monitor compliance with the approved supply chain management policy.
- e) Monitor compliance with the approved delegation of authority.

18. COMMITTEES OF THE COUNCIL

18.1. Council must form committees consisting of Council members to assist the Council to discharge its duties. The committees must have their responsibilities set out in a formal terms of reference.

18.2. Council may, if it deems necessary, form any other subcommittee of the Council or abolish any exiting subcommittee save for one which is a creature of stature

18.3. The Council must form the following committees:

- Executive Committee
- Audit, Finance, and Risk Committee
- Human resources, Ethics and Legal Committee
- Core Business Committee
- Pension Fund Committee is not a committee of Council.

18.4. Council committees will observe the same rules of conduct and procedures as the Council, unless the Council specifically determines otherwise in the committees' terms of reference.

18.5. All committees must be chaired by an independent Non-Executive member. Such committee as may be formed may take independent professional advice at the National Museum's cost as and when necessary. The committee structure, membership and mandates must be reviewed regularly.

18.6. The Chairperson, considering the desires of individual Council members, will propose the assignment of Council members to various committees.

18.7. Council committees must be constituted having regard to the skills, expertise and experience of members apropos the respective committee's mandates.

18.8. The Council shall have the power, at all times, to alter the size of any of its committees, to remove any member or members from a committee and to fill any vacancies created by such removal. The Council shall review the membership of the Council committees annually following the performance appraisal of the Council.

18.9. Committees must have due regard to the fact that they do not have independent decision – making powers. They make recommendations to the Council except in situations where the Council authorizes the committee to take decisions and implement them. Thus, in undertaking its duties, each committee must have due regard to its role as an advisory body to the Council, unless specifically mandated by the Council to make decisions.

18.10. A formal report back, either orally or in writing, shall be provided by the Chairperson of each committee to all Council meetings following the committee meetings to keep the Council informed and to enable the Council to monitor the committee's effectiveness.

18.11. The Council shall not be absolved from any functions performed by any of the committee. Delegating authority to the committee or Executive Management does not mitigate or dissipate the discharge by the Council of its duties and responsibilities.

18.12. The Chairperson of the Audit and Risk Committee would attend Council meetings *by invitation*.

N.B. SEE TERMS OF REFERENCE FOR THESE COMMITTEES. CHAIRPERSONS WILL BE APPOINTED FOR EACH COMMITTEE OF COUNCIL

19. FORMAL EVALUATION OF THE COUNCIL AND ITS COMMITTEES

- 19.1. The Council must evaluate the performance and effectiveness of the committees on an annual basis, to determine areas in which the functioning of the committees needs to be improved.
- 19.2. The guidelines outlined below should also be taken into consideration during levels of assessment/evaluation of Council members. These guidelines form part of the core skills, responsibilities, and behaviour of Council members.
- 19.3. Individual council members should demonstrate the following qualities of effectiveness:
- **Integrity:** Council members being committed to institution that complies with all laws on all governmental levels;
 - **Strategy:** Council members prepare and adhere to a sound strategic plan that provides measurable goals and ensures on-going financial resources to support the institution's staffing and operation;
 - **Service:** Council members attending Council meetings and special institutional events. Interact with staff members and clients, and sort-out problems that need fixing or issues that must be addressed;
 - **Commitment:** Council that demonstrate their faith in the institution;
 - **Preparation:** Council members that come to meetings informed and ready to discuss concerns, questions and disagreements about institutional methods and goals;
 - **Enthusiasm:** Council members that are eager to learn, willing to be team players and energetic in their service;
 - **Scrutiny:** Council members that audit their records regularly and in detail;
 - **Knowledge:** Council which understands the institution's mission and purpose and understands how its programmes and services support the institution's strategic plan;
 - **Diplomacy:** Council who represent the best of the institution, and mediate appropriately between the institution and stakeholders and the community it serves;
 - **Focus:** Council members that direct the institution toward its goals without getting tied down in details or side-tracked by non-crucial issues;
 - **Diversity:** An effective Council includes and involves members from various fields of expertise, with applicable degrees of institutional experience, to ensure that the institution is well balanced in its strengths;

- **Accountability:** Council members that accept responsibility for their functions and for their actions; and
- **Dependence:** Council members that acknowledge the value of the institution's staff and the need for committed, consistent volunteers.

19.4. In general, the assessment processes are meant to create an informed starting point for discussion among the leadership of the public entity. An assessment can also be used to identify priorities for Council activities going forward. The outputs of all assessments are intended to focus discussion and planning among Council members around the governance activities that will result in the greatest benefit of the public entity. Some of the benefits are:

- An accountability mechanism to ensure the Council is fulfilling its legal and governance responsibilities;
- An audit of the Council's governance practices and effectiveness;
- A tangible means to observe the strengths and weakness of the Council. That is identifying the areas of Council performance that are strongest and those that need improvement;
- Identifying priority areas for Council to focus on over the next year or two;
- A way for all members of the Council to fully understand what is required of them;
- Identification of skills gaps and the creation of training and development opportunities.

20. MEETINGS OF THE COUNCIL

20.1. The Council should meet regularly, at least once a quarter, if not more frequently as circumstances require, and must disclose in the Annual Report the number of Council and Committee meetings held in the year and the details of attendance of each Council member.

20.2. The Chairperson may call further meetings in consultation with the Executive Committee and special council meetings should be regarded just as important as the normal quarterly meetings.

20.3. The Council should ensure that it receives relevant non-financial information going beyond assessing the financial and quantitative performance of the National Museum, and should look at other qualitative performance factors that involve broader stakeholder interests. Council members are responsible for being satisfied that they have been furnished with all the relevant information and facts before making a decision.

20.4. Council members shall use their best endeavours to attend Council meetings and prepare thoroughly for them. Council members must participate fully and constructively in Council discussions and other activities to bring the benefit of their particular knowledge, skills and experience to the Council.

- 20.5. Council members who are unable to attend any meeting must advise the Chairperson at the earliest possible date (not less than five days before the meeting) unless there are exceptional circumstances such as sudden illness, a death in the family, or other reasonable cause, and confirm this in writing to the Secretary. A Council member may not be excused from three (3) or more consecutive times from a meeting unless having been granted leave of absence.
- 20.6. The Chairperson, with the assistance of the Secretary, shall develop the agenda for each council meeting and in doing so may consult with the Director/CEO and other Council members. The agenda for each meeting shall provide an opportunity for the Chairs of Committees to report orally on any matters of importance. The Chairperson should also place on the agenda any item that is proposed in writing by a Council member. The Secretary shall circulate the agenda and other relevant documents to Council members at least seven (7) days in advance.
- 20.7. The Director/CEO shall, with assistance from the Secretary, prepare information and data that is important to the Council's understanding of the business, to be distributed in writing at least seven (7) days before the Council meets. This material should be as brief as possible while still providing essential information.
- 20.8. Presentations, wherever possible, should be sent to Council members in advance so that meeting times can be conserved, and discussion times focused on questions that the council has about the material distributed. On those occasions when, in the opinion of the Chairperson, the subject matter may be too sensitive to record, the presentation will be discussed at the meeting.
- 20.9. Minutes of all Council meetings shall record the proceedings and decisions taken, the details of which shall remain confidential. The Secretary will circulate minutes of Council meetings to all Council members within (four 4) weeks of each meeting.
- 20.10. The Council and its Committee may, subject to this being sanctioned by the Chairperson in the case of the Council and by the respective committee Chairperson in the case of Committees, take decisions on urgent and non-contentious issues, by means of the Round Robin resolution method. The application of the Round Robin resolution should be by at least the majority of the Council Members and be recorded in the minutes of the next meeting.
- 20.11. A decision of the Council shall be taken by resolution of the majority of the members present at any meeting and, in the event of an equality of votes on any matter; the person presiding at the meeting in question shall have a casting vote in addition to his deliberative vote as a member of the Council.
- 20.12. A decision register shall be kept and all Council resolutions shall be recorded. All decisions of Council are binding.
- 20.13. The minutes shall be signed by the Chairperson as evidence of approval.

21. FREQUENCY AND QUORUM OF MEETINGS

- 21.1. The Council will meet at least four (4) times in each financial year, and may convene additional meetings as and when necessary;

21.2. The quorum for a Council meeting shall be the majority of its members including the Chairperson. The majority of Council members must be present in person or through electronic media throughout the meeting and voting proceedings.

21.3. From time to time, members of the Council shall meet with the Secretary without any members of Executive Management being present.

22. MANAGING MEETINGS AND STATUTORY RECORDS

22.1. The Secretary shall record the minutes of all Council meetings and written resolutions. The Secretary will circulate minutes of the previous Council meeting to all members of the Council prior to the next meeting within the time period prescribed above.

22.2. Secretary shall see to it that minute books and other registers are kept in accordance with best practice.

23. DELEGATION OF AUTHORITY

23.1. The matters specifically reserved for the Council under the Delegation of Authority include decision about the National Museum's strategic and operational plans, budget, annual financial statement, succession planning of the Director of the National Museum and members of the Executive Management Council, remuneration, policies (and other aspects as contained in the approval framework), as well as matters involving amounts over specified limits (which vary depending on the nature of the transaction).

23.2. The Council reserves to itself all matters with the potential to have material impact on the reputation to the National Museum. Turnaround time for approvals is forty eight (48) hours. If no response is received it will be taken as approved.

24. COUNCIL AND SHAREHOLDER RELATIONSHIP

24.1. The relationship between the Shareholder and the National Museum Council is governed by the Shareholder Compact and the Annual Performance Plan (APP). The targets to be achieved by the National Museum in any financial year are determined in the Shareholder Compact and APP. It is the joint responsibility of the Shareholder and the Council to ensure that the Shareholder Compact is developed.

24.2. The Executive Authority must immediately be provided with any information that may have a material effect on the value of the National Museum as soon as the museum becomes aware of the information.

24.3. Communication should always be in writing.

Appendix A Extracts from Public Finance Management Act number 1/1990

Fiduciary duties of accounting authorities

50. (1) The accounting authority for a public entity must

- (a) exercise the duty of utmost care to ensure reasonable protection of the assets and records of the public entity;
- (b) act with fidelity, honesty, integrity and in the best interests of the public entity in managing the financial affairs of the public entity;
- (c) on request, disclose to the executive authority responsible for that public entity or the legislature to which the public entity is accountable, all material facts, including those reasonably discoverable, which in any way may influence the decision or action of the executive authority or that legislature; and
- (d) seek within the sphere of influence of that accounting authority, to prevent any prejudice to the financial interests of the state.

(2) A member of an accounting authority or, if the accounting authority is not a board or other body, the individual who is the accounting authority may not

- (a) act in a way that is inconsistent with the responsibilities assigned to an accounting authority in terms of this Act; or
- (b) use the position or privileges of, or confidential information obtained as, accounting authority or a member of an accounting authority, for personal gain or to improperly benefit another person.

(3) A member of an accounting authority must

- (a) disclose to the accounting authority any direct or indirect personal or private business interest that that member or any spouse, partner or close family member may have in any matter before the accounting authority; and

- (b) Withdraw from the proceedings of the accounting authority when that matter is considered, unless the accounting authority decides that the member's direct or indirect interest in the matter is trivial or irrelevant.

General responsibilities of accounting authorities

51. (1) An accounting authority for a public entity

- (a) must ensure that that public entity has and maintains
- (i) effective, efficient and transparent systems of financial and risk management and internal control;
 - (ii) a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of section 76 and 77; and
 - (iii) an appropriate procurement and provision system which is fair, equitable, transparent, competitive and cost-effective;
 - (iv) a system for properly evaluating all major capital projects prior to a final decision on the project;
- (b) must take effective and appropriate steps to
- (i) collect all revenue due to the public entity concerned; and
 - (ii) prevent irregular expenditure, fruitless and wasteful expenditure. Prevent losses resulting from criminal conduct, and expenditure not complying with the operational policies of the public entity; and
 - (iii) manage available working capital efficiently and economically;
- (C) is responsible for the management, including the safeguarding, of the assets and for the management of the revenue, expenditure and liabilities of the public entity;
- (d) Must comply with any tax, levy, duty, pension and audit commitments as required by legislation;
- (e) must take effective and appropriate disciplinary steps against any employee of the public entity who
- (i) contravenes or fails to comply with a provision of this Act;
 - (ii) commits an act which undermines the financial management and internal control system of the public entity; or
 - (iii) makes or permits an irregular expenditure or a fruitless and wasteful expenditure;
- (f) is responsible for the submission by the public entity of all reports, returns, notices and other information to Parliament, and to the relevant executive authority or treasury, as may be required by this Act;

- (g) must promptly inform the National Treasury on any new entity which that public entity intends to establish or in the establishment of which it takes the initiative, and allow the National Treasury a reasonable time to submit its decision prior to formal establishment; and
 - (h) must comply, and ensure compliance by the public entity, with the provision of this Act and any other legislation applicable to the public entity.
- (2) If an accounting authority is unable to comply with any of the responsibilities determined in this part, the accounting authority must promptly report the inability, together with reasons, to the relevant executive authority and treasury.

Annual budget and other submissions

Refer to section 53 and 54 of the PFMA. Also see Money Bill Amendment Procedure and Related Matters, No 9 of 2009

Annual report and financial statement

55. (1) The accounting authority for a public entity

- (a) Must keep full and proper record of the financial affairs of the public entity;
- (b) Prepare financial statements for each financial year in accordance with generally accepted accounting practice, unless the Accounting Standards Board approves the application of generally recognised accounting practice for that public entity;
- (c) must submit those financial statements within two months after the end of the financial year
 - (i) to the auditors of the public entity for auditing; and
 - (ii) if it is a business enterprise or other public entity under the ownership control of the national government, to the treasury; and
- (d) must submit within five months of the end of a financial year to the treasury, to the executive authority responsible for that public entity and, if the Auditor-General did not performed the audit of the financial statements, to the Auditor-General
 - (i) an annual report on the activities of that public entity during that financial year;
 - (ii) the financial statements for that financial year after the statements have been audited; and
 - (iii) the report of the auditors on those statements.

(2) The annual report and financial statements referred to in subsection (1) (d) must

- (a) fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned;

- (b) include particulars of
 - (i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;
 - (ii) any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;
 - (iii) any losses recovered or written off,
 - (iv) any financial assistance received from the state and commitments made by the state on its behalf; and
- (c) include the financial statements of any subsidiaries.
- (3) An accounting authority must submit the report and statements referred to in subsection (1) (d), for tabling in Parliament, to the relevant executive authority through the accounting officer of a department designated by the executive authority.
- (4) The treasury may direct that, instead of a separate report, the audited financial statements of a Schedule 3 public entity which is not a government business enterprise must be incorporated in those of a department designated by the treasury.

56. Assignment of power and duties by accounting authorities

- (1) The accounting authority for a public entity may:
 - (a) Delegate in writing any of the powers entrusted or delegated to the accounting authority in terms of the Act to an official in that public entity or
 - (b) Instruct an official in that public entity to perform any of the duties assigned to the accounting authority in terms of the Act
- (2) A delegation or instruction to an official in terms of subsection (1):
 - (a) is subject to any limitations and conditions the accounting authority may impose
 - (b) may either be to a specific individual or to the holder of a specific post in the relevant public entity, and
 - (c) does not divest the accounting authority of the delegated power or the performance of the assigned duty
- (3) The accounting authority may confirm, vary or revoke any decision taken by an official as a result of a delegation or instruction in terms of subsection (1) subject to any rights that may have vested as a consequence of the decision.

57. Responsibilities of other officials

An official in a public entity:

- (a) must ensure that the system of financial management and internal control established for that public entity is carried out within the area of responsibility of that official
- (b) is responsible for the effective, economical and transparent use of financial and other resources within that official's area of responsibility
- (c) must take effective and appropriate steps to prevent within that official's area of responsibility, any irregular expenditure and fruitless and wasteful expenditure and any under collection revenue due
- (d) must comply with the provisions of the Act to the extent applicable to that official, including any delegations and instructions in terms of section 56 and
- (e) is responsible for management, including the safe-guarding of assets and the management of the liabilities within that official's area of responsibility

Annexure D: Materiality Framework

Materiality and Significance Framework for the 2021/2022 Financial Year

1. Definitions and standards

Audited financial statements: 2020/2021 **(AFS)**

Approved annual budget: 2020/2021 **(AAB)**

Approved strategic plan: 2020/2021 to 2024/2025 **(ASP)**

Approved annual performance plan: 2021/2022 **(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 (DSAC)	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)
<p>Before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in 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>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>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p>

(e) commencement or cessation of a significant business activity;	N/a	N/a
(f) a significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.	N/a	N/a

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>(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year;</p> <p>(iii) any losses recovered or written off;</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>All</p> <p>All</p>	<p>(a) Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity</p> <p>(b) All</p> <p>All</p> <p>All</p>

(iv) financial assistance received from the state and commitments made by the state on its behalf;	All	All
(v) any other matters that may be prescribed.	All	All



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