

uMsunduzi Museum

STRATEGIC PLAN FOR
2020 -2025



Foreword by the Accounting Authority

The primary objective and function of this 2020-2025 five-year Strategic Plan of the uMsunduzi Museum and Ncome Museum is to guide the entity to deliver on its mandate. This plan is being tabled at a time when the entity is experiencing the impact of financial constraints associated with the general economic downturn faced by the nation. Cognisant of this and notwithstanding the limited resources at its disposal, the entity has crafted this plan in a manner which best responds to its mandate as a heritage institution.

The strategic plan is aligned with the Sports, Arts, Culture and Heritage sector transformation agenda which is aimed at establishing a winning, caring, humane and cohesive society and constitutes our roadmap for the next five years, taking on board the government's priorities and the National Development Plan (NDP). In line with the NDP the entity will seek to provide opportunities for dialogue, discourse and debate with a view to promote cross-cultural interaction and an appreciation of things South Africans have in common, their lived experiences, and to progressively undermine divisions of race, gender, space and class. The entity has identified its role in relation to the priorities of the Medium Term Strategic Framework as related in particular to fostering Social Cohesion and contributing to education and skills development whilst also contributing to the creation of a better Africa and world.

The approach reflected in this strategic plan is to make an impact by focussing on outcomes which contribute to a developing and transforming society of informed participatory and socially cohesive citizens, through provision of access to information, education, skills development and other public engagement programmes. To this end the entity will continue to preserve, promote and present our cultural heritage to a wide audience.

The Council of the uMsunduzi Museum has been intimately involved in the processes associated with the development of this plan and is consequently pleased to endorse it and oversee its implementation.



Dr J Ndlovu

Chairperson: uMsunduzi Museum Council

Overview by the Director

I have the honour to submit this Strategic Plan of the uMsunduzi Museum and Ncome Museum. This Strategic Plan which covers the next 5 years will ensure that the entity continues to play an important role in South African society by making a meaningful contribution to the National Development Plan (Vision 2030) and the government's priorities reflected in the Medium Term Strategic Framework (2020-2025).

uMsunduzi Museum was established in 1912 and is situated in Pietermaritzburg. Ncome Museum located about 350kms away in Nquthu, was established in 1997. These two facilities were established as a result of distinct ideological perspectives but have been transformed into an entity having one common goal as reflected in our vision. uMsunduzi and Ncome Museum in terms of this new vision will seek to build creative and empowered socially cohesive communities that appreciate our diverse cultural heritage. In pursuit of this vision, the museums will contribute to the preservation of heritage and culture, by collecting heritage objects and by undertaking various research, education, outreach and communication projects.

For the next 5 years the two museums will be working diligently to deliver against the key outcomes identified in this Strategic Plan. Given the financial constraints facing the entity uMsunduzi and Ncome Museums will judiciously utilise resources and engage in partnerships while also strengthening stakeholder and community relations in order to maximise the entity's capacity to deliver on the outcomes laid out in this Strategic Plan.



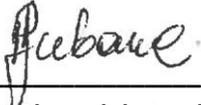
Dr M Ngubane
Director : uMsunduzi Museum

Official Sign-off



Ms Elrica Henning

HEAD OF DEPARTMENT: RESEARCH INFORMATION AND COLLECTIONS



Ms Phumelele Ngubane

HEAD OF DEPARTMENT: EDUCATION AND OUTREACH



Mr Bongumusa Mdluli

HEAD OF DEPARTMENT: EXHIBITIONS AND MAINTENANCE



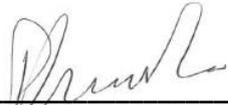
Mr Robert Luyt

DEPUTY DIRECTOR: CORE FUNCTIONS



Mr Bhekamachunu Mchunu

DEPUTY DIRECTOR: NCOME



pp FINANCE MANAGER



Dr Mlungisi Ngubane

DIRECTOR: UMSUNDUZI MUSEUM



Dr Joy Ndlovu

CHAIRPERSON: UMSUNDUZI MUSEUM COUNCIL

ACRONYMS

AGSA	Auditor-General South Africa
CFO	Chief Financial Officer
COV	Church of the Vow
DBE	Department of Basic Education
DSAC	Department of Sports, Arts and Culture
HOD	Head of Department
HR	Human Resources
IT	Information Technology
KZN	KwaZulu-Natal
MGW	Mzansi Golden Economy
MOTH	Memorable Order of the Tin Hats
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NDPW	National Department of Public Works
NGOs	Non-Governmental Organisations
NLDTF	National Lottery Distribution Trust Fund
PFMA	Public Finance Management Act
PMB	Pietermaritzburg
RIC	Research, Information and Collection
SAMA	South African Museums Association
SCM	Supply Chain Management

TABLE OF CONTENTS

PART A: Our Mandate

1. Constitutional Mandate	7
2. Legislative and Policy Mandates	7
3. Institutional Policies and Strategies Governing the Five-Year Planning Period	9
4. Relevant Court Rulings	9

PART B : Our Strategic Focus

1. Vision	9
2. Mission	9
3. Values	9
4. Situational Analysis	10
5. External Environment Analysis	10
6. Internal Environment Analysis	12
7. Human Resources	13
8. Organisational Structure	14
9. Budget Summary	14
9.1 Expenditure Estimates	14
9.2 Capital payments	15
9.3 Expenditure Analysis	15

PART C: Measuring Our Performance

1. Institutional Performance Information	16
2. Impact Statements	16
3. Measuring Our Outcomes	16
3.1 Explanation of Planned Performance over the Five-Year Planning Period	20
4. Key Risks and Mitigations	22
5. Public Entities	23

PART D: Technical Indicator Description (TID)

PART E : Annexures:

A. PESTLE and SWOT Analysis	38
B. Stakeholder Analysis	41
C. Materiality and Significance Frame Work	44
D. Council Charter	47

PART A: Our Mandate

As a cultural institution established in accordance with the laws of the Republic to serve its citizens, we are subject to a range of constitutional, legislative and policy imperatives, both those that determine and dictate our mandate and those that regulate governance and operations pursuant to that mandate.

While we recognise that, as a government institution, we must comply with all legislation, regulations and policy directives applicable to our function, the following are the most pertinent ones:

1. Constitutional Mandate

The Constitution of the Republic of South Africa, Act 108 of 1996, as amended, is the overarching law upon which the Republic is founded. The Constitution, considered together with the Bill of Rights, provides a blueprint for the rights, which all South Africans must enjoy and observe, and the responsibilities attendant to those rights.

While the Constitution defines the broad, high level scope of our roles and responsibilities, thus laying a basis for various legislative and policy mandates applicable to our function, there are specific provisions with a pointed bearing on our function and serve to direct our focus as a cultural institution. These provisions are:

Chapter 2, Section 31 enjoins us to initiate and deliver interventions aimed at achieving social cohesion and nation building through the protection of human rights and cultural and linguistic diversity.

Schedule 4, Part A: Functional areas of concurrent national and provincial legislative competence, with particular reference to cultural matters and tourism

As public institution, we are also subject to Chapter 10, section 195 of the Constitution which stipulates the need to be governed by the following democratic principles and values:

- High standards of professional ethics
- Efficient, effective and economic use of resources
- Development-oriented approach
- Impartiality, fairness and equity
- Responsiveness to people's needs and people's participation
- Accountability

Chapter 5, Section 55 (2) (b) provides guidance on the oversight role of the entity by the National Assembly.

2. Legislative and Policy Mandates

A number of Acts and policies have a bearing on us, both in terms of defining our institutional role and responsibilities and regulating our operations and governance for purposes of efficiency, effectiveness and accountability. Some of these Acts and policies are central to our institution in terms of giving effect to its existence and *raison d'être* whereas others, while significant, are more regulatory in nature. These Acts and policies include:

2.1 Legislative Mandate – Core Function Related Legislation

The following pieces of legislation constitute the basis upon which we are founded as a cultural institute and also inform and facilitate our core functions and activities.

- 2.1.1 Cultural Institutions Act (No. 119 of 2008)
(This act provides for the establishment of our institution as a declared cultural institution and sets out rules and procedures for governance of cultural institutions.)
- 2.1.2 Cultural Laws Amendment Act (No. 36 of 2001)
- 2.1.3 Cultural Laws Second Amendment Act (No. 69 of 2001)
- 2.1.4 National Heritage Resources Act (No. 25 of 1999)
- 2.1.5 KwaZulu Natal Heritage Act (No. 4 of 2008)
- 2.1.6 Use of Official Languages Act (No. 12 of 2012)

2.2 Legislative Mandate – Governance and Regulatory Legislative Frameworks

The following legislative frameworks serve to inform and regulate decisions and actions in a bid to guarantee fairness, integrity, equity and accountability in the employment and deployment of resources.

- 2.2.1 Public Finance Management Act (No. 1 of 1999) as amended, including all Treasury regulations and policy frameworks
- 2.2.2 Labour Relations Act (No. 127 of 1998)
- 2.2.3 Basic Conditions of Employment Act (No. 11 of 2002)
- 2.2.4 Employment Equity Act (No. 55 of 1998)
- 2.2.5 Employment Equity Amendment Act (No. 47 of 2013)
- 2.2.6 Skills Development Act (No. 97 of 1998)
- 2.2.7 White Paper on Transforming Public Service Delivery (Batho Pele White Paper)
- 2.2.8 Public Administration and Management Act (No. 11 of 2014)
- 2.2.9 Public Service Act (Proclamation No. 103 of 1994) and Public Service Regulations (2001)
- 2.2.10 Policy on Preferential Procurement Framework Act (No. 5 of 2000)
- 2.2.11 Occupational Health and Safety Act (No. 85 of 1998)

2.3 Policy Mandate

The following policies inform the focus of our planning as well as priorities in terms of programmes and projects:

- 2.3.1 The National Development Plan (NDP), particularly Chapter 15, envisions a nation where people are ‘conscious of the things they have in common than their differences [and] their lived experiences [...] to progressively undermine and cut across the divisions of race, gender, space and class’. The NDP provides a blueprint and a roadmap for cultural institutions’ role in nation building and social transforming project
- 2.3.2 White Paper on Arts, Culture and Heritage, 1996, as amended argues for a transformational process based on harnessing the arts, culture and heritage for creative expression, education and training, job creation and the eradication of poverty. It further advocates for close cooperation with all the tiers of government and related departments, as well as the international community in pursuit of this transformational agenda.
- 2.3.3 Medium Term Strategic Framework Outcome 14, Nation Building and Social Cohesion, targets which underscore the outcomes-based approach adopted by government.

3. Institutional Policies and Strategies Governing the Five-Year Planning Period

Our strategic plan is aligned to the Arts, Culture and Heritage sector transformation agenda which is aimed at establishing a caring, humane and cohesive society. It provides a roadmap for the next five years and has a particular focus on programmes and projects that are guided by and give expression to the following policy and strategy frameworks and directives:

- 3.1 The National Development Plan (NDP) Vision 2030
- 3.2 The election mandate of the sixth administration as outlined in Election Manifesto, 2019
- 3.3 The New Growth Plan, 2010
- 3.4 The President's State of the Nation Address, June 2019
- 3.5 The Medium Term Strategic Framework Outcome 14 targets on Nation Building and Social Cohesion
- 3.6 Mzansi Golden Economy
- 3.7 The Outcomes Based Approach, 2010
- 3.8 The Framework for Managing Programme Performance Information Guidelines, 2007
- 3.9 Framework for Strategic Plans and Annual Performance Plans, 2019

4. Relevant Court Rulings

There are no court rulings applicable to the entity.

PART B : Our Strategic Focus

1. Vision

Creative and empowered socially cohesive South African communities that appreciate our diverse cultural heritage.

2. Mission

To contribute towards creative and empowered socially cohesive South African communities through preserving, promoting and presenting our cultural heritage.

3. Values

The values of the uMsunduzi Museum are associated with the institution's commitment to service excellence by putting people first and by ascribing to the Batho Pele principles and the philosophy of uBuntu.

Our values:

- **Integrity** - We can be relied on to consistently undertake our duties honestly and ethically.
- **Excellence** - We are committed to achieving our performance goals and for delivering work and services of high quality.

- **Accountability** - We will be accountable for all our undertakings and for the use and safe guarding of the assets in our care.
- **Socially responsive** - We will we will offer a museum service which is responsive to our stakeholders and communities.

4. Situational Analysis

5. External Environment Analysis

In considering external trends that have a bearing on our work as a cultural institution we should, from the outset, pay attention to how the role of museums has changed over time. In addition to their conventional role of collecting, preserving and presenting collections, museums now have to concern themselves with a range of social, economic and political issues affecting their target communities and society at large. One of the key markers of this change is the new museum definition proposed by the International Council of Museums (ICOM). The new definition introduces some interesting and challenging elements to the identity and role of museums; these include ‘critical dialogue’, ‘acknowledging and addressing the conflicts and challenges of the present’, and ‘aiming to contribute to human dignity and social justice, global equality and planetary well-being’. The uMsunduzi Museum is not immune from these global sectoral shifts.

On the national front, the SA Reconciliation Barometer (SARB)¹ Survey 2019 Report released by the Institute for Justice and Reconciliation reveals that reconciliation is impossible in South Africa for a number of reasons; this poses a direct challenge to us as cultural institution to live up to the new museum definition. The SARB attributes this elusiveness of reconciliation to, among others, the persistence of poverty, gender-based violence, the continued use of racial categories to measure transformation and the unrelenting racism, sexism, patriarchy and other prejudices. According to this report, 48% of South Africans are dissatisfied with their self-perceived economic power, 44% are dissatisfied with their self-perceived political power and there is a sense of disempowerment for half of the South African population. The report further notes the prevalence of bonding than bridging trust which leads to very low levels of useful social capital for the majority of South Africans.

Preceding the SARB report is the Diagnostic Report² of June 2011, which revealed that the environment in which we operate continues to be characterised by socio-economic challenges ranging from poor educational outcomes, poor infrastructure in some areas, high disease burden, unemployment, divided communities and spatial patterns that marginalise the poor. This report also highlighted the persistence of privilege attached to race, class, space and gender which results in the quality of services received by citizens dependant on who you are and where you live. Our socio-economic environment continues to be characterised by inequitable distribution of financial, human and social capital, high unemployment among the youth and gender discrimination and all these only serve to reinforce inequalities and scupper any chances for genuine reconciliation, unity and sense of nationhood. Rural communities’ access to economic activity remain even more constrained.

¹ The South African Reconciliation Barometer (SARB) is a public opinion survey conducted by the Institute for Justice and Reconciliation (IJR) in South Africa since 2003. It is the world’s longest running public opinion survey on national reconciliation and provides a nationally-representative measure of South Africans’ attitude towards reconciliation

² The Diagnostic Report is a report released in June 2012 by the National Planning Commission, a special ministerial body first constituted in 2009 by President Jacob Zuma. It highlights the main challenges confronting the country and examines the underlying causes. This report is composed of five chapters and focuses on broad issues of the economy, human conditions, material conditions, nation building and institutions of governance

The National Development Plan (NDP)³ sums up the above state of affairs thus: “Inequality hardens society into a class system, imprisoning people in the circumstances of their birth. Inequality corrodes trust among fellow citizens, making it seem as if the game is rigged”.

The 2019 manifesto⁴ of the governing party prioritised economic and social transformation, safer communities, fighting corruption, strengthening governance of public institutions, building unity and embracing diversity and building better South Africa and the world. Some of the perennial challenges identified in the recently published Twenty-Five Year Review Report⁵ confirm the pertinence of these priorities. These challenges include ambiguity towards early reconciliation project, inability to locate and identify culture as the centre of all growth, fault lines such as racism, sexism and tribalism, gender-based violence and the inability to implement a social compact as well as a developmental and slow economic transformation.

The foregoing is but a glimpse of some of the characteristics of the environment within which we must execute our mandate. As an agency of Department of Sports, Arts and Culture (DSAC), we must respond to and support the Department’s strategy and ensure that our programmes and projects reflect its priorities. We also have to be sensitive to public funding pressures while responding to the needs of the communities we serve. We must ensure diversity and equality of access across audience segments. In the wake of the fourth industrial revolution, we ought to take full advantage of technology both to engage with our audiences and for organisational efficiency. We must also ensure that we remain conscious of the triple bottom line of development, namely, social, economic and environmental sustainability.

The likely state of flux that might result from the merger between the Departments of Arts & Culture and the Department of Sport could result in both new opportunities and new challenges. A merger of two ministries and departments is bound to give rise to some anxieties and uncertainties, there may be negative consequences such as a lopsided focus on one side at the expense of the other but there are also opportunities. All these require management and leadership. The crowd pulling effect of sport could be an avenue for access to new audiences and certain sporting programmes and events could be opportunities for inter-disciplinarity and synergy between sport and museums. In the face of resource constraints and budget pressures, we must intensify partnerships with other institutions to leverage potential synergies.

There is also a need for empowerment and capacitation of our constituent communities through skills development opportunities and other interventions. The embeddedness of museums in the communities they serve is indisputable; this comes with expectations which we must manage through proactively educating communities on the role and mandate of the museum. In some instances, there are local leadership challenges, such as the coexistence of both traditional and elected institutions in rural areas, which we must manage in a manner that ensures a kind of social compact necessary for delivery on our mandate.

The unique histories and narratives that our museum sites are an embodiment of can be utilised to advance the social cohesion, reconciliation and nation building project and to promote knowledge production and creation of economic opportunities.

³ The National Development Plan (NDP) is an important national policy document of the South African government released in 2012 by the National Planning Commission

⁴ The African National Congress 2019 Manifesto was launched in Thohoyandou, Limpopo, on 17 February 2019 under the slogan, “Let’s grow South Africa together”

⁵ The Twenty-Five Year Review Report was officially launched at the University of Mpumalanga in Mbombela Municipality on 8 November 2019. The Department of Planning, Monitoring and Evaluation was tasked by the Presidency with the responsibility to lead a review of 25 years of democracy in South Africa. The review was conducted in collaboration with other national government departments and provincial premiers’ offices. The review process entailed consultations with a wide variety of stakeholders across the length and breadth of the country and the African continent.

While there is clear lack of access to Information and Communications Technologies (ICTs) in local communities, particularly in rural areas, there is an almost universal access to social media and other platforms via cellphone technologies. Innovative ways could be found to reach audiences and potential visitors via these technologies.

Our sites, particularly Ncome, offer unique natural, historical and built landscapes that lend themselves to new programmes and activities such as hiking trails, etc. leading to better appreciation of local heritage by our visitors and tourists as well as enhanced knowledge acquisition for our various audiences.

Finally, the highly regulated environment in which we operate makes us susceptible to compliance neurosis to an extent that might trump performance. While prescripts, regulations and laws are indispensable in ensuring accountability, they need a kind of versatility that promotes rather than stifle performance or hinder delivery. Nevertheless, as an agency of government, we are dutybound to balance ethical and accountable governance with optimal performance.

6. Internal Environment Analysis

As a cultural institution we have a mandate which is aligned with that of our oversight department, the Department of Sports, Arts and Culture. Naturally, there are organisational weaknesses we must contend with and try to mitigate as well as organisational strengths we must endeavour to exploit in our bid to carry out this mandate.

As an institution, we boast a number of positive characteristics that could be turned into a range of benefits. Our physical assets are a readily available means to generate income through venue hiring, parking space, etc. Our unique historical narrative can be innovatively utilised to boost tourism and to develop quality educational programmes and create platforms for dialogue, discourse and debate. We possess diverse and unique collections that could potentially transform lives if there is a deliberate effort to take advantage of their social and economic value, for example, as instruments to promote reconciliation and social cohesion and as drivers of tourism.

A pragmatic commitment to staff development and attrition management are critical for retaining experienced, creative and knowledgeable staff. This could be done through a deliberate and clear value proposition to both current and prospective staff which could include prospects for personal development and growth as well as career pathing. The need for personnel with abilities to connect visitors to collections and utilise collections in a manner resonant with people's real-life situations and engage in joint meaning making, co-curation and co-creation with various audiences cannot be overstated. Whereas uMsunduzi Museum has a relatively adequate core staff complement, Ncome Museum is less adequately resourced – the former can reasonably take advantage of opportunities while the latter remains somewhat restricted and unable to fully develop its huge untapped potential. The human resource and human capital deficiencies at Ncome Museum require urgent attention.

Our strong, community-rooted living heritage events have potential not to be an end in themselves but to be used as launchpad for sustainable programming in pursuit of socio-economic transformation. There is potential for the narratives of both uMsunduzi and Ncome Museums to have national purchase and currency particularly in relation to social cohesion, reconciliation and nation building. This potential will be exploited to its optimum. UMsunduzi Museum is close to businesses and tertiary institutions, public transport, high levels of densification and Ncome Museum is located on a battlefield, these are strengths to be leveraged through effective and efficient programming.

As an institution, we have not optimally exploited collaborations, this is a strategic priority requiring urgent attention. Meaningful partnerships and collaborations are critical countervailing measures against resource constraints and are key to achieving maximum and sustainable impact.

Our underutilised and, in some cases, idling facilities; such as the tourist lodge, restaurant, outdoor fireplace, arts and craft workroom as well as historical landscape in Ncome, need to be activated and promoted as part of expanding our revenue streams and enriching our programming.

Our audiences are less delineated and monolithic and we lack content that is representative of local communities. There is urgent need to develop new content and translate existing one and also to conduct an audience analysis which should result in clarity regarding our content focus, our constituency area and our various audience segments, this will in turn clarify our identity and inform our branding and marketing

Our facilities need to be accessible to all target groups and relevant departments need to be engaged to install and construct necessary infrastructure, including buildings and access roads.

Security needs improving on both sites. Ncome Museum has inadequate access control and site monitoring and uMsunduzi is vulnerable to criminal incidence because of its location in a highly densified central business district.

We are not able to take full advantage of ICT because of poor connectivity and lack of ICT support, as a result we miss opportunities both in terms of access to our audiences and time efficiency in our day to day duties which could be achieved by, for example, using video conferencing for meetings involving the two sites instead of face to face meetings, etc.

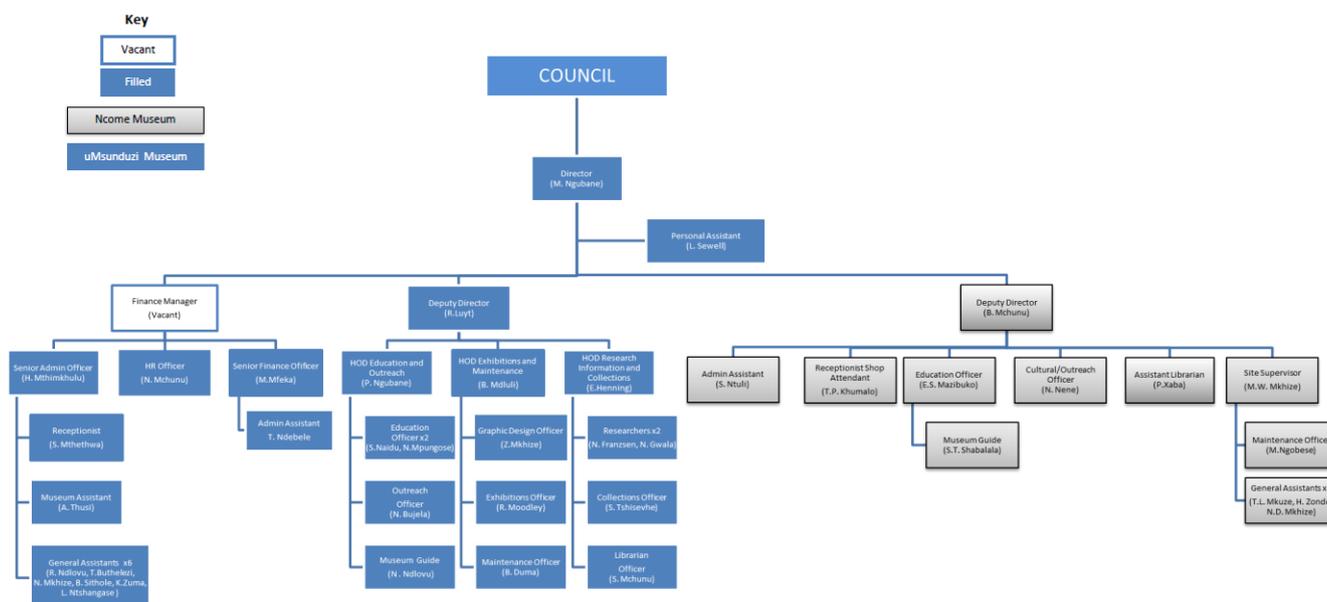
A coexistence of weaknesses and strengths is an inescapable reality in any organisation, what is critical in the pursuit of our mandate is the extent to which we manage to creatively and innovatively mitigate our weaknesses while optimally exploiting our strengths.

7. Human Resources

The uMsunduzi and Ncome Museum's 42 permanent posts reflect the capacity of the museum, and will enable the delivery of the projects and programs reflected in this strategic plan.

8. Organisational Structure

UMSUNDUZI AND NCOME MUSEUMS ORGANOGRAM 2020



9. Budget Summary

9.1 Expenditure Estimates

	2020/21 R,000	2021/22 R,000	2022/23 R,000	2023/24 R,000	2024/25 R,000
Revenue					
Sale of goods and services other than Capital Assets	635	675	710	752	797
Entity revenue other than sales of which:					
Interest on investments	200	195	200	250	300
Transfers from reserves	300	400	499	853	950
Other income	14	0	0	0	0
Transfers received	20,882	22,033	22,852	24,132	25,484
Realization of deferred transfers	600	728	1,200	1,000	1,073
Total Revenue	22,631	24,031	25,461	26,987	28,604

Expenses	2020/21 R,000	2021/22 R,000	2022/23 R,000	2023/24 R,000	2024/25 R,000
Compensation of employees of which:					
Administration	7,121	7,547	7,999	8,478	8,986
Public Engagement	4,525	4,796	5,084	5,389	5,712
Business Development	2,649	2,807	2,975	3,153	3,342
Goods and services of which:					
Administration	7,551	8,036	8,526	9,038	9,580
Public Engagement	450	495	520	551	584
Business Development	335	350	357	378	400
Total expenses	22,631	24,031	25,461	26,987	28,604
Surplus / (Deficit)	0	0	0	0	0

9.2 Capital payments

Acquisition of Machinery and other Equipment	225	223	260	400	500
Of which: Depreciation	546	576	580	600	650

9.3 Expenditure Analysis

In spite of the uMsunduzi Museum's constrained financial situation, the Museum has over the last five years delivered projects in line with its strategic and operational plans. The financial position of the entity is however an ongoing concern especially in light of the compliance requirements associated with GRAP 103. The first valuation of heritage assets was done in the 2016/2017 financial year and will again need to be completed during the 2020/2021 financial year.

PART C: Measuring Our Performance

1. Institutional Performance Information

2. Impact Statements

IMPACT STATEMENT:	A transforming society of informed participative and socially cohesive citizens.
--------------------------	---

3. Measuring Our Outcomes

MTSF Priority	Priority 1: A capable, ethical and developmental state		
Outcome (1)	Outcome indicator	Baseline	Five year target
Effective and efficient administration	Unqualified Audit Reports	5 Audit Reports (3 unqualified and 2 qualified Audit Reports (2015-2019))	5 Unqualified Audit Reports
	Number of policies of the Museum reviewed and approved	New indicator	40 policies of the Museum reviewed and approved
	Number of collection valuations and stock takes	4 stock checks and 1 GRAP103 stock take completed (2015-19)	1 collection valuation and stock take (uMsunduzi and Ncome) (uMsunduzi and Ncome)

MTSF Priority	Priority 1: A capable, ethical and developmental state		
Outcome (2)	Outcome indicator	Baseline	Five year target
Efficient resource management for maximum reach and impact	Number of strategic partnerships forged	New indicator	5 strategic partnerships forged
	Percentage of accommodation bed bookings at Ncome Museum	New indicator	5% annual increase in accommodation bed bookings at Ncome Museum

MTSF Priority	Priority 3: Education, skills and health		
Outcome (3)	Outcome indicator	Baseline	Five year target
Improved accessibility to information and knowledge	Number of visitors recorded	104 810 visitors (uMsunduzi: 60397; Ncome: 44413 (2015-2019))	105 000 visitors recorded (uMsunduzi: 60340; Ncome: 44660)
	Number of temporary or travelling exhibitions hosted or installed	29 exhibitions held (2015-2019)	34 temporary or travelling exhibitions hosted or installed
	Number of temporary exhibitions produced	New indicator	9 temporary exhibitions produced
	Number of permanent exhibitions produced	3 exhibitions produced and one small temporary exhibition installed (2015-2019)	1 permanent exhibitions produced
	Number of research projects for exhibitions or publications completed	10 research projects (2015-2019)	uMsunduzi: 12 research projects for exhibitions or publications completed (uMsunduzi: 10; Ncome 2)
	Number of articles made accessible	New indicator	50 articles made accessible
	Number of publications designed, produced and made accessible	13 publications produced (2015-2019)	15 publications designed, produced and made accessible
	Number of educational / research resources designed and produced	New indicator	10 educational / research resources designed and produced
	Number of public engagements held	20 public engagements held (2015-2019)	35 public engagements held
	Number of existing publications translated into an indigenous language and produced	New indicator	5 existing publications translated into an indigenous language and produced
	Number of holiday programmes held	17 holiday programmes held (2015-2019)	10 holiday programmes held
Number of library materials purchased	250 library materials acquired (2015-2019)	280 library materials purchased	

MTSF Priority	Priority 3: Education, skills and health		
Outcome (4)	Outcome Indicator	Baseline	5 Year Target
Improved audience awareness, engagement and participation in museum programmes and projects	Percentage of schools surveyed aware of the uMsunduzi and Ncome Museums	New indicator	5% annual improvement in awareness reflected in schools surveyed
	Number of outreach programmes delivered in new areas	New indicator	75 outreach programmes delivered in new areas

MTSF Priority	Priority 3: Education, skills and health		
Outcome (5)	Outcome indicator	Baseline	Five-year target
Better understanding and delivery of the curriculum by teachers and learners from diverse backgrounds	Number of presentations of educational programmes	650 programmes presented (Ncome: 142 ; uMsunduzi: 508 (2015-2019))	750 presentations of educational programmes (uMsunduzi: 600; Ncome: 150)
	Number of teacher's workshops held	8 teacher's workshops held (2015-2019)	10 teacher's workshops held (uMsunduzi: 5 Ncome : 5)
	Percentage of surveyed teachers and learners reporting a better understanding of the curriculum	New indicator	70% of surveyed teachers and learners reporting a better understanding of the curriculum

MTSF Priority	Priority 2: Economic transformation and job creation Priority 6: Social cohesion and safe communities Priority 7: A better Africa and world		
Outcome (6)	Outcome indicator	Baseline	Five-year target
Economically and socially transforming, diverse and cohesive communities	Number of commemorative events held	90 events held (2015-2019)	55 commemorative events held
	Percentage of commemorative day events reflective of attendance by diverse population groups	New indicator	70 % of commemorative day events reflective of inclusive attendance by all population groups: <ul style="list-style-type: none"> • Black African • Coloured • White • Indian • Male • Female • Youth • Adults
	Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities	New indicator	50% reporting improved access to economic opportunities
	Number of skills workshops held	88 workshops held (2015-2019)	85 skills workshops held
	Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	New indicator	19 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training

3.1 Explanation of Planned Performance over the Five-Year Planning Period

The planned performance of the uMsunduzi Museum and the Ncome Museum is based on outcomes which respond to the organisational mandate and contribute towards the intended impact of building a transforming society of informed, participatory and socially conscious citizens. These outcomes can be explained as follows:

3.1.1 Outcome 1: Effective and efficient administration

This outcome is in line with Priority 1 of the Medium-Term Strategic Framework (MTSF), which advocates for a capable, ethical and developmental state. This priority is critical to the effective and efficient management of the organisation which entails such imperatives as good governance and compliance. The outcome is about the strengthening of administration and government which constitutes the framework within which to carry out the overall mandate.

A strict and consistent observation of governance ethics, policy review and enforcement as well as prudent management and deployment of resources are key to the achievement of the set five-year targets.

Effective and efficient administration, ethical governance and responsible management of resources are key enablers of socio-economic transformation.

This outcome is relevant to the situational analysis which points to a society that is still characterised by 'corruption and the need to strengthen governance of public institutions'.

3.1.2 Outcome 2: Efficient resource management for maximum impact and reach

The outcome aligns with Priority 1 of the MTSF. Among other things, this priority emphasises a developmental state which can be achieved through effective exploitation of opportunities and prudent deployment of resources.

A careful identification of players with whom we share common strategic goals and interests will be key to the achievement of the set targets.

Given the challenge of resource constraints, achievement of this outcome will contribute significantly to ensuring greater delivery and transformation.

The situational analysis points to our society's 'inability to implement a social compact', this confirms the pertinence and relevance of partnerships, which is one of the indicators of this outcome.

3.1.3 Outcome 3: Improved accessibility to information and knowledge

This outcome responds to Priority 3 of the MTSF which is about capacity building through education and skills development.

Intensifying, broadening and improving platforms for information and knowledge sharing will ensure the achievement of targets

The broadening of access to information and knowledge is critical to the achievement of a transforming and cohesive society.

3.1.4 Outcome 4: Improved audience awareness, engagement and participation in museum programmes and projects

The outcome responds to Priority 3 of the MTSF as it focusses on raising awareness, encouraging engagement. It contributes to the intended impact in that, over and above providing information, it aims to foster participation and reach new audiences. Broad, diverse, engaging and participative audiences constitute an important factor in a bid to transform society and promote social cohesion.

3.1.5 Outcome 5: Better understanding and delivery of the curriculum by teachers and learners from diverse backgrounds

The outcome aligns with Priority 3 of the MSTF, which is about capacity building through education and skills development. Its achievement will contribute to intended impact through development of skilled citizens thus enabling transformation and social cohesion. This outcome emphasises the critical role played by education in equalising individual chances and ensuring mobility.

Central to achieving the set target will be content relevance and engaging with teachers and learners both through the presentation of programmes and organising of workshops.

Interventions which reinforce and strengthen teaching and learning in schools make an important contribution of socio-economic transformation.

This responds to the situational analysis which points to a society that is still characterised by 'poor educational outcomes'.

3.1.6 Outcome 6: Economically and socially transforming, diverse and cohesive communities

This outcome has broad alignment with MTSF and covers Priority 2, which is about economic transformation and job creation, Priority 6, which is about social cohesion and Priority 7, which is about a better Africa and the world.

Programmes with a strong focus on skills development relevant to economic participation as well as general social empowerment are central to achieving the set targets.

Achieving this outcome will have a far-reaching contribution towards the intended impact as it deals with both economic and social transformation, social cohesion and diversity. It highlights the important role that socio-economic transformation through economic and social skills interventions can play in reducing inequality thus enabling social cohesion.

The outcome responds to the situational analysis particularly in so far as 'persistence of poverty as well as racial and other prejudices' in our society are concerned.

4. Key Risks and Mitigations

Outcome	Key Risk	Risk Mitigation
Effective and efficient administration	Inadequate capacity of staff, shortage of staff, insufficient budget, unskilled and uninformed staff. fraud and corruption. Non compliance	Increased training budget to ensure that staff are trained to perform their duties more effectively and efficiently (at least 1% of the total budget should be set aside for training purposes)
		Annual review of institution's policies to ensure alignment with treasury regulation and regulations
		Hold annual policy workshop to update staff and raise awareness of policies, amendments and to enable input to be provided
		Recruiting of more staff to allow segregation of duties.
		Attending all workshops and forums conducted by National treasury and DSAC to keep abreast with new rules and regulations
		Circulation of information(Treasury regulation and instruction to all relevant staff)
		Strengthen budget monitoring tools to provide monthly, quarterly, annually report for monitoring the movements of funds
		Introduction of performance management tools to monitor use of funds for intended projects
		Development of individual staff development plans
		Development of Human Resource operational plans and implement regular skills audits
Innovative, creative and efficient resource management for maximum impact and reach	Partners may not fulfil obligations and expectations may not be met	Agreements eg Memorandum of Understanding or similar documents to formalise relationships
Improved access to information and knowledge	Inadequate capacity of staff members to undertake the work	If situation arises, some work will be outsourced to external service providers to meet the demand
	Lack of internal buy-in into an idea among the departments	Consultative meetings will be held

	Failure or loss of computers, software and equipment	Planned upgrades of computer equipment and ensuring that data is backed up
	Unavailability of relevant staff	Hire external service providers
Improved audience awareness, engagement and participation in museum programmes and projects	Non-approval of school excursions by Department of Education	Collaboration with schools and other stakeholders
		Use mobile museum to reach them
	Resource-constrained rural communities that can't afford transport costs for excursions	Use mobile museum to reach them
	Resources to reach deep rural schools	Acquisition of suitable vehicles
	Losing qualified and efficient staff due to low salaries compared to counterparts	Review salary levels of the officers
	Lack of interest in social sciences by teachers	Collaborate with other stakeholders to host teachers' workshops
	Lack of marketing the events to wider audiences and different groups	Employ marketing person
Better understanding and delivery of the curriculum by teachers and learners from diverse backgrounds	Losing qualified and efficient staff due to low salaries compared to counterparts	Review salary levels of the staff
	Non-approval of school excursions by dept of education	Collaboration with schools and other stakeholders
	Poverty stricken rural communities that can't afford transport costs for excursions	Use mobile museum to reach them
	Resources to reach deep rural schools	Acquisition of suitable vehicles
	Lack of interest in social sciences by teachers	Collaborate with other stakeholders to host teachers' workshops
Economically and socially transforming, diverse and cohesive communities	Political divisions in communities leading to lack of participation in programmes or events	Consultation with community political and traditional structures
	Refusal to accept and respect each other's culture	Collaborate with relevant bodies to offer workshops and participate in commemorative events

5. Public Entities

Not applicable.

PART D: Technical Indicator Description (TID)

Indicator Title	Unqualified Audit Reports
Definition	The Auditor-General of South Africa is required to annually audit public entity's such as uMsunduzi Museum. The AGSA's audit opinion is reflected in an audit report which is provided once the annual audit is concluded. The minimum standard which the entity aims to achieve being an Unqualified Report.
Source of data	Auditor-General's Annual Audit Report
Method of calculation /assessment	Content of the Auditor-General's Report
Assumptions	Audit is undertaken timeously
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Annually
Desired performance	Clean Audit Report
Indicator Responsibility	Director, Finance Manager, Deputy Directors

Indicator Title	Number of policies of the Museum reviewed and approved
Definition	The Museum develops and reviews policies on an ongoing basis. These policies cover issues pertinent to the administration and operations of the Museum should be reviewed to either confirm acceptability or to incorporate new information. Once reviewed the policies must be approved by the Council
Source of data	List of reviewed policies, minutes, policies
Method of calculation /assessment	Simple count
Assumptions	Council quorums are in place
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Quarterly
Desired performance	Additional policies reviewed and approved
Indicator Responsibility	Director, Finance Manager, Deputy Directors

Indicator Title	Number of collection valuations and stock takes
Definition	The Museum is required to comply with GRAP 103 and therefore must value the museum's collections. A stocktake and valuation of the collections is therefore required every 5 years.
Source of data	Reports, databases
Method of calculation /assessment	Simple count
Assumptions	Budget is available to undertake the valuation process
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Annually
Desired performance	The target is desired
Indicator Responsibility	Director, Finance Manager, Deputy Directors

Indicator Title	Number of visitors recorded
Definition	The number of visitors recorded reflects the number of people who attend museum events and programmes or who visit the museum to view exhibits or who use of the museum related facilities like the libraries or internet cafes
Source of data	Reports, registers, tickets, visitor books
Method of calculation /assessment	Simple count of visitors
Assumptions	Visitors complete registration documentation
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Quarterly
Desired performance	More visitors would be desired
Indicator Responsibility	Finance Manager, Deputy Director: Ncome

Indicator Title	Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training
Definition	The Museum undertakes various programmes, projects and operational activities and is able to offer people exposure to work place experience pertaining to museum work on a short term basis through learnerships / internships / traineeships / in-service training
Source of data	Correspondence, Agreements, Minutes, Attendance Registers
Method of calculation /assessment	Simple count
Assumptions	Candidates will make themselves available to take up the opportunities
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Quarterly
Desired performance	Additional people would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Number of research projects for exhibitions or publications completed
Definition	Research projects are undertaken to generate information, enhance knowledge production as well as preservation through the collection and dissemination of information using platforms such as exhibitions and publication
Source of data	Research plans, texts and reports
Method of calculation /assessment	Simple count
Assumptions	Availability of relevant information and sources
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Quarterly
Desired performance	A higher number is desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Number of articles made accessible
Definition	Articles that are written by staff of the Museum or articles obtained from other parties which are compiled or edited by the Museum and made accessible in various ways either electronically or in printed form using publishing platforms such as magazines, journals, websites etc
Source of data	Articles made accessible
Method of calculation /assessment	Simple count of number of articles
Assumptions	Availability of publishing platforms and writers
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Quarterly
Desired performance	A higher number is desirable
Indicator Responsibility	Deputy Director: Core Functions

Indicator Title	Number of public engagements held
Definition	Public engagements take various forms, for example talks, lectures, discussions. These are held to provide a platform to disseminate information and / or for diverse communities to engage in conversations or debate
Source of data	Attendance registers and photos
Method of calculation /assessment	Simple count of public engagements held
Assumptions	Satisfactory participation of community members
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through provision of platforms that will encourage community conversations and by providing access to information to diverse communities
Reporting Cycle	Quarterly
Desired performance	A higher number is desirable
Indicator Responsibility	Deputy Director: Core Functions, Deputy Director: Ncome

Indicator Title	Number of existing publications translated into an indigenous language and produced
Definition	In order to provide improved access to information research based materials will be translated into one or more indigenous languages eg a booklet translated from English into isiZulu or an article translated into Sotho and isiZulu.
Source of data	Translated publications produced
Method of calculation /assessment	Simple count of number of publications translated and produced
Assumptions	Availability and affordability of translators. Availability of research texts.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	N/A
Reporting Cycle	Quarterly
Desired performance	More than the targeted performance would be desirable
Indicator Responsibility	Deputy Director: Core Functions

Indicator Title	Number of library materials purchased
Definition	Materials such as books, DVDs and other resource materials are purchased to improve access to information through the museum's libraries either at Ncome or at uMshunduzi
Source of data	Invoices, receipts, purchase orders, reports
Method of calculation /assessment	Simple count of number of library materials purchased
Assumptions	Total price of relevant library materials will not exceed amount budgeted for under the relevant programme in order to meet required target
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of library resources to encourage use of library facilities by a diverse range of people
Desired performance	A higher number is desirable
Indicator Responsibility	Deputy Director: Core Functions; Deputy Director: Ncome

Indicator Title	Number of publications designed and produced and made accessible
Definition	Publications generally include research or associated information. The presentation of the information is undertaken by designing the materials into a cohesive and accessible format and item such as a magazine, book or brochure that is distributed and made accessible either electronically or in printed form
Source of data	Designs, publications, reports
Method of calculation /assessment	Simple count of publications produced
Assumptions	Source research material or other content is available. Adequate DTP systems are available. Availability of funds aligned with cost of production.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
Reporting Cycle	Quarterly
Desired performance	Additional publications would be desirable
Indicator Responsibility	Deputy Director: Core Functions

Indicator Title	Number of educational / research resources designed and produced
Definition	Educational resources may include research or associated information pertaining to education programmes or activities. The presentation of the information is undertaken by designing the materials into a cohesive and accessible format designed to enhance and support learning by providing access to information. The information may be designed in various formats that could include for example posters, board games, brochure etc that are distributed and made accessible either electronically or in printed form
Source of data	Designs, resources, reports
Method of calculation /assessment	Simple count of resources produced
Assumptions	Source research material or other content is available. Adequate DTP systems are available. Availability of funds aligned with cost of production.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
Reporting Cycle	Quarterly

Desired performance	Additional resources would be desirable
Indicator Responsibility	Deputy Director: Core Functions

Indicator Title	Number of temporary or travelling exhibitions hosted or installed
Definition	The Museum either hosts at the museum own or travelling exhibitions for periods that are of a short term duration ie less than a year or provides and sets up temporary exhibitions/displays at other locations.
Source of data	Emails, receipts, loan documents, movement forms
Method of calculation /assessment	Simple count
Assumptions	Availability of exhibitions on loan and budget.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Deputy Director: Core Functions; Deputy Director: Ncome

Indicator Title	Number of permanent exhibitions produced
Definition	The Museum produces permanent exhibitions which are installed on site. New exhibitions comprise developing and curating content which is installed at the museum generally after old exhibitions are removed. Permanent exhibitions may be considered as those existing for a period of at least two or three years.
Source of data	Reports, minutes, proofs, emails
Method of calculation /assessment	Simple count
Assumptions	Availability of budget, availability of content, availability of space
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
Reporting Cycle	Quarterly

Desired performance	A higher number would be desirable
Indicator Responsibility	Deputy Director: Core Functions

Indicator Title	Number of temporary exhibitions produced
Definition	The Museum designs and produces temporary exhibitions which can be installed for a short period often relating to contemporary issues or programmes
Source of data	Reports, minutes, proofs, emails
Method of calculation /assessment	Simple count
Assumptions	Availability of budget, availability of content, availability of space
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Deputy Director: Core Functions

Indicator Title	Number of presentations of educational programmes
Definition	Presentations of educational programmes is undertaken by the museums generally to groups of learners, either at schools and other locations or at the museum. Programmes may include presentations or other activities and may be generally, but not exclusively related to aspects of the curriculum.
Source of data	Forms reflecting that presentations were made
Method of calculation /assessment	Simple count
Assumptions	Schools allow presentations to be made. Schools visit the museums.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: Umzinyathi district (Nquthu and Endumeni), uMgungundlovu district, uMgeni District

Reporting Cycle	Quarterly
Desired performance	Additional presentations would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Number of teacher's workshops held
Definition	An information sharing session with the teachers to make them aware of the programmes and activities that the museum has for their learners to enhance their curriculum understanding
Source of data	Register, minutes, reports
Method of calculation /assessment	Simple count of workshops held
Assumptions	The teachers will participate
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Percentage of surveyed teachers and learners reporting a better understanding of the curriculum
Definition	Through the application of questionnaires teachers, and learners involved in the museum's schools educational programmes presentations will be able to indicate if a better understanding of the curriculum has been facilitated as a result of their engagement/s with the museum.
Source of data	Questionnaires
Method of calculation /assessment	(Number of teachers and learners indicating a better understanding of the curriculum divided by total number of teacher and learner respondents) multiplied by 100
Assumptions	Schools allow presentations to be made. Schools visit the museums. Teachers and learners agree to participate in the survey.
Disaggregation of beneficiaries	Target for women: N/A Target for youth: N/A

(where applicable)	Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Quarterly
Desired performance	A higher percentage of teachers and learners reporting a better understanding of the curriculum would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Number of outreach programmes delivered in new areas
Definition	Expand the footprint of museum programmes by delivering programmes in areas not normally visited by the museum
Source of data	Outreach forms and registers
Method of calculation /assessment	(Simple count of the number of outreach programmes delivered in new areas
Assumptions	Resources availability for expansion of programmes into new areas
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Percentage of schools surveyed aware of the uMsunduzi and Ncome Museums
Definition	Schools located within districts close to the museums are surveyed to assess their awareness of the uMsunduzi and Ncome Museums
Source of data	Survey documentation
Method of calculation /assessment	(Number of schools reflecting awareness of uMsunduzi and Ncome Museums divided by number of schools surveyed) multiplied by 100
Assumptions	Schools are willing to participate in the survey.

Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Quarterly
Desired performance	A higher or improved awareness of the museums would be desired
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Number of holiday programmes held
Definition	During school holidays the museum organises programmes either at the Museum or at other venues to provide opportunities to engage with young people and provide stimulating and pertinent information in a relaxed and enjoyable environment
Source of data	Emails, reports, registers
Method of calculation /assessment	Simple count
Assumptions	That there is a broad base of potential partners with whom we have common or shared strategic goals and interests
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Number of skills workshops held
Definition	These are skills development workshops aimed and skilling women on craft to reduce poverty levels and rate of unemployment
Source of data	Registers , reports
Method of calculation /assessment	Simple count of number workshops facilitated

Assumptions	The skilled individuals will be able to generate income by selling the items they have made or the skills they acquire and will be willing to participate in the programme.
Disaggregation of beneficiaries (where applicable)	Target for women: 20 Target for youth: n/a Target for people with disabilities: n/a
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district (Nquthu and Endumeni), uMgungundlovu district
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities
Definition	The Museum organises workshops to enable participants to improve their skills or learn new skills which can enable them to access economic opportunities by producing and selling materials or acquired skills. Such training may also lead to employment or self-employment. Skills workshop participants/beneficiaries will be contacted annually to determine what percentage are able to report improved access to economic opportunities.
Source of data	Questionnaire
Method of calculation /assessment	(Number of participants associated with the skills workshops indicating improved access to economic activities divided by total number of the skills workshop participants) multiplied by 100
Assumptions	Skills workshop participants are contactable and willing to provide information. Participation in skills workshops takes place.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district (Nquthu and Endumeni), uMgungundlovu district
Reporting Cycle	Annually
Desired performance	A higher percentage of beneficiaries reporting improved access to economic opportunities would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Number of commemorative events held
Definition	These are commemorative events celebrating the countries national holidays with the intention that the public will know the importance of these days and appreciate the countries democracy
Source of data	The available information on the calendar of events that took place in the past
Method of calculation /assessment	Simple count of number of events that were held
Assumptions	Budget availability. Interest is shown by public representing different and diverse people and that this results in their participation and attendance at the commemorative events.
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district (Nquthu and Endumeni), uMgungundlovu district
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Percentage of commemorative day events reflective of attendance by diverse population groups
Definition	The Museum organises commemorative events associated with National Days. These events are platforms enabling the participation of individuals reflective of the diversity of South Africa. The target reflects the desired participation/ attendance at the commemorative events by the relevant groups and is indicative of diversity.
Source of data	Registration documentation
Method of calculation /assessment	(Number of commemorative day events which are reflective of diversity divided by total number of commemorative day events) multiplied by 100 indicates extent to which the target is achieve. The representivity of an event is assessed based on each at least one person from each of the groups below attending or participating in the event : <ul style="list-style-type: none"> • Black African • Coloured • White • Indian • Male • Female • Youth • Adults
Assumptions	People attending the events and are willing to provide demographic

	information. Commemorative Day events are held.
Disaggregation of beneficiaries (where applicable)	Target for women n/a Target for youth n/a Target for people with disabilities n/a
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district (Nquthu and Endumeni), uMgungundlovu district, uMgeni District
Reporting Cycle	Quarterly
Desired performance	A higher percentage would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Number of strategic partnerships forged
Definition	Programme and project based multi year collaborations with various partners leading to synergies resulting in enhanced impact and broader reach of interventions.
Source of data	MOUs, MOAs, SLAs and minutes
Method of calculation /assessment	Simple count of number of partnerships forged
Assumptions	That there is a broad base of potential partners with whom we have common or shared strategic goals and interests
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribute to social and economic transformation within beneficiary communities
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Deputy Director: Ncome, Deputy Director: Core Functions

Indicator Title	Percentage of accommodation bed bookings at Ncome Museum
Definition	Ncome Museum has an accommodation facility. Bookings of beds reflect the use of the resource in terms of occupancy of beds booked per night.
Source of data	Booking and room occupancy documentation
Method of calculation /assessment	(Number of beds booked/or occupied divided by total number beds available) multiplied by 100

Assumptions	Guests are interested in staying at Ncome Museum
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Spatial impact area: uMzinyathi district (Nquthu and Endumeni),
Reporting Cycle	Quarterly
Desired performance	A higher percentage would be desirable
Indicator Responsibility	Deputy Director: Ncome Museum

PART E : Annexures:

A. PESTLE and SWOT Analysis

Internal and external analysis	Strengths	Weaknesses	Opportunities	Threats
Political	nil	nil	Sports could be used as catalyst for sustainable museum programmes e.g. Accessing new audiences through sporting events.	Merging of depts.: ACH with Sports and - brings uncertainty to institution with potential to invite negative consequences: shift of priorities from ACH to Sports. Existence of dual political leadership (traditional and democratically elected) - expectations of the two to be well managed (Ncome)
Economical	Ability to generate income from venues A unique historical narrative with potential for effective educational and tourism programming Commitment to staff development through provision of funding Strong community rooted living	Limited formal and sustainable stakeholder partnership - these need to be strengthened Limited revenue streams – identify and pursue new revenue streams and optimising the existing ones. Underutilised accommodation facilities at Ncome Museum	Partnerships with other institutions Museum is part of the battlefield route Improve empowerment of local communities by creating skills and job opportunities (Reduce levels of unemployment work exposure)	Economic situation may result in reduced number of visitors, partnerships and income streams -introduce mitigating factors e.g. – review tariffs, downsize activities

	heritage events with potential to be leveraged for socio-economic transformation	(Business Model) Institutional Identity Branding Marketing Lack of appeal in brand		
Social	<p>A unique historical narrative with potential for effective educational and tourism programming</p> <p>A strong cultural and social content</p> <p>The museum engages with real, authentic experiences for various audience segments</p> <p>Diverse, unique collections that could potentially transform lives</p> <p>Staff creativity and knowledge with ability to connect visitors to collections and utilise collections in a manner resonant with people's real life situations</p> <p>Strong community rooted living heritage events with potential to be leveraged for socio-economic transformation</p> <p>Potential of the narrative to have national purchase and currency particularly as it relates to social cohesion</p>	<p>Limited formal and sustainable stakeholder partnership - these need to be strengthened (increase in partnerships)</p> <p>Lack of content that is representative of local communities – developing new content and translate existing content (in research proj and publications and exhibitions education programmes And materials)</p> <p>Access to facilities by target groups – approach relevant dept to install necessary infrastructure</p> <p>Institutional Identity</p> <p>Value proposition for employees (training)</p>	<p>Partnerships with other institutions</p> <p>History of sites can be linked to promotion of social cohesion and reconciliation. Social cohesion knowledge production and marketing</p>	<p>There is lack of understanding of the museum's mandate - need to proactively educate the community about the museum</p> <p>Security</p>

Technological		<p>Poor internet connectivity – approach relevant network providers</p> <p>Exposure to social media is an opportunity for everyone –manage feedback and comments</p> <p>Lack of IT support</p> <p>Not taking full advantage of current technology</p>	<p>Lack of access to information and communication technologies in local communities</p> <p>Almost universal access to social media</p>	
Legal			<p>Improve transparency and fairness</p>	<p>Highly regulated environment</p> <p>Failure to comply with prescripts, regulations and acts</p> <p>More compliance driven than performance driven</p>
Environmental	<p>uMsunduzi Museum is close to businesses and tertiary institutions, public transport, high levels of densification</p> <p>Ncome in located on a battlefield</p> <p>uMsunduzi Museum comprises historic buildings</p> <p>Adequate component of core function departments at uMsunduzi Museum</p> <p>Staff creativity and knowledge with ability to connect visitors to collections and utilise</p>	<p>Access is difficult due to road condition - lobby relevant department to upgrade (Ncome)</p> <p>The building is not universally accessible</p> <p>Museum entrance is not easily accessible due to proximity to the taxi rank</p> <p>Lack of storage and exhibition space</p> <p>Inadequate component of core function departments at Ncome Museum</p> <p>Insufficient security measures</p>	<p>Museum can add new programmes and activities relevant to the sites eg biodiversity , trails to hills linked to the site or architectural tours</p>	<p>Ageing infrastructure and inadequate maintenance of the buildings</p> <p>Proliferation of vermin</p> <p>Veld fires</p>

	collections in a manner resonant with people's real life situations			
--	---	--	--	--

B. Stakeholder Analysis

Internal Stakeholders				
Stakeholder	Characteristics (knowledge of the institution's mandate, related policies and legislation. Attitude towards the institution, support, collaboration and culture)	Influence (power over and within the institution)	Interest (level of involvement)	Linkages with other Stakeholders (linkages and potential alliances with other stakeholders)
uMsunduzi and Ncome Museum Council	Its functions require that its members are closely involved in the unpacking and clarification of the mandate of the Museum and the policies and legislation related to that mandate. The more clarity individual members have regarding the mandate of the Museum the better positioned they are to effectively influence its direction, provide necessary support and take enabling decisions	Council has tremendous influence over the strategic direction of the Museum. Council members are intimately involved in the strategic planning and the approval thereof	Council role involves mainly interrogation and ratification of the Museum's strategic and operational plans as well as providing oversight on the Museum's utilisation of its resources Interest is about institutional performance	Council members are invariably associated to other institutions and networks which could be a great advantage to the Museum if the potential opportunities are identified and taken advantage of Linkage to DAC
Executive Committee Members	Made up of the most senior management of the Museum. Provides day to day strategic direction. Ought to have a clear understanding of the mandate and have strategic thinking abilities to interrogate and improving the strategic direction.	Ought to be the enabler in terms of efficacy in taking decisions given that it the only link that line managers and general staff has with Council	Closely involved in the day to day decision making and running of the organisation and an important link between strategy and operations (strategic alignment)	Executive committee members are better positioned to strike relationships and facilitate alliances from higher levels of other organisations because of the nature and level of interactions they are likely to be exposed to in line with their roles and responsibilities
Management Committee	Members need to be adept at aligning the strategy with operations. They are a critical link between the operational staff and the executive	Members have control over the alignment between strategy and operations. Provide day to day strategic input and guidance to operations and interventions	First line of defence for the organisation. Responsible for alignment between strategy and operations. Responsible for determining activities that speak to the mandate and strategy	Managers are exposed to forums where they interact with other managers from other institutions. They are better placed to initiate collaborative efforts with like-minded managers and institutions.

Support Departments (Administration)	Understanding of the organisation's resource position and requirements in relation to the mandate.	Manage and facilitate resource allocation based on organisational priorities as per strategic and operational plans	Their interest and responsibility is to ensure that resource allocation is always aligned with the mandate and priorities of the organisation	Can serve as an important link with government departments as well as private sector stakeholders and partners
Line department staff	Sufficient understanding of the strategic relevance of projects and activities they are involved with.	Foot soldiers and face of the organisation.	Responsible for activities on the ground	Interface with organisations through collaborations and invitations to be part of other organisations' activities. They are also a direct link to users and visitors
External Stakeholders				
Department of Sports Arts and Culture	Determines the ultimate mandate of the Museum	Funding and oversight	High level influence	Can facilitate high level alliances which can then filter down to agency level
Auditor General	Understand the mandate for monitoring and oversight purposes	Oversight and control	Critical in ensuring accountability and responsible resource management	Portfolio committee and DSAC
Public Works Department	Some understanding of the mandate as it relates to infrastructure needs	Availability and state of infrastructure depends on them	Infrastructure provision and management	DSAC
Department of Basic Education	They are the custodians of learning and teaching which is at the centre of the museum's education department function.	Critical to the success of education programmes	Museum's education core function has a strong alignment with the department's curriculum	Schools
Tertiary Institutions	Tertiary institutions have natural resonance with our mandate in the sense that they deal with research, work experience programmes and community outreach	Support and endorsement of programmes and projects.	Researchers and students utilising the Museum	NGOs, research institutions, students and researchers
NGOs (e.g. Section 27, Right2Know, PACSA, etc)	Their missions are invariably centred around community development, community research, information dissemination, lobbying and advocacy	Feedback, input and engagement with projects and programmes	Their involvement in Community development, research and information dissemination makes them a natural interested party in the work of the museum	Community, research and educational institutions, government departments
Other Cultural (e.g. museums, libraries, AMAFA, etc.)	Knowledge producers and repositories as well as custodians of heritage preservation and protection	Strong programmatic and strategic influence	They belong in the same COP as us. They have natural resonance with the Museum's mandate	Link to all other museum stakeholders and associations
StatsSA	A national generator of quantitative and qualitative data.	They are holders of information that informs the strategy and operations	Information on heritage and museum practice is of interest to them given their far reaching mandate	DSAC
Private Sector Companies and	Companies are suppliers of goods and services and	Critical to the success of operations of the	Financial interest with opportunities for	Linkages to other businesses and

suppliers	could be potential sponsors	museum	sponsorship	business associations
Associations eg SAMA, LIASA, Tourism, Business	Association of persons relating to specific interests	Can provide support for operations and provide influence.	Adhoc involvement in training and other programmes	Membership
Municipalities	Primary providers of service delivery. Some areas align with the mandate. High level of understanding of the mandate of museums generally	Critical to the success of operational activities including certain initiatives and interventions	Providers of basic services and engagement with the museums programmes	Visitors, businesses, government departments, traditional authorities
Traditional authorities	As custodians of heritage culture and traditions their role resonates with the museums mandate	Critical to the success of the Museum's activities and interventions because of their strong influence in their communities	Strong presence and involvement in some target communities	Communities, municipalities, government departments and ngos
Research Institutions (e.g. the Institute for Justice and Reconciliation, Centre for the Study of Violence and Reconciliation, HSRC, CSIR, etc)	They are producers and consumers of information and knowledge and there are synergies between these organisations and the museums	Influence through research output	Involvement with programmes and projects and data collection and sharing. Collaborative programmes	Linkages across range of stakeholders
Funding Organisations (e.g. Jobs Fund, Private Sector Foundations)	Institutions that support the pursuit of the Museum's mandate	Can assist in addressing resource deficiencies	Funders mandate achieved through support of museums programmes and projects.	Government departments, private sector, NGOs. Embassies.
Media	Producers and packagers of materials using information derived from museum materials, projects and programmes	Publicity platform for programmes and projects. Feedback avenue (positive or negative)	Public interest in arts, culture and heritage	Government departments, private sector, NGOs, Council and parliament
Tourism Department	Encourage, promote and develop tourism. They therefore appreciate heritage, arts and culture as drivers of tourism.	Regulate and engage with tourism sector and promote tourism to and in South Africa. Increased awareness of heritage and culture resulting in increased consumer spending and visitor numbers.	Heritage, arts and culture as tourism products.	Other government departments, tourism sector bodies, foreign embassies and South African missions abroad.
Tour Operators	Facilitating organised visits to museum by tourists and appreciation of the importance museums and heritage as drivers of their enterprise.	Enablers of increased visitor numbers.	Museums as visitor attraction in the itinerary and source of information for heritage tourism purposes. Expectation of better packaged offerings from heritage institutions.	Tourism sector bodies, tourists, media
Visitors	Diverse individuals who visit the museum for a variety of reasons.	As consumers of our products and services, they are the main reason for the	Engagement with content. Quality of user experience.	Tourism sector bodies and broad range of stakeholders

		museum's existence. They are a key source of revenue. Can be useful contributors as co-creators of content.		
Users of facilities (e.g. parkers, venue hire, etc	Consumers of space to accomplish a task	Ability to increase or reduce income.	Accessible, secure and affordable facilities.	Government and private organisations
Crafters and artists	Producers of complete products for income generation purposes.	As participants of museum projects and programs they influence programmes	Development of their skills. Platform to showcase and sell their work. Contribute to cultural expression and meaning making.	Other crafters and artists, NGOs, tourism sector bodies
Collections Donors	Source and providers of collection materials and information.	Contribute to the richness of collections and preservation of history and culture	Preservation and use of their materials. Contribute to cultural expression and meaning making.	Communities, staff, other cultural institutions, research institutions and researchers
Unions	Protection of workers' rights and well being	Can affect service delivery. Friction and disharmony.	Acceptable salaries, job security and better working conditions.	DPSA, Treasury, DSAC
Foreign Embassies	Promotion of better relations between two countries and their citizens.	Ability to increase working, coordination and providing interface between countries in relation to tourism and heritage aspects. Foster bilateral relations between institutions. Source and conduit of foreign funding	Bilateral partnerships and agreements.	Government departments, tourism sector bodies.
Portfolio Committee	Responsible for oversight of government departments and its entities to ensure efficient use of resources.	DSAC accounts to it. We account to the committee through DSAC.	Proper spending. Increased service delivery and accountability. Efficient use of resources. Public image. Content. Story line. Identity.	DSAC, communities, political parties, Auditor General.

C. Materiality and Significance Frame Work

UMSUNDUZI MUSEUM AND NCOME MUSEUM

MATERIALITY AND SIGNIFICANCE FRAMEWORK FOR THE PERIOD ENDING 31 MARCH 2020

1. Definitions and standards

- * Audited financial statements: 2018/2019 (AFS)
- * Approved annual budget: 2019/2020(AAB)
- * Approved strategic plan: 2015/2020 (ASP)
- * 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 50(1)
- * Section 55(2)
- * Section 54(2)
- * Section 66(1)

3. Treasury regulation

- * 28.1.5

4. FRAMEWORK

4.1 Section 50: Fiduciary duties of Accounting Authority	Value (Quantitative)	Nature of event (Qualitative)
<p>1.Accounting authority must - (c) on request, disclose to the Executive Authority responsible, all material facts which in any way may influence the decisions or actions of the Executive Authority</p>	<p>(a) Any unbudgeted transaction of which the amount exceeds 5% of the total value of assets per AFS. (b) Any budgeted event where income is a legitimate expectation (shop sales, entrance fees, rentals and parking) where the actual income is less than 2% of the total expenditure. (c) Any trading venture where income is exceeded by expenditure by more than .05% of income. (d) Total actual income is less than budgeted income by more than 2% of budgeted income. (e) Total actual expenditure exceeds the budgeted expenditure by more 5%</p>	<p>(a) Any unplanned event that affects the core purpose or mandate of entity per APP (b) Any activity that is outside the parameters of each public=s enabling legislation.</p>

4.2 Section 54: Information to be submitted by the Accounting Authority	Value (Quantitative)	Nature of event (Qualitative)
<p>(2) 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 to its Executive Authority for approval of the transaction to its Executive Authority for approval of the transaction:</p> <p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement</p> <p>(c) Acquisition of disposal of a significant shareholding in a company</p>	<p>N /A</p> <p>N/A</p> <p>Any transaction of which the amount exceeds 8% of the total value of assets per AFS.</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>

(d) Acquisition or disposal of a significant asset	Any transaction of which the amount exceeds 8% of the total value of assets per AFS.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
(e) Commencement or cessation of a significant business activity		

4.3 Section 55: Annual Report and Annual Financial Statements	Value (Quantitative)	Nature of event (Qualitative)
(2) the annual report and financial statements must: include particulars of: (i) any material losses through criminal conduct and, for example, theft (ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year (iii) any losses recovered or written off	Any loss of which the amount exceeds 3% of the total value of assets per AFS. All All	Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity All All
4.4 Section 66: Restrictions on borrowing, guarantees and other commitments The uMsunduzi Museum and Ncome Museum may not enter into financial commitment beyond its approved budget without prior approval of Council	N /A	N /A

D. Council Charter

1. INTRODUCTION

The uMsunduzi and Ncome Museums Council recognise the necessity for the Council Charter as it is suggested in the Code of Governance Principles for South Africa (King IV).

2. PURPOSE OF THE COUNCIL CHARTER

The purpose of this charter is to set out Council's roles and responsibilities as well as the requirements for its composition and meeting procedures. It also deals with the apportionment of functions, powers and responsibilities of the Council, Council Members and the executive management of the uMsunduzi and Ncome Museums

3 COMPOSITION

In terms of Section 5(1) of the Cultural Institutions Act, No 119 of 1998, (the Act, the Council is made up of at least seven members and the Director.

3.1 Nominations

The process of appointing members of Council is administered by the National Department of Sports, Arts and Culture.

The Minister for Sports, Arts and Culture is responsible for the appointment of all members of Council

3.2 Term of Office

- Council Members serve for three years after being appointed by the Minister.
- At the expiry of three years, Council Members are also eligible for re-nomination to serve another term.
- The Director of the institution is an ex officio of Council.

4 COUNCIL COMMITTEES

4.1 In terms of the King IV Reports and the Protocol on Corporate Governance, the Council has the power to appoint Council Committees and to delegate powers to such Committees.

4.2 The Council recognises and accepts the legal principle that whilst certain powers are capable of delegation to individuals and /or committees the ultimate accountability for the matters delegated remains with the Council.

4.3 Authorities delegated by the Council accordingly always entail a simultaneous requirement of reporting to the Council and obligation on the Council to monitor and evaluate the activities of committees and individuals with delegated authority.

The Council shall approve the formation of the following Committees:

- Audit and Risk Committee
- Finance and Human Resources Committee
- Core Functions
- Executive Committee

The Council shall also approve the formation of any other committee/s and/ or working group/s that it deems vital for the enhancement of the Museum's strategic goals.

5 ROLES AND RESPONSIBILITIES

The roles and responsibilities of Council are to:

5.1 Act as the pivotal point and a custodian of corporate governance and by managing its relationship with management and stakeholders along sound corporate governance principles.

- 5.2 Ensure an adequate induction program for new members.
- 5.3 Understand that strategy and performance plans are conjoined and they are required to:
 - I. Giving input to and approving the strategy.
 - II. Ensuring that the strategy and annual performance plans does not give rise to risks that have been thoroughly assessed by management.
 - III. Identifying key performance and risk areas.
- 5.4 Delegate to the Director of the institution any of the powers, authorities and discretions vested in the Council, including, to the extent permissible in, the power of sub-delegation.
- 5.5 Determine the terms of reference and procedures of all Council Committees and review their reports and minutes.
- 5.6 Review and monitor the performance of the Director and Senior Management through the Director.
- 5.7 Consider reports submitted by the Director and the Senior Management.
- 5.8 Develop, review and approve the institution's policies.
- 5.9 Approve with the concurrence of the Finance and Human Resources Committee the remuneration to be paid to staff.
- 5.10 Ensure that an adequate budget and planning process exist, that performance is measured against budgets and approve annual budgets.
- 5.11 Approve, subject to the Department's approval as may be required by law, significant acquisitions, mergers and new strategic alliances by the Museum.
- 5.12 Consider and approve, on the recommendation of the Museum's Audit and Risk Committee, any significant changes proposed in accounting policy, the internal and external audit fee and budget for audit fees, and consider any other recommendations of the Audit Committee.
- 5.13 Have ultimate responsibility on oversight for systems of financial operational and internal controls, the adequacy and review of which shall be delegated to the relevant committees of the Council, provided that the Council ensures that reporting on such matters is adequate.
- 5.14 Have ultimate responsibility for regulatory compliance and ensure that reporting to the Council is comprehensive.
- 5.15 Review any non-financial matters that have not been specifically delegated to a subcommittee.
- 5.16 Commence business rescue proceedings as soon as the Museum is financially distressed.
- 5.17 The Council should do everything necessary to fulfil its role as set out above.

6 THE CHAIRPERSON

The Chairperson provides leadership at Council level, represents the Council to the Minister and is responsible for ensuring the integrity and effectiveness of the Council and its committees. To this end the Chairperson is required to:

- 6.1 Maintain a regular dialogue with the Director in respect of all material matters affecting the Museum and to consult with other Council Members promptly where considered appropriate.
- 6.2 Ensure that material matters in respect of the business or governance of the Museum that he/she is aware of, are tabled at Council meetings.
- 6.3 Act as facilitator at meetings of the Council to ensure that material issues for consideration are tabled and ventilated effectively to ensure optimal Council decision-making and governance
- 6.4 Be available for the Director between Council meetings to provide counsel and advice.
- 6.5 Be responsible for the evaluation of the Deputy Chairperson and the Director.
- 6.6 Represent the Museum in official ministerial forums and events organised by the Minister.
- 6.7 Communicate with the Minister on behalf of the Council.

The Chairperson does not have any executive or management responsibilities.

7 THE DIRECTOR

The Director is the Accounting Officer and provides executive leadership and is accountable to the Council for the implementation of strategies, objectives and decisions of the Council within the framework of the delegated authorities, values and policies of the Museum. The Director is appointed by Council, in conjunction with the Department of Arts and Culture. To this end the Director is accountable to the Council to amongst other things:

- 7.1 Develop and recommend to the Council the long-term strategy and vision of the Museum and its quantified expression by the way of critical performance targets.
- 7.2 Develop and recommend to the Council the annual performance plans and budgets that support the Museum's long term strategy.
- 7.3 Ensure that the Museum has an effective management team and management structures.
- 7.4 Ensure appropriate Museum policies are formulated and implemented.
- 7.5 Ensure that the effective internal institutional controls and governance measures are deployed.
- 7.6 Serve as the chief spokesperson of the Museum.

8 THE RIGHTS AND DUTIES OF INDIVIDUAL COUNCIL MEMBERS

- 8.1 The Council exercises its functions jointly and no member has any authority to severally perform any act on behalf of the Museum or the Council unless specifically authorised or requested by the Council or authorised nominees of the Council. Council members are jointly accountable for the decisions of the Council.
- 8.2 Council members have legal obligation to act in the best interest of the Museum, to act with due care in discharging their duties as Council members, to declare and avoid conflicts of interest with the Museum and to account to the Museum for any advantages gained in discharging their duties on behalf of the Museum.
- 8.3 Members may at any time request a meeting with Chairperson and may in any event annually be invited by the Chairperson for an individual meeting to discuss Council and institutional matters, which Council is of the view that the interests of the Museum are better served if the Council functions as a team rather than a fractious, uneasy coalition of Council and independent factions.
- 8.4 Members have access to senior management for advice about governance of the Museum and Council procedures and may after consultation with the Chairperson obtain such external advice as they may consider necessary to properly discharge their duties to the institution.

9 REMUNERATION OF COUNCIL MEMBERS

- 9.1 Council members are remunerated based on the rates and guidelines determined by the Minister of Finance for Schedule 3A Public Entities.
- 9.2 Any authorised extra costs incurred in the pursuit of the functions of Council shall be reimbursed upon submission of proof of payment and or expenditure supported by a motivation approved by Council.
- 9.3 No acting allowances and/or rates are paid unless such acting role/s has been sanctioned by the Minister.

10 THE COUNCIL SECRETARY

The Council Secretary is accountable to the Council to:

- 10.1 Provide the Council members collectively and individually with guidance to their duties and responsibilities.
- 10.2 Make Council aware of the laws and legislations relevant to or affecting the Museum and reporting at any meeting of the Council and failure to comply with such law or legislation.
- 10.3 Ensure that the minutes of all Council meetings and meetings of the Committees are properly recorded.

- 10.4 Ensure that copies of all the Museum's reports are sent every person who is entitled thereto.
- 10.5 Keep abreast of and inform the Council of current corporate governance thinking and practice.
- 10.6 Keep abreast and inform Council of required yearly reviews for compliance purposes.
- 10.7 Ensure that Council procedures are followed and reviewed.

11 POLICY IN RESEPECT OF CORPORATE GOVERNANCE

It is the policy of the Museum to comply with the King IV Codes of Corporate Practices and Conduct. In addition, the Museum's corporate governance practices should be reviewed frequently in view of changes in the Institutional developments in respect of corporate governance in order to proactively adapt the corporate governance practices of the Institution should it be in the best interests of the institution to do so.

12 ACCOUNTABILITY OF COUNCIL

Council Members are appointed by the Minister of Sports, Arts and Culture in terms of Section 5 of the Cultural Institutions Act No.119 of 1998. Council Members are accountable to the Minister and provide overall oversight role to the Museum's management. Council should provide the Minister with the following documents:

- 12.1 A five year Strategic Plan that is aligned to government's term of office.
- 12.2 An Annual Performance Plan and budget identifying key strategic trusts of each financial year.
- 12.3 A Shareholder Compact outlining linked Outcome Oriented Goals of the Museum for each financial year.
- 12.4 Section 55 of the Public Finance Management Act requires that Council should also submit an Annual Report with audited financial statements for each financial year.

13 CONFLICT OF INTERESTS

In terms of PFMA and Treasury Regulations, Protocol on corporate governance in the Public Sector and the King Code IV, Council Members are obliged to promptly disclose their direct or indirect interest in:

- 13.1 Any other company, partnership, trust or legal entity.
- 13.2 Any contract or proposed contract which is of significance to the business of the Museum and which is entered into or to be entered into.

14 DISCLOSURE

Full disclosures of the above should be made in writing and be submitted to the Council Secretary who will submit it to the Chairperson of the Human Resources Committee. General disclosures of this nature are only effective until the end of the financial year in which the disclosures had been made.

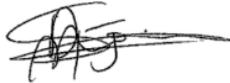
The HR Committee is required to:

- 14.1 Consider all declaration of interest
- 14.2 Report to the Council any conflicts of interest which require specific action by the Council and
- 14.3 Recommend to the Minister which members should be categorised for governance purposes.
- 14.4 Material conflicts of interest are regarded by the Council as incompatible with the fiduciary duties of Council
- 14.5 Failure to make disclosures of interests constitutes a criminal offence in terms of the Companies Act.

15 PERFORMANCE EVALUATION: COUNCIL, COMMITTEES AND INDIVIDUAL MEMBERS AND MEMBERS OF COMMITTEES

The Chairperson and Deputy Chairperson shall be responsible to annually review the effectiveness of the Council and Committees and its individual members. For this purpose they shall make use of the Council Evaluation Framework developed by the Department of Sports, Arts and Culture for all institutions. The Chairperson shall be responsible for the evaluation of the Deputy Chairperson. The Chairperson of the Council will be evaluated by the Minister or delegated person or Committee set up by the Ministry.

Council Charter approved by Council on 17 January 2020



Dr Joy Ndlovu

CHAIRPERSON: UMSUNDUZI MUSEUM COUNCIL