

**uMsunduzi Museum and Ncome Museum  
ANNUAL PERFORMANCE PLAN  
01 APRIL 2019 TO 31 MARCH 2020**

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## Foreword

I have the honour to submit the Annual Performance Plan of the uMsunduzi Museum and Ncome Museum for 2019/20. This Annual Performance Plan continues to prove that both Museums continue to play a pivotal role in South African society by making a meaningful contribution to the National Development Plan (Vision 2030) and Medium Term Strategic Framework (2014-2019) of the Government. The Museums contribute to cultural and heritage preservation through research, collecting heritage objects, restoration, promotion, and education. During the 2019/20 financial year the two museums will be working smart and diligently to achieve and deliver against their key objectives as identified in the Annual Performance Plan.

Noting that our priority during the 2019/20 financial year is to deliver on our core mandate of research, exhibitions and education, the two institutions will institute various programmes to improve service delivery as per the National Department of Arts and Culture Strategic Plan and National Development Plan. Given financial constraints that face these two museums, great effort will be made to ensure that a significant achievement is realized. Issues of social cohesion and nation building will be reflected on during the 7<sup>th</sup> *“Courageous Conversations”* Conference which will be hosted at Ncome Museum during 2019. Other projects related to the 2019/20 financial year include the institutions programmes which will celebrate Africa Month and the presentation of a lecture which will be held during the first quarter.

The proposed plan of the uMsunduzi Museum and Ncome Museum recognises that arts, culture and heritage contribute immensely to economic growth and social development hence they will endeavour to strengthen relations and partnerships with various stakeholders which include heritage institutions, universities, different layers of government as well as community structures.



**Dr M Ngubane**

**Director: uMsunduzi Museum and Ncome Museum**

## Official sign-off

It is hereby certified that this Annual Performance Plan:

1. Was developed by the management of uMsunduzi Museum and Ncome Museum under the guidance of the Accounting Authority.
2. Takes into account all the relevant policies, legislation and other mandates for which uMsunduzi Museum and Ncome Museum are responsible.
3. Accurately reflects the strategic outcome oriented goals and objectives which uMsunduzi Museum and Ncome Museum will endeavour to achieve for the period 2019/2020.

**Ms T Khumalo**  
**Chief Financial Officer**

Signature: \_\_\_\_\_



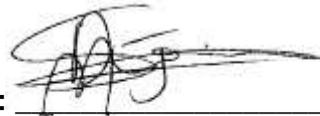
**Dr M Ngubane**  
**Accounting Officer**

Signature: \_\_\_\_\_



**Approved by:**  
**Dr J Ndlovu**  
**Accounting Authority**

Signature: \_\_\_\_\_



## ACRONYMS

CFO	Chief Financial Officer
COV	Church of the Vow
DBE	Department of Basic Education
DAC	Department of Arts and Culture
HOD	Head of Department
HR	Human Resources
IT	Information technology
KZN	KwaZulu-Natal
MGE	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
NGO's	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

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## **PART A: STRATEGIC OVERVIEW**

### **Vision**

The uMsunduzi Museum and Ncome Museum will strive to deliver an excellent cultural experience.

### **Mission**

The uMsunduzi Museum and Ncome Museum will actively preserve, promote and present our cultural heritage to benefit nation building and social upliftment.

## **1. Situational Analysis**

### **1.1. Updated Situational Analysis**

uMsunduzi Museum used to be called the Voortrekker Museum and was established in 1912 as a colonial project. The Ncome Museum is a Legacy Project established in 1997 and is operated by uMsunduzi Museum.

Ncome Museum is situated within the Nqutu Municipality, North of KwaZulu-Natal Province. It is situated 350kms away from Pietermaritzburg where the uMsunduzi Museum is situated. The nearest town is Dundee which is about 40kms away. The Blood River/Ncome River separates two institutions, namely the Blood River Monument and Ncome Museum. Blood River Monument is administered by the Voortrekker Monument in Pretoria which is an independent body. Ncome Museum is funded through the grant provided by the National Department of Arts and Culture to uMsunduzi Museum. The two sites are linked by the Reconciliation Bridge which is open and functioning.

Both uMsunduzi Museum and Ncome Museum were established on distinct ideological premises. Until the 1994 political transformation the Afrikaner nationalist perspective of the 1838 war between the Voortrekkers and amaZulu had been the most dominant interpretation eclipsing all others. Therefore the construction of Ncome Museum and Monument facility in 1998 ushered in the era of critical and constructive engagements and the need to foreground previously marginalised perspectives. The two facilities now have one common goal, namely: forging of a new nation and identity through promotion of heritage which was precipitated by the 1838 war between the Voortrekkers and amaZulu. Since these two facilities were founded around a common theme or historical events, it therefore became historically proper to place the new facility – Ncome Museum under the curatorship and the Council of the well-established facility – uMsunduzi Museum. However, this arrangement was

meant to be on short term basis and intended to enable the National Department of Arts and Culture to deposit Ncome funds using the uMsunduzi Museum account, which was already linked to the Department's financial system .

At the time of this arrangement, the Department was finalizing the capital works programme for Ncome Museum. This capital project was supposed to have been undertaken during the financial years 2004/2005 and 2005/2006. It was for the construction of the hall, library, offices, tourist accommodation, staff accommodation, footbridge and access road. The Department had during the mentioned period set aside R 6.2 million for the project. Due to financial constraints, economic recession and the number of projects that the Department of Arts and Culture had to deliver, the project did not occur during the period 2004 to 2010. However, in 2010 the now multi-phased project took off and an amount of about R 40 million was allocated which was way above the initial budget. Phase Two project was completed during the 2012/2013 financial year and opened by His Excellency, President J.G. Zuma on 16 December 2014. Pending as a key deliverable of this important national project is finalising a funding model that caters for the expanded role of Ncome Museum in terms of operations. Together the uMsunduzi Museum\* and Ncome museums are a crucial part of social cohesion and a South African cultural experience.

\*The uMsunduzi Museum situated in Pietermaritzburg comprises various historic landmarks: Old Longmarket Street Girls' School (constructed c1902-10 and which houses exhibitions and administrative office accommodation), Church of the Vow (inaugurated c1861), Andries Pretorius House (built during the 1840s), Voortrekker House ( 333 Boom Street, built c1840s), The Memorial Church and Hall, a small temple, reconstruction of a Zulu hut, and the E.G. Jansen Extension as well as various other buildings.

## 1.2. Performance Delivery Environment

### SWOT analysis

uMsunduzi Museum and Ncome Museum, in terms of its SWOT analysis that was recently done, was able to identify the following:

#### uMsunduzi Museum

Strengths	Weaknesses	Opportunities	Threats
<p>The institution has adequate premises</p> <p>A dedicated staff compliment with institutional knowledge</p> <p>A rich history linked to Day of Reconciliation</p> <p>Collections including books and artefacts as well as buildings</p> <p>Mobile museum/exhibitions</p> <p>Facilities including venues and parking space</p> <p>Adjacent taxi rank</p> <p>Accessible location in urban CBD</p> <p>Unique environment and historic storyline</p> <p>Have a cost-saving approach</p>	<p>Lack of I.T. infrastructure</p> <p>Lack of storage space for collections and operations</p> <p>Inadequate budget</p> <p>Taxi Rank deters visitors and taxis make obstruct access to the site</p> <p>Weak partnerships and stakeholder management</p> <p>Lack institutional identity and have no brand</p> <p>More compliance driven than performance driven</p> <p>Weak strategy and are reactive not proactive</p> <p>Poor value proposition for employees</p> <p>Poor level of staff performance</p> <p>Employees experience is not best</p>	<p>Delivery of services as per mandate</p> <p>The institution can achieve goals</p> <p>The institution can explore and present a range of diverse and fascinating narratives relating to our rich history</p> <p>The unique collections are a resource for local and international visitors and researchers</p> <p>Outreach programmes and activities can be delivered to a broader community.</p> <p>Venues and parking space can be used for a range of activities and programmes and can also be used as a source of additional income.</p> <p>Location of taxi's offers easy and affordable transport to and from the museum</p> <p>Improve stakeholder engagement through development of stakeholder engagement framework.</p> <p>Entrance fee is comparatively cheap</p> <p>Opportunity exists to strengthen partnerships with SAMA and DAC</p>	<p>The capacity of the museum to utilize contemporary communication and digital tools and to offer the public a high level of electronic access is limited by the lack of IT infrastructure.</p> <p>The preservation and expansion of collections and the delivery of programs is impacted by lack of storage space</p> <p>Lack of funding restricts institutions ability to deliver services and undertake maintenance</p> <p>High staff turnover due to remuneration not being market related.</p> <p>Competitors</p> <p>Not well maintained buildings</p> <p>Implications of white paper</p> <p>Staff turnover</p>

		Educate communities about museums to draw attention and instil ownership	
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## Ncome Museum

Strengths	Weaknesses	Opportunities	Threats
<p>The institution has adequate premises</p> <p>Dedicated Staff</p> <p>Rich History with previously neglected or marginalized African perspectives of the 1838 war between the Boers and amaZulu</p> <p>Unique Collections</p> <p>Facilities including venues and accommodation</p> <p>Museum is located in the battlefields – can attract tourists.</p> <p>Site linked to social cohesion</p>	<p>Lack of I.T. infrastructure</p> <p>Lack of storage space for collections and offices and operations</p> <p>Inadequate budget</p> <p>Lack of financial resources to conduct a massive oral history project</p> <p>Small collection due to limited research capacity</p> <p>Remote location</p> <p>Inaccessibility due to a 20km stretch of untarred (gravel) road</p> <p>Lack of research and collections personnel</p>	<p>The institution is able to deliver services as per its mandate</p> <p>The institution has ability to achieve goals</p> <p>Potential for groundbreaking work on the history of the 1838 war drawing on oral traditions, which will upset and destabilize the dominant or master narrative.</p> <p>The unique collections are a resource for local and international visitors and researchers</p> <p>Venues and accommodation facilities can be used for a range of activities and programmes and can also be used as a source of additional income.</p> <p>Additions can be made to the museum eg internet service and biodiversity tours</p>	<p>The capacity of the museum to utilize contemporary communication and digital tools and to offer the public a high level of electronic access is limited by the lack of IT infrastructure.</p> <p>The preservation and expansion of collections and the delivery of programs is impacted by lack of storage space</p> <p>Lack of funding restricts institutions ability to deliver services and undertake maintenance</p> <p>Weak research capacity</p> <p>Poor heritage collection</p> <p>Access to the site is difficult</p> <p>Quality of the gravel road results in damage to vehicles and discourages visitors from visiting the site</p> <p>Floods and grass fires</p> <p>Land issues re ownership</p>

The Museums will continue to:

- a) Conserve the collections held in trust for the nation, according to international museum standards.
- b) Do further research and increase collections through systematic, planned programmes and produce relevant publications.
- c) Plan and implement exhibitions based on its collections for the heritage consumption and education of the country's citizens and international visitors.
- d) Develop and implement educational programmes in line with national and provincial educational curricula in order to provide social upliftment and nation building.
- e) Render a heritage based service to other museums, tertiary institutions and individuals.
- f) Work with local communities and other stakeholders to provide excellent platforms to experience the South African culture.

These objectives will be met in order to fulfil:

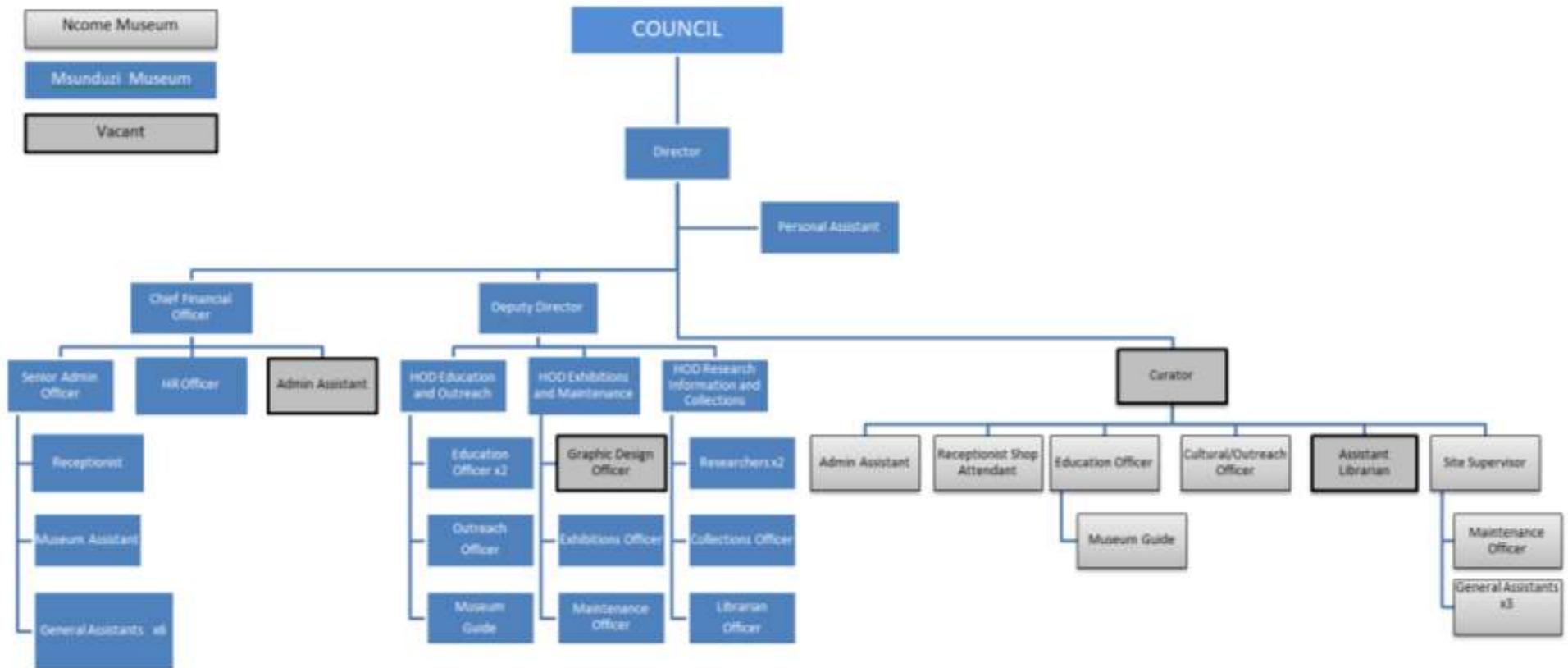
- a) The needs of society at large, educational institutions and the tourism industry.
- b) The requirements of the Cultural Institutions Act and the Museums' vision and mission.

### **1.3 Organizational environment**

According to the SWOT analysis that was recently done, it was identified that one strength of uMsunduzi Museum is its accessible location and ample parking space. Furthermore facilities are also used by the public for their events at a nominal rental fee and these facilities are also used by the entity to provide training and workshops as part of its outreach programmes to assist communities to realize the economic benefits of producing arts and crafts. Lack of financial resources was identified as a significant challenge facing the entity. As for Ncome Museum, its inaccessibility due to its remote location and the 20km stretch of gravel road was found to be a major weakness and impediment for the institution.

## MSUNDUZI AND NCOME MUSEUMS ORGANOGRAM

**Key**



## **2. Revision of Legislative and other Mandates**

### **2.1. Constitutional Mandates**

The Constitution of the Republic of South Africa (Act 108 of 1996) is conscious of the tangible and intangible heritage of the country. Certain provisions with the Constitution are clear in attending to the cultural fibre of the country. Such provisions are:

- Section 31 of the Constitution of the Republic of South Africa of 1996, Chapter 2: Rights of persons belonging to a cultural, religious or linguistic community is applicable to the museums.
- Schedule 4: Functional areas concurrent national and provincial legislative competence: Cultural matters.

### **2.2. Legislative Mandates**

The uMsunduzi Museum was established in terms of the Cultural Institutions Act 119 of 1998 as amended and the Ncome Museum was established as a Legacy Project in 1997.

Additional pieces of legislation which guide these institutions include the Public Finance Management Act 1 of 1999 as amended and Treasury Regulations, the Labour Relations Amendment Act 127 of 1998, the Basic Conditions of Employment Amendment Act 11 of 2002, The Employment Equity Act 55 of 1998, the Policy of Preferential Procurement Framework Act 5 of 2000, the KZN Heritage Act 4 of 2008 as well as the Constitution of South Africa.

This legislation requires the museums to:

1. Collect, conserve and manage their collections on behalf of the South African nation.
2. Carry out research and make this available to the public.
3. Through exhibits and public/educational programmes make collections accessible to the public.
4. Provide a heritage based service to other museums and the public at large.
5. Adhere to approved financial and labour practices.

## **2.3. Policy Mandates**

The White Paper on Arts, Culture and Heritage, 1996 is the guiding policy document for the Museums. The Museums activities are in line with the Department of Arts and Culture's Outcome 14 targets: "Nation Building and Social Cohesion" and the Medium Term Strategic Framework of the Department. The Museums projects will foster nation building, citizenship participation and social cohesion.

The policy prescripts provide the enabling environment in which uMsunduzi and Ncome Museums work. Exhibitions, dialogues, seminars, conferences, publications, lectures which the two museums are now known for, emanate from this policy context.

The two museums continue to work with citizens to identify societal needs and be responsive to society.

### **2.3.1 Programme alignment**

The uMsunduzi Museum and Ncome Museum have planned programmes that align to the National Development Plan. An important component is that the museums "expose learners to history, heritage and culture..." In this regard the museums will engage with learners through educational presentations, holiday programmes, and other events.

The libraries located at both museums provide opportunities for reading and programmes relating to Library Week and Book Week are organised to promote a culture of reading and writing.

The Museums respond to the Department of Arts and Cultures priorities and will foster Nation Building and Social cohesion through the organising of events relating to National Days such as Heritage Day and Reconciliation Day. In 2018 the Museums will provide emphasis on the legacy of Nelson Mandela and will organise a lecture in celebration of this. Mandela Day and Africa Month activities will also be arranged.

### 3. Overview of 2019-20 Budget and MTEF Estimates

#### 3.1 Expenditure estimates

PROGRAMME	AUDITED OUTCOME			REVISED ESTIMATE	MEDIUM - TERM EXPENDITURE ESTIMATES		
	2015/16 R ,000	2016/17 R ,000	2017/2018 R ,000		2018/2019 R ,000	2019/2020 R ,000	2020/2021 R ,000
Cash reserves & Interest income	207	498	783	129	711	835	881
Sale of goods and services	378	495	490	527	669	733	773
Transfers received	12,484	13,146	16,039	16,965	17,808	18,787	19,824
Transfers received Municipal charges	706	906	1,258	1,331	882	931	982
Conditional grants realized	116	61	483	0	0	0	0
Conditional grants	0	0	0	0	965	1,258	1,327
<b>Total Revenue</b>	<b>13,891</b>	<b>15,106</b>	<b>19,053</b>	<b>18,952</b>	<b>21,035</b>	<b>22,544</b>	<b>23,787</b>
<b>Expenses</b>							
Compensation of employees	9,927	10,386	10,616	12,129	12,848	13,904	14,871
Goods and services	4,801	5,749	5,351	5,969	7,670	8,094	8,340
Depreciation	932	967	810	854	517	546	576
<b>Total expenses</b>	<b>15,660</b>	<b>17,102</b>	<b>16,777</b>	<b>18,952</b>	<b>21,035</b>	<b>22,544</b>	<b>23,787</b>
<b>Surplus / Deficit</b>	<b>(1,769)</b>	<b>(1,996)</b>	<b>2,276</b>				

#### 3.2 Relating expenditure trends to strategic outcome oriented goals

Compensation of employees	65.44%	63.39%	63.28%	64%	61.08%	61.67%	62.52%
Goods and services	39.28%	36.61%	36.72%	36%	38.92%	38.33%	37.48%

#### 3.3 Capital payments

Machinery and other equipment	220	784	487	500	500	600	700
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## STAFF COMPLEMENT AND DEMOGRAPHICS

PUBLIC ENTITIES STAFF DEMOGRAPHICS												
CATEGORY	Coloured		Indian		White		African		Persons with Disabilities		Total	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Top Management	0	0	0	0	1	0	1	1	0	0	2	1
Senior Management	0	0	0	0	0	1	1	1	0	0	2	2
Professionally qualified and experienced specialists in mid-management	0	0	0	0	0	1	0	2	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	2	1	0	0	0	8	6	0	0	9	8
Semi-skilled and discretionary decision making	0	0	0	0	0	0	6	5	0	0	6	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0
Contract Staff	0	0	0	0	0	0	0	0	0	0	0	0
Interns	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>16</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>19</b>

## **A. Challenges**

The Museum Administration Department is manned by three staff members that are directly involved in the procurement of goods and services, finance and HR activities.

The three staff members mentioned exclude a Receptionist and Head of Department ( the CFO ), who by right should be spending more time on monitoring the implementation of policies and internal controls.

Because of ever changing treasury regulations and accounting standards, the administration department does not have adequate budget for training, it requires at least one hundred thousand Rand (R100, 000) per year.

As alluded to above, in articulation of the much appreciated Ncome expansion, Ncome Museum requires specific attention to a funding remodelling relevant to the expansion. One of the specific challenges is the lack of research capacity relating to the collection of more material, particularly oral traditions on the 1838 war. This is crucial for all relevant services to be effected and the activation of all possible projects which such a project envisaged.

## **B. Skills development**

The entity has introduced a job rotation system, whereby virtually all staff members in the museum are trained on other job functions for a specific time period . When vacancies arise staff are also encouraged to act in the posts in order to provide experience and development opportunities. Internship candidates are also employed to give them hands on training and experience.

Temporary staff are engaged periodically , these are mainly unemployed graduates or grade 12 pupils so that they can get hands on training. This is done when some staff members are sick, on maternity leave, vacation and study leave or due to other commitments.

## PART B: PROGRAMMES

### 4.1 Programme 1: Administration

The purpose of this programme is to provide core support, including purchasing, administrative, financial, human resources and security services to the user departments of the Cultural Institution. Amongst others it seeks to ensure the effective computerization, improved communication and dissemination of information, implementation of human resources and financial policies.

Strategic Objective	Performance Indicator	Audited/Actual Performance			Current Year Estimated Performance 2018/19	Medium Terms Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
To provide effective and efficient financial administration and corporate governance	Unqualified Audit report and compliance with legislation including the PFMA, the Labour Relations Act, Basic Conditions of Employment Act, Employment Equity Act, Policy of Preferential Framework Act, KZN Heritage Act	4 quarterly reports and 1 Annual Report	4 Quarterly Reports and 1 Annual Report	4 Quarterly Reports and 1 Annual Report	<i>KPI BASELINE REPORT</i> and <i>QUARTERLY REPORT</i> submitted to DAC quarterly. <i>PUBLIC ENTITIES INPUT QUARTERLY REPORT</i> submitted to Treasury quarterly. <i>ANNUAL REPORT</i> produced annually	Unqualified audit  Action audit findings within 3 months after the report.  <i>KPI BASELINE REPORT</i> and <i>QUARTERLY REPORT</i> submitted to DAC quarterly. <i>PUBLIC ENTITIES INPUT QUARTERLY REPORT</i> submitted to Treasury quarterly	Unqualified audit  Action audit findings within 3 months after the report.  <i>KPI BASELINE REPORT</i> and <i>QUARTERLY REPORT</i> submitted to DAC quarterly. <i>PUBLIC ENTITIES INPUT QUARTERLY REPORT</i> submitted to Treasury quarterly	Unqualified audit  Action audit findings within 3 months after the report.  <i>KPI BASELINE REPORT</i> and <i>QUARTERLY REPORT</i> submitted to DAC quarterly. <i>PUBLIC ENTITIES INPUT QUARTERLY REPORT</i> submitted to Treasury quarterly
To maintain the Museum's	Number of Audit Committee Meetings	4 Audit Committee	4 Audit Committee	5 Audit Committee	4 Audit Committee meetings and	4 Audit Committee	4 Audit Committee	4 Audit Committee meetings and

information and computer systems and implement and monitor Risk Management processes and controls	and Internal Audit Reports produced to monitor IT management processes and controls, report on server failures and identify risk.	Meetings and 1 Internal Audit Report	Meetings and 4 Internal audit reports:  INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) AUDIT REPORT  REVENUE AND RECEIVABLES, HUMAN RESOURCES MANAGEMENT, BUDGET MANAGEMENT, PERFORMANCE INFORMATION Q2 AND FOLLOW UP 3 of 2016/17  SUPPLY CHAIN MANAGEMENT, EXPENDITURE MANAGEMENT AND PERFORMANCE MANAGEMENT SYSTEM (Q1) 01 & 02 of 2016/17	Meetings and 4 Internal audit reports:  REPORT 1 OF 2017/18 PERFORMANCE INFORMATION - QUARTER 1  REPORT 2 OF 2017/18: REVENUE  REPORT 3 OF 2017/18 PERFORMANCE INFORMATION QUARTER 2  REPORT 4 OF 2017/18: ASSET MANAGEMENT	1 Internal Audit Report and no IT server failures reported	meetings and 1 Internal Audit Report and number of IT server failures reported	meetings and 1 Internal Audit Report and number of IT server failures reported	1 Internal Audit Report and number of IT server failures reported
To develop an efficient Human Resources Operational Plan	Percentage of staff trained according to HR Operational Training Plan	100 % staff trained according to HR Operational Training Plan	100 % of staff trained according to HR Operational Plan	100% staff trained according to HR Operational Plan	100% staff trained according to HR Operational Plan	100% staff trained according to HR Operational Training Plan	100% staff trained according to HR Operational Training Plan	100% staff trained according to HR Operational Training Plan

	Mid-term and final performance reviews conducted for all staff	1 Performance Management Workshop and 2 performance reviews.	Performance Management Workshop and 2 performance reviews.	1 Performance Management Workshop and 2 performance reviews.	Performance agreements, mid-term review and final assessment completed.	Performance agreements, mid-term reviews and final assessments completed.	Performance agreements, mid-term reviews and final assessments completed.	Performance agreements, mid-term reviews and final assessments completed.
To promote safety within the Museums premises.	Schedule quarterly meetings with security service providers and number of break-ins/thefts reported	7 quarterly meetings held	10 meetings held ( 6 - uMsunduzi , 4 - Ncome)	8 meetings held (4 uMsunduzi, 4 Ncome)	Schedule 8 quarterly meetings with security service providers. and number of break- ins/thefts reported	Schedule 8 quarterly meetings with security service providers. and number of break- ins/thefts reported	Schedule 8 quarterly meetings with security service providers. and number of break- ins/thefts reported	Schedule 8 quarterly meetings with security service providers. and number of break- ins/thefts reported
Record, compile and report on visitor statistics for museum visits, projects and events.	Number of visitors recorded	Total visitors: 20616 uMsunduzi: 11707 Ncome: 8909	27434 visitors uMsunduzi: 15746 Ncome: 11688	19068 visitors uMsunduzi: 13 106 Ncome: 5962	24 773	25 020	25 270	25300

### Strategic objective annual targets for 2019/20:

Strategic objectives/ outcomes	Actions to support strategic objectives	Baseline information	Measurable and evidence based performance indicators 2019/20	Measurable and evidence based performance indicators 2020/21	Measurable and evidence based performance indicators 2021/22	Measurable and evidence based performance indicators 2022/23	Measurable and evidence based performance indicators 2023/24
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<p>To provide effective and efficient financial administration and corporate governance.</p>	<p>Ensure full compliance with legislation and efficient resource utilization.</p>	<p>Qualified audit by 31 March 2014. Action items for March 2014 need to be resolved within 3 months.</p> <p>Quarterly compliance checklists for March 2014 submitted timeously.</p> <p>Quarterly annual performance plans for March 2014 submitted timeously.</p>	<p>Unqualified audit by 31 March 2019.</p> <p>Action audit findings within 3 months after the report.</p> <p>PFMA/ National Treasury compliance checklist completed quarterly.</p> <p>Produce quarterly annual performance plans reports.</p>	<p>Unqualified audit by 31 March 2020.</p> <p>Action audit findings within 3 months after the report.</p> <p>PFMA/ National Treasury compliance checklist completed quarterly.</p> <p>Produce quarterly annual performance plans reports.</p>	<p>Unqualified audit</p> <p>Action audit findings within 3 months after the report.</p> <p>KPI BASELINE REPORT and QUARTERLY REPORT submitted to DAC quarterly. PUBLIC ENTITIES INPUT QUARTERLY REPORT submitted to Treasury quarterly</p>	<p>Unqualified audit</p> <p>Action audit findings within 3 months after the report.</p> <p>KPI BASELINE REPORT and QUARTERLY REPORT submitted to DAC quarterly. PUBLIC ENTITIES INPUT QUARTERLY REPORT submitted to Treasury quarterly</p>	<p>Unqualified audit</p> <p>Action audit findings within 3 months after the report.</p> <p>KPI BASELINE REPORT and QUARTERLY REPORT submitted to DAC quarterly. PUBLIC ENTITIES INPUT QUARTERLY REPORT submitted to Treasury quarterly</p>
<p>To maintain the Museum's information and computer systems and implement and monitor Risk Management processes and controls.</p>	<p>To review and monitor IT Management and Risk Management processes and systems.</p>	<p>Low controls and undetected risk processes of computer systems led to hardware failure.</p>	<p>4 Audit Committee meetings, number of failures reported and 1 Internal Audit Report produced to monitor IT management processes and controls and identify risk.</p>	<p>4 Audit Committee meetings, number of server failures reported and 1 Internal Audit Report produced to monitor IT management processes and controls and identify risk.</p>	<p>4 Audit Committee meetings, number of server failures reported and 1 Internal Audit Report produced to monitor IT management processes and controls and identify risk.</p>	<p>4 Audit Committee meetings, number of server failures reported and 1 Internal Audit Report produced to monitor IT management processes and controls and identify risk.</p>	<p>4 Audit Committee meetings, number of failures reported and 1 Internal Audit Report produced to monitor IT management processes and controls and identify risk.</p>
<p>To develop an efficient Human Resources Operational Plan.</p>	<p>To provide skills training that will ensure a highly skilled workforce.</p> <p>To assist Museum departments in executing performance management plans</p>	<p>100% of training plan achieved</p> <p>Performance agreements, mid-term reviews and final assessments completed</p>	<p>100% staff trained according to HR Operational Training Plan</p> <p>Performance agreements, mid-term reviews and final assessments completed</p>	<p>100% staff trained according to HR Operational Training Plan</p> <p>Performance agreements, mid-term reviews and final assessments completed</p>	<p>100% staff trained according to HR Operational Training Plan</p> <p>Performance agreements, mid-term reviews and final assessments completed</p>	<p>100% staff trained according to HR Operational Training Plan</p> <p>Performance agreements, mid-term reviews and final assessments completed</p>	<p>100% staff trained according to HR Operational Training Plan</p> <p>Performance agreements, mid-term reviews and final assessments completed</p>

To promote safety within the Museums premises.	To design and implement security measures and controls in order to ensure the safety of the Museum's premises, staff and visitors.	Two Museum items stolen. CCTV cameras installed.	Schedule 8 quarterly meetings with security service providers. and and number of break- ins/thefts reported	Schedule 8 quarterly meetings with security service providers. and and number of break- ins/thefts reported	Schedule 8 quarterly meetings with security service providers. and and number of break- ins/thefts reported	Schedule 8 quarterly meetings with security service providers. and and number of break- ins/thefts reported	Schedule 8 quarterly meetings with security service providers. and and number of break- ins/thefts reported
Record, compile and report on visitor statistics for museum visits, projects and events.	Compile and produce reports on visitor statistics	16 921 in 2014/15.	25 020	25 270	25300	25330	25350

### Programme Performance Indicators, annual targets and quarterly targets for 2019/20

Programme Strategic Objectives	Programme Performance Indicator	Reporting Period	Means of Verification	Annual Target	Quarterly Targets (2019-2020)			
				2019/20	Q1	Q2	Q3	Q4
To provide effective and efficient financial administration and corporate governance.	Unqualified Audit report and Compliance with legislation including the PFMA, the Labour Relations Act, Basic Conditions of Employment Act, Employment Equity Act, Policy of Preferential Framework Act, KZN Heritage Act.	Quarterly	Annual Report and Quarterly Reports	<i>KPI BASELINE REPORT</i> and <i>QUARTERLY REPORT</i> submitted to DAC quarterly. <i>PUBLIC ENTITIES INPUT QUARTERLY REPORT</i> submitted to Treasury quarterly. <i>ANNUAL REPORT</i> produced annually.	1	2	1	1

To maintain the Museum's information and computer systems and implement and monitor Risk Management processes and controls.	Number of Audit Committee meetings, server failures reported and Internal Audit Reports produced to monitor IT management processes and controls and identify risk.	Quarterly	Audit Committee minutes	4 Audit Committee meetings and 1 Internal Audit Report and number of IT server failures reported	1 Meeting	1 Meeting	1 Meeting 1 Report	1 Meeting
To develop an efficient Human Resources Operational Plan.	Percentage of staff trained according to HR Operational Training Plan	Annually	Attendance certificates and registers	100% staff trained according to HR Operational Training Plan	25%	25%	25%	25%
	Performance agreements, mid-term reviews and final assessments completed	Annually	Approved Performance Management Plans	Performance agreements signed and 2 performance reviews completed for staff	1 Final performance review	Monitoring performance	1 Mid-term performance review	Performance Agreements for all staff to be signed.
To promote safety within the Museums premises.	Number of quarterly meetings scheduled with security service providers and number of break-ins/thefts reported	Quarterly	Minutes of the meetings	8 Quarterly meetings with security service providers and number of break-ins or thefts reported.	1 meeting (uMsunduzi)	1 meeting (uMsunduzi)	1 meeting (uMsunduzi)	1 meeting (uMsunduzi)
					1 meeting (Ncome)	1 meeting (Ncome)	1 meeting (Ncome)	1 meeting (Ncome)
Record, compile and report on visitor statistics for museum visits, projects and events.	Number of visitors recorded	Quarterly	Ticket sales, attendance registers, invoice books	25 020 visitors	7000	6320	5900	5800

## 4.2 Programme 2: Business Development

The purpose of this programme is to increase, preserve and develop the Museums' collections as a lasting resource reflecting our national heritage, to provide communities with access to information and to address issues facing communities.

Strategic Objective	Performance Indicator	Audited/Actual Performance			Current Year Estimated Performance 2018/19	Medium Terms Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
To develop and preserve the Museum collections that reflects the nation's diversity.	Number of trips or events organised to collect relevant items.	3 done (Jabulani and wire basket and beer pot)	3 done (apron, headband, photo's, t-shirt, programme and 4 other items collected)	3 done (2 uMsunduzi; 1 Ncome – photos and various other items collected)	Organize 2 trips or events to collect relevant items.	Organize 2 trips or events to collect relevant items.	Organize 2 trips or events to collect relevant items.	Organize 2 trips or events to collect relevant items.
	Number of new acquisitions documented according to international museums standards.	uMsunduzi: 11 Ncome: 94  Total: 105 entered	uMsunduzi :12 Ncome: 41  TOTAL: 53 entered	uMsunduzi: 55 Ncome: 27  TOTAL: 82 entered	Enter 48 new acquisitions into accession register, computer database, take digital images and add to storage lists.	Enter 48 new acquisitions into accession register, computer database, take digital images and add to storage lists.	Enter 50 new acquisitions into accession register, computer database, take digital images and add to storage lists.	Enter 50 new acquisitions into accession register, computer database, take digital images and add to storage lists.
	Museum collections stock take spot check to verify that items in collection registers are accounted for.	100 items checked, 1 report produced	Stock take completed as part of the GRAP 103 process. 1 report produced.	Stock check of 50 items in storage and 50 items on exhibition was conducted. 1 report produced.	Museum Collections stock take spot check: 50 items on exhibition and 50 items in storage. 1 report produced	Museum Collections stock take spot check: 50 items on exhibition and 50 items in storage. 1 report produced	Museum Collections stock take spot check: 50 items on exhibition and 50 items in storage. 1 report produced	Museum Collection stock take and GRAP 103 valuation report produced.

To promote social cohesion and nation building.	Number of public engagements organised	1 Conference held at Ncome Museum  2 Lectures held: DCO Matiwane and Jabu Ndlovu  A talk was presented at Library Week event	-DCO Matiwane Lecture -Address by Judge Nicholson at "Sport in the Struggle" exhibition opening -Dialogue held at uMsunduzi focusing on motivating women -Conference at uMsunduzi -Talk at Ncome	-OR Tambo lecture -Women's Day dialogue -Conference at Ncome	Organize and host 4 public engagements	Organize and host 3 public engagements	Organize and host 4 public engagements	Organize and host 3 public engagements
Improve access to information.	Number of research materials produced for exhibitions.	Research healing, song, dance and worship in the African Zionist Christian Churches (The Amabidiya Church, ZCC) : Text completed.	1 Research project – texts completed.	2 Research projects – texts completed.	Research material produced for exhibitions (1 research project)	Research material produced for exhibitions (1 research project)	Research material produced for exhibitions (1 research project)	Research material produced for exhibitions (1 research project)
Improve access to information.	Number of research materials to be produced for publications.	Research Umzinyathi district and its political history for 1 publication: Text completed.  Publication edited and finalized and handed over for design.  Journal vol 5 compiled. Journal vol 6 compiled.	1 Research project – texts for 3 brochures completed.  7 (5 newsletters, 1 Ulwazi, 1 Journal )	1 Research project – texts completed for 1 brochure.  7 (5 newsletters, 1 Ulwazi, 1 Journal)	Research material produced for publications (1 research project)  Complete 6 research materials for museum publications.	Research material produced for publications (1 research project)  Complete 6 research materials for museum publications.	Research material produced for publications (1 research project)  Complete 6 research materials for museum publications.	Research material produced for publications (1 research project)  Complete 6 research materials for museum publications.

Improve access to information.	Number of visitors using library services during the week.	889 (uMsunduzi : 736; Ncome: 153 ( including at Library events))	1137 (uMsunduzi: 778; Ncome: 359) 4 reports compiled.	888 (uMsunduzi:688; Ncome: 200) 4 reports compiled.	Assist 400 visitors and compile 4 reports on user statistics.	Assist 400 visitors using library services during the week and compile 4 reports on user statistics.	Assist 450 visitors using library services during the week and compile 4 reports on user statistics.	Assist 450 visitors using library services during the week and compile 4 reports on user statistics.
	Number of library public engagements organised	Library Week events were held at both uMsunduzi and Ncome Museums  Book Review Competition held for National Book week at uMsunduzi	3 library public engagements  (Book Week Workshop for school librarians held at uMsunduzi , Library Week held at Ncome and uMsunduzi)	5 library public engagements  (Book Week and Library Week held at uMsunduzi and Ncome. A book launch was also held at uMsunduzi)	Organize 2 library public engagements	Organize 2 library public engagements	Organize 2 library public engagements	Organize 2 library public engagements
	Number of library materials acquired	Purchased: 23, Donated: 6 (uMsunduzi)  Purchased:16, Donated:5 (Ncome)  29 Materials catalogued (uMsunduzi)  21 Materials catalogued (Ncome)	Purchased: 24, Donated: 2 (uMsunduzi)  Purchased: 14, Donated: 341, (Ncome)  22 materials catalogued (uMsunduzi)  355 materials catelogued (Ncome)	Purchased: 22 Donated: 12 (uMsunduzi)  Purchased: 04, Donated: 06, (Ncome)  25 materials catalogued (uMsunduzi)  2 materials catalogued	Purchase, catalogue and digitize 20 library materials (uMsunduzi and Ncome Museum)	Purchase, catalogue and digitize 20 library materials (uMsunduzi and Ncome Museum)	Purchase, catalogue and digitize 20 library materials (uMsunduzi and Ncome Museum)	Purchase, catalogue and digitize 20 library materials (uMsunduzi and Ncome Museum)

## Strategic objective annual targets for 2019/20

Strategic objectives/ outcomes	Actions to support strategic objectives	Baseline information	Measurable and evidence based performance indicators 2019/20	Measurable and evidence based performance indicators 2020/21	Measurable and evidence based performance indicators 2021/22	Measurable and evidence based performance indicators 2022/23	Measurable and evidence based performance indicators 2023/24
To develop and preserve the Museum collections that reflects the nation.	To collect and document items collected according to international Museum standards.	164 items collected through purchases and donations in 2014/15.	Organize 2 trips or events to collect relevant items.  Enter 48 new acquisitions into accession register, computer database, take digital images and add to storage lists.	Organize 2 trips or events to collect relevant items.  Enter 50 new acquisitions into accession register, computer database, take digital images and add to storage lists.	Organize 2 trips or events to collect relevant items.  Enter 50 new acquisitions into accession register, computer database, take digital images and add to storage lists.	Organize 2 trips or events to collect relevant items.  Enter 50 new acquisitions into accession register, computer database, take digital images and add to storage lists.	2 field trips carried out (uMsunduzi & Ncome)  n/a
	To check and verify that items in collection registers are accounted for	1 Grap valuation report produced 2016/17  100 items checked 1 report produced 2015/16.	Museum Collections stock take spot check: 50 items on exhibition and 50 items in storage. 1 report produced.	Museum Collections stock take spot check: 50 items on exhibition and 50 items in storage. 1 report produced.	Museum Collection stock take and GRAP 103 valuation report produced.	Museum Collections stock take spot check: 50 items on exhibition and 50 items in storage. 1 report produced.	Museum Collections stock take spot check: 50 items on exhibition and 50 items in storage. 1 report produced.

To promote social cohesion and nation building.	Organise public engagements in the form of conferences and talks	<p>One Courageous Conversation Conference at Ncome Museum in 2013</p> <p>One 20 years of democracy conference at uMsunduzi Museum in 2014</p> <p>Talk hosted at Ncome Museum "The View from the other side, the African perspective" in 2015</p>	Organize and host 3 public engagements	Organize and host 4 public engagements	Organize and host 3 public engagements	Organize and host 4 public engagements	Organize and host 3 public engagements
Improve access to information.	Undertake research to produce material for publication or exhibitions.	10 research projects were undertaken in 2014/15.	<p>Research material produced for exhibitions (1 research project)</p> <p>Research material produced for publications (1 research project)</p> <p>Complete 6 research materials for museum publications.</p>	<p>Research material produced for exhibitions (1 research project)</p> <p>Research material produced for publications (1 research project)</p> <p>Complete 6 research materials for museum publications.</p>	<p>Research material produced for exhibitions (1 research project)</p> <p>Research material produced for publications (1 research project)</p> <p>Complete 6 research materials for museum publications.</p>	<p>Research material produced for exhibitions (1 research project)</p> <p>Research material produced for publications (1 research project)</p> <p>Complete 6 research materials for museum publications.</p>	4 Research projects to be completed.
	Provide library services during the week.	428 visitors in 2014/15.	Assist 400 visitors using library services during the week and compile 4 reports on user statistics.	Assist 450 visitors using library services during the week and compile 4 reports on user statistics.	Assist 450 visitors using library services during the week and compile 4 reports on user statistics.	Assist 450 visitors using library services during the week and compile 4 reports on user statistics.	n/a

Improve access to information.	Organize public engagements relating to the library	Library Week events were held at both uMsunduzi and Ncome Museums (2015-16)  Book Review Competition held for National Book Week at uMsunduzi Museum (2015-16)	Organize 2 library public engagements	Organize 2 library public engagements			
	Acquire library materials	Purchased 23, Donated 6 (uMsunduzi). Purchased: 16, Donated 5 (Ncome) 29 materials catalogued (uMsunduzi) 21 Materials catalogued (Ncome) (2015-16)	Purchase, catalogue and digitize 20 library materials (uMsunduzi and Ncome Museum)	Purchase, catalogue and digitize 20 library materials (uMsunduzi and Ncome Museum)	Purchase, catalogue and digitize 20 library materials (uMsunduzi and Ncome Museum)	Purchase, catalogue and digitize 20 library materials (uMsunduzi and Ncome Museum)	Purchase 25 library materials (uMsunduzi and Ncome Museum)

### Programme Performance Indicators, annual targets and quarterly targets for 2019/20

Programme Strategic Objectives	Programme Performance Indicator	Reporting Period	Means of Verification	Annual Target	Quarterly Targets (2019-2020)			
				2019/20	Q1	Q2	Q3	Q4

To develop and preserve the Museum collections that reflects the nation's diversity.	Number of trips or events organised to collect relevant items.	Quarterly	Acquisition Committee minutes/trip form/invoice/donation agreements.	Organize 2 trips or events.	n/a	1 (uMsunduzi)	n/a	n/a
					n/a	n/a	1(Ncome)	n/a
	Number of new acquisitions documented according to international museums standards.	Quarterly	Accession register, database, images, image storage lists(data folders).	Enter 48 new acquisitions into accession register, computer database, take digital images and add to storage lists.	n/a	n/a	n/a	48 (uMsunduzi and Ncome Museums)
	Museum Collections stock take spot check to verify that items in collection registers are accounted for.	Quarterly	Stock check report / check lists	Museum Collections stock take spot check: 50 items on exhibition and 50 items in storage. 1 report produced.	n/a	n/a	n/a	1 Report (uMsunduzi)
To promote social cohesion and nation building.	Number of public engagements organised.	Quarterly	Photos of events, attendance registers.	Organize and host 3 public engagements.	1	1	1 Conference (Ncome)	n/a
Improve access to information	Research material produced for exhibitions.	Quarterly	Research project plans, notes, texts.	Research material produced for exhibitions (1 research project)	Project plan completed.	Research notes compiled.	Draft text compiled.	Final material/text completed.
	Research material produced for publications.	Quarterly	Research project plans, notes, texts.	Research material produced for publications (1 research project)	Project plan completed.	Research notes compiled.	Draft text compiled.	Final material/text completed.

Improve access to information	Research material produced for publications.	Quarterly	Texts.	Complete 6 research materials for Museum publications.	1 newsletter	1 newsletter	1 newsletter	3 (1 newsletter, journal, Ulwazi)
	Number of visitors using library services during the week.	Quarterly	Visitor register, reports.	Assist 400 library visitors and compile 4 reports on user statistics.	75 visitors, 1 report (uMsunduzi Museum)	75 visitors, 1 report (uMsunduzi Museum))	75 visitors, 1 report (uMsunduzi Museum)	75 visitors, 1 report (uMsunduzi Museum)
					25 visitors (Ncome Museum)	25 visitors (Ncome Museum)	25 visitors (Ncome Museum)	25 visitors (Ncome Museum)
	Number of library public engagements organised	Quarterly	Photos of events, attendance registers	Organize 2 library public engagements	n/a	Hold National book week (Ncome Museum)	n/a	Hold Library week (uMsunduzi Museum)
	Number of library materials acquired	Quarterly	Invoices Accession registers, database	Purchase 20 library materials (uMsunduzi and Ncome Museum)	3 (uMsunduzi)	3 (uMsunduzi)	2 (uMsunduzi)	2 (uMsunduzi)
					n/a	5 (Ncome)	5 (Ncome)	n/a
				Catalogue and digitize 20 library materials (uMsunduzi and Ncome Museum)	3 (uMsunduzi)	3 (uMsunduzi)	2 (uMsunduzi)	2 (uMsunduzi)
					n/a	5 (Ncome)	5 (Ncome)	n/a

### 4.3 Programme 3: Public Engagement:

#### Programme 3: Public Engagement: Sub-programme 1 – Exhibitions

The purpose of this sub-programme is to promote and increase the understanding and enjoyment of heritage, collections and information/knowledge.

Strategic Objective	Performance Indicator	Audited/Actual Performance			Current Year Estimated Performance 2018/19	Medium Terms Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Present engaging exhibitions by interpreting and presenting the museums' collections to the benefit of visitors.	Number of exhibitions designed, planned, constructed and installed.	Completed and opened "Road to Democracy" exhibition: Phase 2  Design of exhibition panel completed.	1 exhibition produced and installed at uMsunduzi Museum (Pietermaritzburg Hidden Treasures and the Freedom Route)	Exhibition 90% complete. (Exhibition was designed and panels printed and mounted at Ncome Museum)	Produce 1 exhibition	Produce 1 exhibition	Produce 1 exhibition	Produce 1 exhibition
Make information and knowledge accessible.	Number of publications designed and printed	Library week: Poster, invitation & programme  Library week competition pamphlet  Human Rights Day invitation & programme  Education Brochure	19 publications:  DCO & Youth Day Register  DCO Matiwane Lecture Programme  Sport in the Struggle Exhibition Invitation  Sport in the Struggle Exhibition Programme	32 publications:  International Museums Day invite  International Museums Day Programme  Youth Day invite  Youth Day Programme  Youth Day poster	5 publications printed	5 publications printed	5 publications printed	5 publications printed

		<p>Ncome Conference Programme, Posters, Invitation &amp; Folder</p> <p>Annual Report</p> <p>Annual Performance Plan</p> <p>DCO Matiwane Invitation &amp; programme</p> <p>Jabu Ndlovu Women's Day Invitation &amp; programme</p> <p>Certificates for quilters and crafters</p> <p>December 16th Poster</p>	<p>Pietermaritzburg Hidden Treasures Booklet</p> <p>Museum Journal Vol 5</p> <p>Museum Journal Vol 6</p> <p>Annual Report</p> <p>Women's Day Programme</p> <p>Women's Day Invitation</p> <p>Courageous Conversations Conference Call for Papers , Invitation and Conference Programme Ulwazi Vol 1</p> <p>Crafters certificates</p> <p>Library week poster</p> <p>APP</p> <p>Human Rights Invitation</p> <p>Human Rights / Quilters Programme</p>	<p>Youth Day register</p> <p>Youth Day flyers</p> <p>Freedom Route Publication</p> <p>Ncome Education Brochure printed</p> <p>Ulwazi (vol 2 printed)</p> <p>Heritage Festival Poster</p> <p>Heritage Festival Programme</p> <p>Heritage Festival Attendance Register</p> <p>Road to Democracy Brochure printed</p> <p>Women's Day Programme</p> <p>Woman's Day Invitation</p> <p>Annual Report</p> <p>Conference - 2nd Call for papers</p> <p>Conference – Invitation</p> <p>Book Bazar – Invitation</p> <p>Book Bazar Advertising poster</p> <p>Book Week Posters Printed</p>				
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				<p>Ncome Brochure</p> <p>Conference Programme</p> <p>Conference Folder</p> <p>Conference Dinner Programme</p> <p>Conference Poster</p> <p>APP</p> <p>Journal (Vol 7-2018)</p> <p>Ulwazi (Vol 3-2018)</p> <p>Human Rights Day Programme</p> <p>Human Rights Day Invitation)</p>				
Mount temporary exhibitions	Number of temporary exhibitions planned and set-up	<p>Quilt exhibition</p> <p>Display at Bisley School</p> <p>Cartoon exhibition (PACSA)</p>	<p>6 temporary exhibitions :</p> <p>Sport in the Struggle Exhibition</p> <p>3 x travelling exhibitions ( installed at Alexandra Library, Hayfields Primary, St Anne's Hospital)</p>	<p>8 temporary exhibitions:</p> <p>uMsunduzi:</p> <p>OR Tambo/Africa Day exhibition</p> <p>Human Rights Quilt exhibition</p> <p>World Press Photo exhibition hosted</p> <p>2 x travelling exhibitions (installed at Richmond Library, Northdale Library)</p>	Mount 2 temporary exhibitions			

			<p>“Unsettled 100 years of Resistance by Xhosa people against Boer and British” ( PACSA Photographic exhibition )</p> <p>Quilt Exhibition</p>	<p>Ncome:</p> <p>Women’ s exhibition</p> <p>Heritage exhibition</p> <p>Human Rights exhibition taken to Vezinhlanhla Primary</p>				
Develop marketing materials.	Marketing materials designed and printed.	<p>2 x Newsletters designed, printed and distributed electronically.</p> <p>1 x Newsletter designed.</p>	<p>4 newsletters designed and printed.</p> <p>1 conference bag printed.</p>	<p>5 newsletters designed and printed.</p> <p>1 Youth Day banner produced.</p> <p>2 x pull-up banners produced to promote the museum’s Education and Outreach Department.</p> <p>1 x Conference pullup banner produced.</p>	Design and print 4 newsletters.			

## Strategic objective annual targets for 2019/20:

Strategic objectives/outcomes	Actions to support strategic objectives	Baseline information	Measurable and evidence based performance indicators 2019/20	Measurable and evidence based performance indicators 2020/2021	Measurable and evidence based performance indicators 2021/2022	Measurable and evidence based performance indicators 2022/2023	Measurable and evidence based performance indicators 2023/24
Present engaging exhibitions by interpreting and presenting the museums' collections to the benefit of visitors.	Design and install exhibitions	5 new panels were installed in permanent exhibitions, 2 exhibition themes were printed in banners in 2014/15	Produce 1 exhibition	Produce 1 exhibition	Produce 1 exhibition	Produce 1 exhibition	Produce 1 exhibition
Make information and knowledge accessible.	Design and have publications printed.	1 Strategic Plan, 1 Annual Performance Plan, 1 Museum journal printed. 2000 educational brochures printed in 2014/15	5 publications printed	5 publications printed	5 publications printed	5 publications printed	5 publications printed
Mount temporary exhibitions	Plan and set up temporary exhibitions	2 temporary exhibitions were mounted in 2014/15.	Mount 2 temporary exhibitions	Mount 2 temporary exhibitions	Mount 2 temporary exhibitions	Mount 2 temporary exhibitions	Mount 2 temporary exhibitions
Develop marketing materials.	Design and have marketing materials printed.	2000 educational brochures were printed in 2014/15.	Design and print 4 newsletters	Design and print 4 newsletters	Design and print 4 newsletters	Design and print 4 newsletters	Design and print 4 newsletters

## Programme Performance Indicators, annual targets and quarterly targets for 2019/20:

Programme Strategic Objectives	Programme Performance Indicator	Reporting Period	Means of Verification	Annual Target	Quarterly Targets (2019-2020)			
				2019/20	Q1	Q2	Q3	Q4
Present engaging exhibitions by interpreting and presenting the museums' collections to the benefit of visitors.	Number of exhibitions designed, planned, constructed and installed	Quarterly	Exhibition , photographs, proofs , documents	Produce 1 exhibition.	Exhibition concept document produced.	Exhibition Designed. Floor plan/s produced.	Final Proofs.	1 Exhibition installed.
Make information and knowledge accessible.	Number of publications designed and printed.	Quarterly	Publications	5 publications designed and printed.	2	1	1	1
Mount temporary exhibitions.	Number of temporary exhibitions planned and set-up.	Quarterly	Exhibitions, photographs	Mount 2 temporary exhibitions.	n/a	1	n/a	1
Develop marketing materials.	Number of newsletters designed and printed.	Quarterly	Newsletters	Design and print 4 newsletters.	1	1	1	1

### Programme 3: Public Engagement: Sub-programme 2 – Education

The purpose of this sub-programme is to educate, and to promote the Museum as a tourism destination and to raise awareness about the importance of the country's history in that way fostering social cohesion and nation building.



	Visit schools to promote museum educational programmes and activities	203 contacted/visited (103 Ncome; 100 uMsunduzi)	213 contacted/visited (125 visited, 2 contacted Ncome; 86 uMsunduzi)	195 visited (101 visits Ncome, 94 visits uMsunduzi)	150 Schools to be visited			
	Plan and organise holiday programmes during school holidays	5 offered ( 2 Ncome; 3 uMsunduzi)	3 offered (1 Ncome; 2 uMsunduzi)	3 (1 Ncome ; 2 uMsunduzi)	3 Holiday programmes to be planned and organised	3 Holiday programmes to be planned and organised	3 Holiday programmes to be planned and organised	3 Holiday programmes to be planned and organised
Market the Museum's educational programmes and activities	Number of educational brochures distributed	706 distributed (190 uMsunduzi; 516 Ncome)	660 distributed (163 uMsunduzi; 497 Ncome)	519 distributed (405 Ncome ; 114 uMsunduzi)	180 Educational brochures distributed	180 Educational brochures distributed	n/a	n/a
	Plan and organize teacher's workshops	9 Contacts (6 Ncome; 3 uMsunduzi) and 2 teachers workshops (1 Ncome; 1 uMsunduzi)	2 educators workshops held ( 1 Ncome, 1 uMsunduzi)	2 (1 Ncome; 1 uMsunduzi)	Plan and organise 2 teacher's workshops			

To conduct outreach programmes	Number of skills development workshops facilitated	6 craft , 6 herbal workshops (uMsunduzi Museum)  4 skills workshops (Ncome Museum)	16 held ( craft / herbal skills development workshops held: 6 craft and 6 herbal uMsunduzi; 4 Ncome)	21  (11 craft and 6 herbal uMsunduzi; 4 Ncome) A crafters closing/award event was also held at uMsunduzi	16 skills development workshops facilitated			
Celebrate commemorative days to promote nation building and social cohesion through events.	Number of commemorative day events held	13 National Days, 2 International Days, 2 Events  (uMsunduzi: 8) Human Rights Day; Quilters Day; Wellness Day; International Mandela Day; Women's Day; Heritage Day; International Museums Day; Youth Day  (Ncome: 7) Human Rights Day; International Mandela Day; Women's Day; Heritage Day; International Museums Day; Youth Day; Reconciliation Day	18  uMsunduzi: 9  International Museums Day; Youth Day; Mandela Day; Woman's Day; Woman's Day Panel discussion; Heritage Day; Wellness Day; Human Rights Day and International Quilters Day Event  Ncome: 9  (International Museums Day; Youth Day; Mandela Day; Woman's Day; Human Rights Day; Freedom Day ( Youth Parliament);	19  uMsunduzi: 9  International Museums Day; Youth Day; Mandela Day; Woman's Day; Africa Day; Heritage Day; Wellness Day; Human Rights Day; International Quilters Day Event  Ncome: 10  International Museums Day; Youth Day; Freedom Day ( Youth Parliament); Mandela Day; Women's Day; Human Rights Day; Reconciliation	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)

		2 Events at Ncome: School Debate; Youth Parliament	Reconciliation Day; Events: Mini Comrades Marathon and School Debate)	Day; World Aids Day  Events: Heritage Month Mini Comrades Marathon and School Debate				
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### Strategic objective annual targets for 2019/20:

Strategic objectives/outcomes	Actions to support strategic objectives	Baseline information	Measurable and evidence based performance indicators 2019/20	Measurable and evidence based performance indicators 2020/21	Measurable and evidence based performance indicators 2021/22	Measurable and evidence based performance indicators 2022/23	Measurable and evidence based performance indicators 2023/24
To provide learner and teacher enrichment through educational service.	Revise and develop educational programmes and worksheets.	31 programmes and worksheets revised in 2014/2015.	Revise 3 educational programmes and 1 associated worksheet	Revise 3 educational programmes and 1 associated worksheet	14 programmes and associated worksheets to be reviewed	Develop 2 new programmes and associated worksheets	n/a
	Educational programmes of the museum to be presented	65 schools visited the museum for presentations	Develop 1 new educational programme and 1 associated worksheet  Presentation of 120 educational programmes of the museum	Develop 1 new educational programme and 1 associated worksheet  Presentation of 120 educational programmes of the museum	Develop 1 new educational programme and 1 associated worksheet  Presentation of 120 educational programmes of the museum	Develop 1 new educational programme and 1 associated worksheet  Presentation of 150 educational programmes of the museum	n/a  Presentation of 150 educational programmes of the museum
	Schools to be visited to promote museum educational programmes and activities	259 schools were visited to promote the Museums in 2014/2015.	150 Schools visited to promote museum educational programmes and activities	150 Schools visited to promote museum educational programmes and activities	150 Schools visited to promote museum educational programmes and activities	170 Schools visited to promote museum educational programmes and activities	170 Schools visited to promote museum educational programmes and activities

	<p>Organise holiday programmes during school holidays</p> <p>Educational brochures to be distributed.</p> <p>Organise teacher's workshops</p>	<p>3 Holiday programmes were held in 2014/2015.</p> <p>710 brochures were distributed in 2014/2015.</p> <p>Contact made with 5 heritage institutions and 2 teacher's workshops held in conjunction with DBE in 2014/2015.</p>	<p>Plan and organise 3 holiday programmes during school holidays</p> <p>180 Educational brochures distributed</p> <p>Plan and organise 2 teacher's workshops</p>	<p>Plan and organise 3 holiday programmes during school holidays</p> <p>n/a</p> <p>Plan and organise 2 teacher's workshops</p>	<p>Plan and organise 3 holiday programmes during school holidays</p> <p>n/a</p> <p>Plan and organise 2 teacher's workshops</p>	<p>Plan and organise 3 holiday programmes during school holidays</p> <p>n/a</p> <p>Plan and organise 2 teacher's workshops</p>	<p>Plan and organise 3 holiday programmes during school holidays</p> <p>n/a</p> <p>Plan and organise 2 teacher's workshops</p>
To conduct outreach programmes.	Facilitate skills development workshops	15 craft/skills workshops and herbal workshops were held in 2014/2015.	16 skills development workshops facilitated	16 skills development workshops facilitated	16 skills development workshops facilitated	16 skills development workshops facilitated	16 skills development workshops facilitated
To commemorate National and International days to promote nation building and social cohesion through events.	Plan and organize the celebration of National and International days.	13 National days and 1 International day commemorated and 2 events in 2014/15.	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)	16 commemorative events held

**Programme Performance Indicators, annual targets and quarterly targets for 2019/20:**

Programme Strategic Objectives	Programme Performance Indicator	Reporting Period	Means of Verification	Annual Target	Quarterly Targets (2019-2020)			
				2019/20	Q1	Q2	Q3	Q4
To provide learner and teacher enrichment through educational service.	Number of educational programmes and associated worksheets revised	Quarterly	Programmes and worksheets	3 revised educational programmes and 1 associated worksheet	n/a	1 programme and 1 worksheet (uMsunduzi)	n/a	n/a
					1 Programme (Ncome)	n/a	1 Programme (Ncome)	n/a
					1 new educational programme and 1 associated worksheet	n/a	1 programme and 1 worksheet (Ncome)	n/a
	Presentation of educational programmes of the museum	Quarterly	Booking forms	120	20 (uMsunduzi)	20 (uMsunduzi)	5 (uMsunduzi)	25 (uMsunduzi)
					15 (Ncome)	15 (Ncome)	5 (Ncome)	15 (Ncome)
	Visits to schools to promote museum educational programmes and activities	Quarterly	Outreach forms	150	30 (uMsunduzi)	20 (uMsunduzi)	10 (uMsunduzi)	20 (uMsunduzi)
					10 (Ncome)	10 (Ncome)	10 (Ncome)	40 (Ncome)

	Plan and organise holiday programmes during school holidays	Quarterly	Programme, attendance register and photos	3	n/a	1 ( uMsunduzi)	1 (uMsunduzi)	n/a
					n/a	1 (Ncome)	n/a	n/a
Market the Museum's educational programmes and activities	Number of educational brochures distributed	Quarterly	Outreach forms	180	40 (uMsunduzi)	n/a	30 (uMsunduzi)	30 (uMsunduzi)
					20 (Ncome)	10 (Ncome)	10 (Ncome)	40 (Ncome)
	Plan and organise teacher's workshops	Quarterly	Programme, attendance register and photos	2	n/a	n/a	n/a	1 (uMsunduzi)
					n/a	n/a	n/a	1 (Ncome)

To conduct outreach programmes	Number of skills development workshops facilitated	Quarterly	Attendance register and photos	16	4 (uMsunduzi)	3 (uMsunduzi)	3 (uMsunduzi)	2 (uMsunduzi)
					1 (Ncome)	1 (Ncome)	1 (Ncome)	1 (Ncome)
Celebrate commemorative days to promote nation building and social cohesion through events.	Number of commemorative day events held	Quarterly	Programme, attendance register and photos	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)	2 (uMsunduzi)	3 (uMsunduzi)	1 (uMsunduzi)	2 (uMsunduzi)
					2 (Ncome)	3 (Ncome)	2 (Ncome)	1 (Ncome)

## 5. Reconciling performance targets with the Budget and MTEF

The Museums have adopted to budget for a maximum total operating expenditure of 70% being allocated to staff compensation. In 2017/18 the percentage spent on staff expenditure amounted to 63.28% of operating expenditure.

### 5.1 Programme 1: Administration

Sub-programme	Expenditure Outcome			Adjusted Appropriation	Medium-term expenditure estimate		
	2015/16 R ,000	2016/17 R ,000	2017/18 R ,000		2018/19 R ,000	2019/20 R ,000	2020/21 R ,000
Compensation of employees	4,169	4,362	4,607	4,969	5,175	5,738	5,921
Goods and services	5,076	6,426	5,587	6,217	7,548	7,965	8,456
<b>Total</b>	<b>9,245</b>	<b>10,788</b>	<b>10,194</b>	<b>11,186</b>	<b>12,723</b>	<b>13,703</b>	<b>14,377</b>

### 5.2 Programme 2: Business development

Sub-programme	Expenditure Outcome			Adjusted Appropriation	Medium-term expenditure estimate		
	2015/16 R ,000	2016/17 R ,000	2017/18 R ,000		2018/19 R ,000	2019/20 R ,000	2020/21 R ,000
Compensation of employees	2,581	2,700	3,119	3,588	3,901	4,115	4,432
Goods and services	252	48	222	234	247	261	267
<b>Total</b>	<b>2,833</b>	<b>2,748</b>	<b>3,341</b>	<b>3,822</b>	<b>4,148</b>	<b>4,376</b>	<b>4,699</b>

### 5.3 Programme 3: Public engagement

Sub-programme	Expenditure Outcome			Adjusted Appropriation	Medium-term expenditure estimate		
	2015/16 R ,000	2016/17 R ,000	2017/18 R ,000		2018/19 R ,000	2019/20 R ,000	2020/21 R ,000
Compensation of employees	3,177	3,324	2,890	3,572	3,772	4,051	4,274
Goods and services	405	242	352	372	392	414	437
<b>Total</b>	<b>3,582</b>	<b>3,566</b>	<b>3,242</b>	<b>3,944</b>	<b>4,164</b>	<b>4,465</b>	<b>4,711</b>

## 6. Conditional grants

### 6.1 Conditional grants approved.

<b>Name of the grant</b>	NLDTF 29992
<b>Purpose</b>	Museum display, infrastructure and outreach
<b>Performance indicator</b>	Completed projects: "River Runs Through IT", "Road to Democracy", "Ncome Exhibitions", Workshop held
<b>Continuation</b>	Mail coach to be restored
<b>Motivation</b>	Need to upgrade exhibitions, restore coach and provide workshops

<b>Name of the grant</b>	NLDTF 73547 (Mobile Museum)
<b>Purpose</b>	Establish a Mobile Museum Service
<b>Performance indicator</b>	Purchase Mobile Museum and field research kits, discovery units and resource materials, workshops, marketing resources
<b>Motivation</b>	To deliver outreach programmes

<b>Name of the grant</b>	DAC: Refurbishment and upgrade of buildings
<b>Purpose</b>	Maintenance and upgrade of uMsunduzi Museum
<b>Performance indicator</b>	Maintain buildings and upgrade facilities
<b>Motivation</b>	Need to maintain and upgrade buildings and plant in order to sustain museum operations

<b>Name of the grant</b>	DAC: GRAP 103 - Valuation of Heritage Assets
<b>Purpose</b>	Valuation Heritage Assets
<b>Performance indicator</b>	Valuation and Maintaining of Heritage Assets
<b>Motivation</b>	Measurement and Recognition of Heritage Assets in terms of GRAP 103

### 6.2 Conditional grants not yet approved.

NIL

## 7. Public-private Partnerships

### List of organisations the Museums have cooperated within 2018/9:

Name	Project
2 local museums	Museums Passport Project
Economic Development, Tourism and Environmental Affairs (EDTEA)	Craft training workshops
KZN Quilters Guild	Quilt displays
Local libraries	Hosting travelling exhibits/Book launch
The Wellness Group	Herbal workshops
Northdale library	Holiday programme
Msunduzi Municipality	Conference
Sports Veterans Association	Mandela Lecture and Walk
Pietermaritzburg Gandhi Memorial Committee	Mandela Lecture and Walk
KZN Museum	Mandela Lecture and Walk
Mini Comrades	KZN Department of Sport and Recreation
Mini Comrades	Orange Grove
UKZN	International Museums Day – career day – mobile museum launch
UKZN : School of Arts	Youth Day – career expo
PMB Archives Repository	Youth Day – career expo and conference
Christian Life Academy	Mandela Day
Edendale Hospital	Wellness Day
Planet fitness	Wellness Day
Mgungunglovu District Forum	Educators Workshop
Project Gateway	Women's day
St Anne's Hospital	Women's Day
Greys nursing college	Women's Day
Virgin Active	Women's Day
FAMSA	Women's Day
Mzala Center	Library Week
Sobuantu Library	Library Week
Molefe Tribal Authority	Women's Day

## ANNEXURE A: TECHNICAL INDICATORS, DESCRIPTIONS AND EXAMPLES

### Programme 1: Administration

<b>Indicator Title</b>	<b>Administration and Support</b>
<b>Short Definition</b>	Administration and support to Museum departments
<b>Purpose</b>	To provide financial service, control, administration and general administrations for the museums and a cleaning/gardening and security service
<b>Source/collection of data</b>	Administrative documents, financial institutions and DAC
<b>Method of Calculation</b>	Systematic accumulation of all relevant documentation
<b>Data limitations</b>	Human error
<b>Type of indicator</b>	Inputs, outputs and activities
<b>Calculation type</b>	Cumulative – for the year
<b>Reporting cycle</b>	Monthly, Quarterly, Bi – annual and Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Improved financial control and systems
<b>Indicator responsibility</b>	CFO

#### PROGRAMME STRATEGIC OBJECTIVE

To provide effective and efficient financial administration and corporate governance.

<b>Indicator title</b>	Unqualified Audit Report and compliance with legislation including the PFMA, the Labour Relations Act, Basic Conditions of Employment Act, Employment Equity Act, Policy of Preferential Framework Act, KZN Heritage Act
<b>Short definition</b>	Compliance with legislation and Treasury rules reflected by an unqualified audit report
<b>Purpose/importance</b>	To provide legislature and other stakeholders with information regarding the management and operations of the institution
<b>Source/collection of data</b>	Annual Report and Quarterly Reports
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	The integrity of information in reports
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly

<b>New indicator</b>	No
<b>Desired performance</b>	Compliance with legislation and all reports submitted
<b>Indicator responsibility</b>	Director, CFO and Deputy Director

#### PROGRAMME STRATEGIC OBJECTIVE

To maintain the Museum's information and computer systems and implement and monitor Risk Management processes and controls

<b>Indicator title</b>	Number of Audit Committee Meetings and Internal Audit Reports produced to monitor IT management processes and controls, report on server failures and identify risk.
<b>Short definition</b>	Major IT system incidents and risks are identified and mitigated and risk assessed during internal audit and audit committee processes
<b>Purpose/importance</b>	To provide information to assist in the oversight and management and monitoring of risks and IT systems
<b>Source/collection of data</b>	Issues relating to risk and IT systems are discussed in Audit Committee Meetings and reflected in Minutes as well as the Internal Audit Reports
<b>Method of calculation</b>	Quantitative and qualitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 Audit Committee Meetings and one Internal Audit Report and number of IT server failures reported
<b>Indicator responsibility</b>	CFO

#### PROGRAMME STRATEGIC OBJECTIVE

To develop an efficient Human Resources Operational Plan.

<b>Indicator title</b>	Percentage of staff trained according to HR Operational Training Plan
<b>Short definition</b>	HR prepares, implements and updates the Operational Training Plan and all staff who are identified for training are therefore trained as required in terms of the HR Operational Training Plan
<b>Purpose/importance</b>	To ensure that staff are trained to in order to enhance performance
<b>Source/collection of data</b>	Training attended reflected by attendance certificates / registers /course reports obtained from attendees and/or training organisations

<b>Method of calculation</b>	Percentage of staff members listed on the HR Operational Training Plan trained in accordance with the training plan
<b>Data limitations</b>	Availability of results
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	100% staff listed on the HR Operational Training Plan trained according to the HR Operational Training Plan.
<b>Indicator responsibility</b>	HR Officer

<b>Indicator title</b>	Mid-term and final performance reviews conducted for all staff
<b>Short definition</b>	Performance agreements are reviewed during the mid-term review and final performance reviews are conducted for all staff after year end
<b>Purpose/importance</b>	Provides staff and management with information relating to individual performance targets and training requirements in order to promote productivity and service delivery.
<b>Source/collection of data</b>	Performance Agreements
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	1 Mid-term review and 1 final performance review conducted with staff
<b>Indicator responsibility</b>	HR Officer

**PROGRAMME STRATEGIC OBJECTIVE**

To promote safety within the Museum's premises.

<b>Indicator title</b>	Number of quarterly meetings scheduled with security service providers and number of break-ins/thefts reported
<b>Short definition</b>	Major breaches or incidents and identification of safety and security measures are discussed during meetings with security providers
<b>Purpose/importance</b>	To ensure the safety and security of the museum
<b>Source/collection of data</b>	Minutes of meetings with security companies reflect major incidents (eg break-ins or thefts ) and security measures
<b>Method of calculation</b>	Qualitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	8 Quarterly Meetings with security providers and number of break-ins/thefts reported
<b>Indicator responsibility</b>	CFO

**PROGRAMME STRATEGIC OBJECTIVE**

Record, compile and report on visitor statistics for museum visits, projects and events.

<b>Indicator title</b>	Number of visitors recorded
<b>Short definition</b>	Number of visitors who visit the sites or attend events/activities held by the museums on the sites ( uMsunduzi and Ncome Museum)
<b>Purpose/importance</b>	The recording of visitor statistics for analytical purposes by management and stakeholders
<b>Source/collection of data</b>	Ticket sales, attendance registers, count of visitors, invoice books
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	25020 visitors
<b>Indicator responsibility</b>	CFO

## Programme 2: Business Development

Indicator Title	Research
Short Definition	Conduct research for projects as specified in the Performance Indicators
Purpose	To gather knowledge, provide new exhibitions, collect museum items
Source/collection of data	Various – including books, documents, oral sources
Method of Calculation	The indicator is determined by need of the museum/society
Data limitations	Accuracy dependent upon accuracy of researcher and reliability of sources
Type of indicator	Inputs, outputs, activities
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved, heritage preservation
Indicator responsibility	HOD

Indicator Title	Library
Short Definition	Maintain library service
Purpose	To provide access to information for researchers, learners/students and members of community. Preserve collection. Acquire further library items and information documents
Source/collection of data	Wherever these can be obtained. Purchase and donation
Method of Calculation	Each item entered into database/catalogue
Data limitations	Funding
Type of indicator	Inputs, outputs, activities
Calculation type	Cumulative for the year
Reporting cycle	Quarterly, annual, monthly
New indicator	No
Desired performance	Monitoring acquisition of new purchases/donations and utilization of library
Indicator responsibility	HOD

<b>Indicator Title</b>	<b>Collection</b>
Short Definition	Main museum items collection service
Purpose	To provide a facility to preserve the existing museum collection according to accepted standards
Source/collection of data	Donation and purchase
Method of Calculation	Each item is documented in register/database
Data limitations	Lack of information on individual items
Type of indicator	Inputs, activities
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Maintenance of comprehensive catalogue and database, preservation of collection
Indicator responsibility	HOD

#### **PROGRAMME STRATEGIC OBJECTIVE**

To develop and preserve the Museum collections that reflects the nation's diversity.

<b>Indicator title</b>	Number of trips or events organised to collect relevant items
<b>Short definition</b>	Increase and enhance the museum's collections by acquisition of appropriate items through collecting trips and/events
<b>Purpose/importance</b>	Preserve the nations heritage for the benefit of present and future generations
<b>Source/collection of data</b>	Collecting trip or event reports and invoices or donation agreements
<b>Method of calculation</b>	Quantitative and qualitative – simple count of number of collection trips or collecting events held
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q2 and Q3
<b>New indicator</b>	No
<b>Desired performance</b>	Organize 2 trips or events to collect relevant items
<b>Indicator responsibility</b>	HOD : RIC Department and Curator Ncome

<b>Indicator title</b>	Number of new acquisitions documented according to international museums standards
<b>Short definition</b>	New acquisitions are documented by entered into registers and databases, taking digital images and adding to

	storage lists.
<b>Purpose/importance</b>	To link and preserve appropriate information relating to collection items to databases and registers (eg provenance) in order to enhance the items, make them accessible and facilitate preservation, curatorial and collection management activities.
<b>Source/collection of data</b>	Input reflecting the items being documented is made into registers, databases, documents
<b>Method of calculation</b>	Quantitative – simple count of items documented
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q4
<b>New indicator</b>	No
<b>Desired performance</b>	Enter 48 new acquisitions into accession register, computer database, taking digital images and adding to storage lists.
<b>Indicator responsibility</b>	HOD : RIC Department and Curator Ncome

<b>Indicator title</b>	Museum Collections stock take spot check to verify that items in collection registers are accounted for
<b>Short definition</b>	To undertake a stock check of items in the Museum's Collections
<b>Purpose/importance</b>	To monitor and account for Collection materials in the care of the Museums
<b>Source/collection of data</b>	Stock check report is produced after stocktaking
<b>Method of calculation</b>	Quantitative – simple count
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly: Q4
<b>New indicator</b>	No
<b>Desired performance</b>	Spot check of museum collection holdings (50 items in storage and 50 items on exhibition) and 1 report produced.
<b>Indicator responsibility</b>	HOD : RIC Department and Curator Ncome

**PROGRAMME STRATEGIC OBJECTIVE**

To promote social cohesion and nation building.

<b>Indicator title</b>	Number of public engagements organised
<b>Short definition</b>	Activities organised for the public
<b>Purpose/importance</b>	To provide information, encourage dialogue, stimulate debate in order to promote social cohesion and nation building
<b>Source/collection of data</b>	Attendance registers, programmes and photographs are evidence of number of public engagements organised
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2 and Q3
<b>New indicator</b>	No
<b>Desired performance</b>	Organise and host 3 public engagements
<b>Indicator responsibility</b>	Curator Ncome and HOD : RIC Department

**PROGRAMME STRATEGIC OBJECTIVE**

Improve access to information.

<b>Indicator title</b>	Research materials produced for exhibitions
<b>Short definition</b>	Research work is undertaken to inform exhibition development, provide information for exhibits and is obtained and made available in various forms usually resulting in texts.
<b>Purpose/importance</b>	Makes information accessible through exhibitions.
<b>Source/collection of data</b>	Research plans / texts /research materials
<b>Method of calculation</b>	Simple quantitative count - Number of exhibitions for which research content has been provided
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1,Q2,Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	1 Research project to be completed for exhibitions
<b>Indicator responsibility</b>	HOD : RIC Department

<b>Indicator title</b>	Research materials produced for publications
<b>Short definition</b>	Research work is undertaken to inform publication development provide information for publications and is obtained and made available in various forms eg books, brochures, magazines, leaflets etc
<b>Purpose/importance</b>	Makes information accessible by through publications
<b>Source/collection of data</b>	Research plans / texts /research materials
<b>Method of calculation</b>	Simple quantitative count - Number of publications for which content has been provided
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	1 Research project to be completed for publications plus 6 research materials produced for museum publications (4 newsletters, 1 journal, 1 Ulwazi)
<b>Indicator responsibility</b>	HOD : RIC Department

<b>Indicator title</b>	Number of visitors using library services during the week.
<b>Short definition</b>	Number of visitors using library services such as using internet facilities or reference section during the week.
<b>Purpose/importance</b>	Make information accessible to the public by providing reference and information resources.
<b>Source/collection of data</b>	Registers – simple count
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	Assist 400 visitors and compile 4 reports on user statistics
<b>Indicator responsibility</b>	Curator Ncome and HOD : RIC Department

<b>Indicator title</b>	Number of library public engagements organised
<b>Short definition</b>	Hold public engagements relating to the library ( ie National Book Week and Library Week)
<b>Purpose/importance</b>	Engagements held to promote and improve access to information
<b>Source/collection of data</b>	Attendance registers and photos are evidence of number of engagements
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q2 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	Organise 2 library public engagements
<b>Indicator responsibility</b>	HOD : RIC Department and Curator Ncome

<b>Indicator title</b>	Number of library materials acquired
<b>Short definition</b>	Acquire new materials such as books for the library
<b>Purpose/importance</b>	Improve access to information
<b>Source/collection of data</b>	Invoices, accession registers and databases
<b>Method of calculation</b>	Quantitative – simple count of number of library materials acquired. Simple count of number of library materials catalogued and digitised.
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	Purchase 20 library materials (uMsunduzi and Ncome Museum) Catalogue and digitize 20 library materials : Any library materials which were acquired either during the current quarter or in any previous quarter will be catalogued ( ie see cataloguing form completed ) and digitised ( ie see information captured on the library database) (uMsunduzi and Ncome Museum)
<b>Indicator responsibility</b>	HOD : RIC Department and Curator Ncome

### Programme 3 : Public engagement : Sub-programme 1 – Exhibitions

Indicator Title	Exhibition
Short Definition	An exhibition, publication and maintenance service
Purpose	To provide an exhibition and publication support service to the museum, to develop publications, new displays and maintain existing ones. Provide a maintenance service to the museums
Source/collection of data	Primarily from the other departments
Method of Calculation	Interaction with the departments requiring exhibition support
Data limitations	Deficient funding
Type of indicator	Input, output and activities
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved publications, displays and maintained premises
Indicator responsibility	HOD

#### PROGRAMME STRATEGIC OBJECTIVE

Present engaging exhibitions by interpreting and presenting the museums' collections to the benefit of visitors.

<b>Indicator title</b>	Number of exhibitions designed, planned, constructed and installed.
<b>Short definition</b>	The museum develops and installs exhibitions using research material relating to specific themes
<b>Purpose/importance</b>	To inform. To stimulate debate and offer an engaging and excellent cultural heritage experience.
<b>Source/collection of data</b>	Tangible exhibition components are created and reflected in photographs and proofs and documents as evidence of the production processes and installations.
<b>Method of calculation</b>	Quantitative: simple count of exhibitions
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	Produce 1 exhibition
<b>Indicator responsibility</b>	HOD Exhibitions and Maintenance

**PROGRAMME STRATEGIC OBJECTIVE**

Make information and knowledge accessible.

<b>Indicator title</b>	Number of publications designed and printed.
<b>Short definition</b>	The museum designs and publishes a range of various materials ranging from magazine type publications to electronic invitations and digitally printed materials like programmes.
<b>Purpose/importance</b>	To provide information to stakeholders and the public.
<b>Source/collection of data</b>	Proofs and Printed materials are evidence of the process and publications.
<b>Method of calculation</b>	Quantitative: Simple count of final published(or distributed) material/publications.
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	5 publications designed and printed
<b>Indicator responsibility</b>	HOD Exhibitions and Maintenance

**PROGRAMME STRATEGIC OBJECTIVE**

Mount temporary exhibitions

<b>Indicator title</b>	Number of temporary exhibitions planned and set-up.
<b>Short definition</b>	The museum either produces/ holds or receives exhibitions which are set up for a limited period of time either on site or at other venues.
<b>Purpose/importance</b>	To provide the public with topical exhibitions and to provide a platform for appropriate external exhibitions to be hosted at the museums.
<b>Source/collection of data</b>	Tangible exhibition components are reflected in photographs and and documents as evidence of the exhibitions set up.
<b>Method of calculation</b>	Quantitative : Simple count of number of temporary exhibitions
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q2, Q4
<b>New indicator</b>	No
<b>Desired performance</b>	Mount 2 temporary exhibitions
<b>Indicator responsibility</b>	HOD Exhibitions and Maintenance

## PROGRAMME STRATEGIC OBJECTIVE

Develop marketing materials

<b>Indicator title</b>	Number of newsletters designed and printed
<b>Short definition</b>	Newsletters reflecting related to the museums are designed and printed
<b>Purpose/importance</b>	To provide stakeholders and the public with information on the museum related topics
<b>Source/collection of data</b>	The newsletter content is developed by the RIC department who hand over the material to the exhibitions department to design and print/publish.
<b>Method of calculation</b>	Quantitative: Simple count of number of newsletters published
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	Design and print 4 newsletters
<b>Indicator responsibility</b>	HOD Exhibitions and Maintenance

## Programme 3 : Public engagement : Sub-programme 2 – Education

<b>Indicator Title</b>	<b>Education and Outreach</b>
Short Definition	Education and Outreach service
Purpose	To provide an educational programmes, liaison for the museum and community outreach service, and a statistical service
Source/collection of data	From schools, Education Department, other museum departments and community needs, records maintained
Method of Calculation	Interaction with schools, Education Department, requirements from other museum departments and community needs
Data limitations	Inability to cope with demand
Type of indicator	Input, output and activities
Calculation type	Cumulative for the year
Reporting cycle	Monthly, Quarterly, Annually
New indicator	No
Desired performance	A required educational service/programme, effective liaison, outreach service that leads to community upliftment, useful statistics
Indicator responsibility	HOD

## PROGRAMME STRATEGIC OBJECTIVE

To provide learner and teacher enrichment through educational service.

<b>Indicator title</b>	Number of educational programmes and associated worksheets revised.
<b>Short definition</b>	Museum educational programmes are revised or created together with associated worksheets
<b>Purpose/importance</b>	In order to provide relevant educational material that responds to the needs of educators and learners programmes need to be revised and amended and new ones developed.
<b>Source/collection of data</b>	The revised or new programmes are developed and printouts of the programmes (eg powerpoint slides/or notes) and worksheets are evidence
<b>Method of calculation</b>	Quantitative : simple count of number of new or revised programmes and worksheets
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, and Q3
<b>New indicator</b>	No
<b>Desired performance</b>	Revise 3 educational programmes and 1 worksheet and produce 1 new educational programme and 1 worksheet
<b>Indicator responsibility</b>	HOD Education and Outreach and Curator Ncome

<b>Indicator title</b>	Presentation of educational programmes of the museum.
<b>Short definition</b>	Programmes of an educational nature are presented by the museums generally to groups of learners either visiting the museum or at other locations.
<b>Purpose/importance</b>	Participants are involved in educational programmes relating to the museums in order to provide knowledge and promote learning.
<b>Source/collection of data</b>	Number of presentations made reflected by booking forms
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No

<b>Desired performance</b>	120 Presentations made
<b>Indicator responsibility</b>	HOD Education and Outreach and Curator Ncome

<b>Indicator title</b>	Visits to schools to promote museum educational programmes and activities
<b>Short definition</b>	Visits are made by museum staff to schools in order to meet with school representatives concerning museum educational programmes and activities
<b>Purpose/importance</b>	To promote and raise awareness of the museums educational programmes and events in order to encourage participation in activities, and encourage school bookings.
<b>Source/collection of data</b>	Outreach forms indicating that visits have taken place
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	150 visits to schools by museum staff
<b>Indicator responsibility</b>	HOD Education and Outreach and Curator Ncome

<b>Indicator title</b>	Plan and organise holiday programmes during school holidays
<b>Short definition</b>	The museums organise and hold holiday programmes for young people during the school holidays.
<b>Purpose/importance</b>	To offer activities that are positive in nature and which expose young people to the museum through their participation in fun and playful learning experiences.
<b>Source/collection of data</b>	Attendance registers, programmes and photographs are evidence of number of holiday programmes held.
<b>Method of calculation</b>	Quantitative : simple count of holiday programmes held
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1 and Q2
<b>New indicator</b>	No
<b>Desired performance</b>	Plan and organise 3 holiday programmes during school holidays
<b>Indicator responsibility</b>	HOD Education and Outreach and Curator Ncome

**PROGRAMME STRATEGIC OBJECTIVE**

Market the Museum's educational programmes and activities.

<b>Indicator title</b>	Number of educational brochures distributed
<b>Short definition</b>	Brochures relating to the museums are distributed eg education brochure
<b>Purpose/importance</b>	The museums, their facilities and programmes are marketed
<b>Source/collection of data</b>	Staff distribute brochures evidence of this is provided in staff reports/statements/outreach forms
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	180 Brochures are distributed
<b>Indicator responsibility</b>	HOD Education and Outreach and Curator Ncome

<b>Indicator title</b>	Plan and organise teacher's workshops.
<b>Short definition</b>	The museums organise and hold teachers workshops
<b>Purpose/importance</b>	Teachers workshops are held to provide information relating to the museum and its programmes and to discuss issues of mutual interest in order to improve programmes and service delivery.
<b>Source/collection of data</b>	Attendance registers, programmes and photographs are evidence of number of teachers workshops.
<b>Method of calculation</b>	Quantitative : simple count
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q4
<b>New indicator</b>	No
<b>Desired performance</b>	2 teachers workshops held
<b>Indicator responsibility</b>	HOD Education and Outreach and Curator Ncome

**PROGRAMME STRATEGIC OBJECTIVE**

To conduct outreach programmes

<b>Indicator title</b>	Number of skills development workshops facilitated.
<b>Short definition</b>	Workshops focussing on skills such as traditional craft and the use of herbs are facilitated
<b>Purpose/importance</b>	People are empowered by learning skills and by sharing information related to intangible heritage and indigenous knowledge
<b>Source/collection of data</b>	Attendance registers, programmes and photographs are evidence of number of workshops facilitated.
<b>Method of calculation</b>	Quantitative : simple count
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	16 skills development workshops are facilitated
<b>Indicator responsibility</b>	HOD Education and Outreach and Curator Ncome

**PROGRAMME STRATEGIC OBJECTIVE**

Celebrate commemorative days to promote nation building and social cohesion through events.

<b>Indicator title</b>	Number of commemorative day events held.
<b>Short definition</b>	National and International days are commemorated by events organised by the museums
<b>Purpose/importance</b>	To support social cohesion and nation building by delivering relevant events
<b>Source/collection of data</b>	Attendance registers, programmes and photographs are evidence of number of number of commemorative day events held
<b>Method of calculation</b>	Quantitative : simple count
<b>Data limitations</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly: Q1, Q2, Q3 and Q4
<b>New indicator</b>	No
<b>Desired performance</b>	16 commemorative day events held (13 National days and 1 International day to be commemorated and 2 events held)
<b>Indicator responsibility</b>	HOD Education and Outreach and Curator Ncome

## **ANNEXURE B: FRAUD PREVENTION PLAN**

### **uMsunduzi Museum and Ncome Museum Fraud Prevention Policy**

Approved 11 February 2005

#### **PURPOSE**

It is incumbent upon every institution, as required by the PFMA, to take all precautions necessary to prevent fraud and corruption; the same applies also at the uMsunduzi and Ncome Museum.

#### **1. POLICY ENVIRONMENT**

There are various factors influencing fraudulent behaviour at a workplace. The generic fraud and corruption risks facing an organization include: personnel risks, management risks, structural, business risks and computer risks.

The uMsunduzi and Ncome Museum also has a legal responsibility (PFMA 1999) to take all appropriate steps to prevent unauthorized, irregular, fruitless and wasteful expenditure and losses resulting from criminal conduct.

#### **2. POLICY STATEMENT**

The Council and Management of the uMsunduzi and Ncome Museums hereby affirm that no acts of fraud or corruption will be tolerated in the organization. All such acts or allegations of such acts will be pursued vigorously, investigated fully, and if substantiated, punished both internally and externally to the fullest extent possible.

#### **3. STRATEGIES FOR FRAUD PREVENTION IN THE ORGANIZATION**

##### **3.1 Organizational Climate or Culture**

The personnel risks for fraud and corruption are higher if employees are not motivated, if they are inadequately trained, inexperienced, or otherwise not fully committed to the organization. Monitoring the organizational climate through an appropriate performance measure and taking remedial steps where necessary is part of limiting this risk. Furthermore, an organizational climate that is committed to excellence in governance and has code of business ethics is desirable in order to support appropriate employee behaviour. Vigorous enforcement of all relevant laws, rules, control systems and procedures achieves the impression that the risk the individual(s) engaging in fraudulent practices is greater than the perceived benefit to be gained, thus acting as an effective deterrent.

The internal auditor has a critical role to play in monitoring internal control process, risk assessment, and monitoring the control environment (corporate culture) and the management of behaviour and attitudes.

### **3.2 Procurement**

Any collusion with suppliers, inappropriate interference with the procurement process, and the acceptance of personal gifts/ donations from suppliers is regarded as corrupt behaviour and shall be dealt with accordingly.

The Administration staff should check all items/ purchases against the requisition so as to ensure that there are no irregularities. (SOP document outlines all the details).

### **3.3 Contracting**

Contracts will not be awarded to family members of the uMsunduzi and Ncome employees, unless the family connection has been disclosed and approved in advance and the employee concerned is not part of the contracting process. It is unacceptable for the uMsunduzi and Ncome Museums employee to accept any favours from a contractor. It is furthermore not permitted to appoint, whether permanent or on contract, a member who is closely related to any employee of the uMsunduzi and Ncome Museums.

### **3.4 Banking & Cash Management**

Should any banking and cash management procedures be violated, the incident will be treated as a case of fraudulent misconduct, unless proved otherwise.

### **3.5 Partnerships and Joint Ventures**

Full business details including references from relevant sources, will be obtained before any partnership or joint venture agreement is considered. Fraudulent or corrupt business practices by such business partners will not be tolerated.

### **3.6 Gifts, Donations and/ or Sponsorships**

No employee or Council member shall accept personal gifts, donations or sponsorships from current or potential business partners if the value of these gifts is over R100.00. Any gifts, donations or sponsorships whose value is less than R100.00 must be fully declared to the Director or Council. Suitable declaration forms will be completed by concerned parties for approval by the Museum.

Donation box (Ncome) : Two people should open a donation box, and the third person not involved in the opening of the donation box should issue the receipt.

### **3.7 Accounting Records and Reporting**

Any falsification of company accounting records or reports will be regarded either as fraudulent misconduct or criminal activity, depending on the circumstances.

### **3.8 Formal Training**

All employees shall be sensitized to this policy and they shall be made aware of risk areas and how to recognize the evidence of corruption and fraud. Specific training will be given to those who have a direct role in responding to fraud when identified.

## **4. CORRECTIVE ACTION**

It is important that swift and unambiguous corrective action is taken in response to all incidents of fraud or corruption. This will support the message that such practices will not be tolerated under any circumstances.

### **4.1 Protected Disclosure**

Whistle blowing is recognized as very effective means of detecting fraud. Confidentiality, anonymity and the protection of the whistle blower from any form of victimization are essential in order for this concept to be successful. A whistle blowing hotline number is available at towards the end of the document. All calls will be logged and all allegations fully investigated. Any attempts to victimize whistle blower will be considered as connivance in the fraud.

### **4.2 Disciplinary and Legal Resource**

The disciplinary consequences of fraudulent misconduct are clearly established in the Museum policies and procedures. If the Accounting Officer is implicated in financial misconduct, the matter will be pursued in accordance with Treasury Instructions.

Where criminal conduct is suspected or established, the incident will immediately be referred to the SAPS. The Auditor-General, the Accounting Officer (Director) and relevant treasury will be advised of the matter.

## **5. ROLES AND RESPONSIBILITIES**

### **5.1 Council of uMsunduzi and Ncome Museums**

Approves the Fraud Prevention Policy and will take necessary measures against those who would violate this policy.

### **5.2 Accounting Officer (Director)**

Is responsible and accountable for limiting the risk of fraud in the organization. Report all cases of fraud to the relevant authorities.

### **5.3 Deputy Director**

Is responsible for the implementation of the Fraud Prevention Plan.

### **5.4 Chief Financial Officer**

Maintains financial systems and controls, which minimize the risk of fraud.

### **5.5 All Units Heads & Senior Managers**

Implement the Fraud Prevention Plan

#### **5.6 Internal Audit**

Does adhoc investigations as requested by Council, Audit Committee or Management where fraudulent or corrupt behaviour is suspected. Monitor the control environment, control systems, business risks and effectiveness of communication.

#### **5.7 All Employees**

Have a duty to report or “blow the whistle” about any suspicious conduct by fellow employees, suppliers, or clients. Adhere to established rules and regulations.

### **6. COMMUNICATION**

The Fraud Prevention Policy will be promoted by means of a fraud awareness drive for all employees. A copy of the Policy will be placed at the library. The availability of a whistle blowing facility will be emphasized. Incidents of fraud that do occur will be communicated (in general terms) to employees once they have been reported to the appropriate authorities. Fraud can be communicated to 0800 701 701 (fraud corruption hotline for the public service).

### **7. DEFINITIONS**

**Fraud:** The deliberate falsification of documentation of records for unlawful gain.

**Corruption:** When someone with monopoly power over a good or a service has the discretion to decide whether or not another receives it, how much is received, and lacks accountability.

**SOP:** Standard Operation Procedure.

### **8. CONCLUSION**

The uMsunduzi and Ncome Museums Council reserves the right to revise this policy.

## ANNEXURE C: MATERIALITY AND SIGNIFICANCE FRAMEWORK

### uMsunduzi Museum and Ncome Museums

#### MATERIALITY AND SIGNIFICANCE FRAMEWORK FOR THE PERIOD ENDING 31 MARCH 2016

##### 1. Definitions and standards

- \* Audited financial statements: 2014/2015 (AFS)
- \* Approved annual budget: 2015/2016(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)
1.Accounting authority must - (c) on request, disclose to the Executive	(a) Any unbudgeted transaction of which the amount exceeds 5% of the total value of	(a) Any unplanned event that affects the core purpose or mandate of entity per ASP

<p>Authority responsible, all material facts which in any way may influence the decisions or actions of the Executive Authority</p>	<p>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>(b) Any activity that is outside the parameters of each public enabling legislation.</p>
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<p><b>4.2 Section 54: Information to be submitted by the Accounting Authority</b></p>	<p><b>Value (Quantitative)</b></p>	<p><b>Nature of event (Qualitative)</b></p>
<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:            (b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement             (c) Acquisition or disposal of a significant shareholding in a company             (d) Acquisition or disposal of a significant asset             (e) Commencement or cessation of a</p>	<p>N /A             N/A             Any transaction of which the amount exceeds 8% of the total value of assets per AFS.             Any transaction of which the amount exceeds 8% of the total value of assets per AFS.</p>	<p>N /A             N /A             Any unplanned event per the ASP that may affect the core purpose or mandate of the entity             Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p>

significant business activity		
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<b>4.3 Section 55: Annual Report and Annual Financial Statements</b>	<b>Value (Quantitative)</b>	<b>Nature of event (Qualitative)</b>
(2) the annual report and financial statements must: include particulars of: (i) any material losses through criminal conduct and, for example, theft	Any loss of which the amount exceeds 3% of the total value of assets per AFS.	Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity
(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year	All	All
(iii) any losses recovered or written off	All	All

<b>4.4 Section 66: Restrictions on borrowing, guarantees and other commitments</b>	<b>Value (Quantitative)</b>	<b>Nature of event (Qualitative)</b>
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

**ANNEXURE D:**

**RISK MANAGEMENT PLAN**

Risk Identification and Analysis							Residual Risk Rating				Risk Owners				
Ref Num	Category / Context	Strategic Objectives	Risk Category	Contributory Factor/s Inadequate skills and capacity	Control Strategy	Existing Controls	Control Improvements	Inherent Risk Ranking Value	Control Adequacy Rating	Quantitative Control Adequacy Rating	Residual Risk Ranking Value	Risk Acceptability	Control Improvements	Risk owner by order of accountability	Implementation Date
1	Financial Risk	1 to 4	FUNDING	1. The lack of increase in the budget for the museum, funding has not been increased by DAC. 2. Revenue from other sources are being under utilised (Accommodation is not being utilised by museum) 3. Funding is attached to the visibility of the Museum. 4. Lack of adequate visibility of the Museum. 5. Lack of adequate effective and efficient website for the museum. Visitor revenue from the facility. 6. Lack of marketing facilities at the museum. 7. Lack of adequate, documented and established	Manage	1. Compliance with Department of Arts and Culture. 2. Compliance with Public Finance Management Act (PFMA). 3. Institutional Policies	1. Funding/Revenue Model 2. Adequate definition of funding model for various revenue streams 3. Community and stakeholder engagement and development	25.00	Partially adequate		25.00	Unacceptable	1. Training and development of internal processes and procedures as per defined funding model	Chief Financial Officer	31 March 2020

				business processes and case.											
2	Service Delivery	1 to 4	STAKEHOLDER MANAGEMENT	<p>1. Memorandum of Understanding is out-dated regarding access bridge</p> <p>2. Lack of social cohesion regarding the access bridge to the facility</p> <p>3. Lack of community engagement policy</p> <p>4. Local municipality is responsible for the maintenance of the road and upkeep of the access route</p>	Manage	<p>1. Management committee (quarterly meetings actioned)</p> <p>2. Regular internal meetings between Ncome and Bloodriver</p> <p>3. Not Applicable</p> <p>4. Engage with the local municipality and provincial department of Transport to have the road graded and maintained</p>	<p>1. Revised Memorandum of Understanding between Ncome and Bloodriver management committee</p> <p>2. Ncome task team to be established to foster relationships</p> <p>3. Develop a community engagement policy and approval by council</p> <p>4. Further engagement with local municipality and provincial department of Transport regarding the grading of the access road</p>	16.00	Partially adequate	16.00	Unacceptable	Not Applicable	Museum Director	<p>20 November 2018</p> <p>18 November 2018</p> <p>28 February 2019 (Final Draft)</p> <p>N/A</p>	
3	Human Resources	1 to 4	HUMAN RESOURCES, STAFF DEVELOPMENT AND STAFF RETENTION (BUSINESS CONTINUITY)	<p>1. Lack of adequate budget and funding</p> <p>2. Lack of Museum professionals</p> <p>3. Location of the institution</p> <p>4. Lack of value proposition</p> <p>5. Poor performance management system</p> <p>6. Lack of market related salary structures being offered</p>	Manage	<p>1. Retention strategy being developed and skills audit</p> <p>2. Performance Management System</p> <p>3. Employee satisfaction survey</p>	<p>1. Business case to be developed and subsequently presented to DAC regarding addition funding</p> <p>2. Implementation of the skills audit outcome</p>	20.00	Partially adequate	20.00	Unacceptable	Not Applicable	Museum Director	28 February 2019	

4	Fraud	1 to 4	FRAUD AND CORRUPTION	1. Lack of monitoring due to non-compliance with internal controls 2. Deficiencies within the supervisory structure at the institution due to the distance 3. Lack of segregation of duties due to lack of staff 4. Lack of adequate internal controls regarding the monies collected on site	Manage	1. Institutional policies 2. Regular visits by the CFO and Museum Director 3. One employee responsible for financial environment 4. Monies collected are banked by the institution weekly 5. Fraud prevention policy in place	1. Ensure adequate and effective segregation of duties within the institution's finance environment 2. Update and revise the Fraud Prevention Policy	25.00	Partially adequate		25.00	Unacceptable	Not Applicable	Museum Director	01 December 2018 28 February 2019
5	Strategic	1 to 4	SUCCESSION PLANNING AND HAND OVER PROCESSES	1. Lack of succession planning policy and strategy 2. Lack of hand-over processes established within the institution	Manage	1. None	1. Development of a succession planning policy and strategy 2. Formalised and established hand-over process through the termination form and induction process	25.00	Inadequate		25.00	Unacceptable	Not Applicable	Museum Deputy Director	28 February 2019 28 February 2019
6	Security	1 to 4	SAFETY, SECURITY AND OCCUPATIONAL HEALTH	1. Lack of Operational Health and Safety policy and procedures	Manage	1. None	1. Development of adequate and effective Operational Health and Safety policy and procedures	25.00	Inadequate		25.00	Unacceptable	Not Applicable	Museum Deputy Director	28 February 2019
7	Financial Risk	1 to 4	SAFE GUARDING OF ASSETS (ASSET MANAGEMENT)	1. Lack of adequate security of assets within the institution	Manage	1. Institutional asset management policy 2. Institutional heritage assets policy	1. Additional security measures to be introduced within the institution	25.00	Adequate		25.00	Unacceptable	Not Applicable	Chief Financial Officer	30 June 2019

## ANNEXURE E: AUDIT IMPROVEMENT PLAN

Arts & Culture

Audit Opinion  
Audit Issues

	Select
Unqualified	Yes
Qualification	No
Emphasis of matter	Yes

### Audit Findings Action Plan Monitoring Tool

Audit Findings	Description	Action Plan Description	Start Date	Completion Date	Person Responsible			Position	
					Title	First Name	Surname		
Performance target not reliable, well defined and specific	As per the Framework for managing programme performance information, Chapter 3 which defines key performance information concepts, section 3.2 states that a good performance indicator should amongst other factors be: (a)Reliable: the indicator should be accurate enough for its intended use and respond to changes in the level of performance. (b) Well-defined: the indicator needs to have a clear, unambiguous definition so that data will be collected consistently, and be easy to understand and use. In terms of the FMPPI, Para 3.3 states that a usefull set of criteria for selecting performance targets is the "SMART"criteria: Specific: the nature and the required level of performance can be clearly identified, Measurable: the required performance can be measured, Achievable: the target is realistic given existing capacity, Relevant: the required performance is linked to the achievement of a goal, Time-bound: the time period or deadline for delivery is specified	<i>* Describe activities in point form to address issue (use lower case):</i>	<i>* Select planned start and completion dates:</i>		<i>* Select title and enter name (use lower case):</i>			<i>* Select position:</i>	
		1	Rewording of KPIs to be undertaken to ensure compliance with SMART criteria	1-Nov-18	31-Mar-19	Mr	Robert	Luyt	Deputy Director
		2	Rewording of Technical Indicator Definitions	1-Nov-18	31-Mar-19	Mr	Robert	Luyt	Deputy Director

		* Describe activities in point form to address issue (use lower case):	* Select planned start and completion dates:		* Select title and enter name (use lower case):			* Select position:
Procurement process not followed	<p>As per section 8.2.2. of Treasury regulations (Approval of expenditure): "Before approving expenditure or incurring a commitment to spend, the delegated or authorised official must ensure compliance with any limitations or conditions attached to the delegation or authorisation." As per Treasury regulations: 16A3. Supply chain management system 16A3.1 The accounting officer or accounting authority of an institution to which these regulations apply must develop and implement an effective and efficient supply chain management system in his or her institution for - (a) the acquisition of goods and services; and (b) the disposal and letting of State assets, including the disposal of goods no longer required. 16A3.2 A supply chain management system referred to in paragraph 16A3.1 must- (a) be fair, equitable, transparent, competitive and cost effective; 16A6 Procurement of goods and services 16A6.1 Procurement of goods and services, either by way of quotations or through a bidding process, must be within the threshold values as determined by the National Treasury. In terms of section 2.1 of the Supply chain management policy, the following is the procurement process of the entity:</p> <p>VERBAL QUOTATION All purchases less than R2000 no form of quotations are necessary. Purchases from R2000.00 to R5000: three telephonic quotations are required. HOD, Directorate</p> <p>WRITTEN PRICE QUOTATIONS Acquisitions from R5000 to and not exceeding R200000: at least three written price quotations must be sought. Accounting Officer COMPETITIVE BIDDING Acquisitions above R200 000 Directorate. Section 2.5 of SCM policy states: "Written price quotations must be solicited from at least three suppliers who are listed on the approved supplier database. Only if there are no suitable suppliers listed, may quotations be solicited from suppliers who are not on the database, provided that the Supplier is able to meet the listing criteria. SCM officials</p>	1 SCM Checklist to be developed and implemented	1-Nov-18	31-Mar-19	Ms	Thenjiwe	Khumalo	CFO

	responsible must record the reasons for the deviation to the DELEGATED AUTHORITY / OFFICIAL. The Museum should also make an attempt to rotate and use different service providers.								
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Inconsistent targets between planning and reporting documents, targets not reliable, not well defined and not specific - Programme 2 Business development	<p>As per Treasury regulation 30.1.3(g), the strategic plan must form the basis for the annual reports of accounting authorities in terms of Section 55 of the Act.</p> <p>In terms of the Annual Report Guide Schedule 3A and 3C Public Entities issued by National Treasury, Section 2.4: Public entities must ensure that there is alignment in terms of the strategic outcome orientated goals, strategic objectives, performance indicators and targets between the Strategic Plans, Annual Performance Plans and budget related documents. The performance information must clearly show public entity's achievements against performance indicators and targets as identified in the Strategic Plans, Annual Performance Plans and budget documents.</p> <p>As per the Framework for managing programme performance information (FMPPI), Chapter 3 which defines key performance information concepts, section 3.2 states that a good performance indicator should amongst other factors be:</p> <p>(a) Reliable: the indicator should be accurate enough for its intended use and respond to changes in the level of performance.</p> <p>(b) Well-defined: the indicator needs to have a clear, unambiguous definition so that data will be collected consistently, and be easy to understand and use.</p> <p>Furthermore, the FMPPI states per 3.3 that a</p>	* Describe activities in point form to address issue (use lower case):	* Select planned start and completion dates:		* Select title and enter name (use lower case):			* Select position:
		1	Review consistency between planning and reporting documents	1-Nov-18	31-Mar-19	Mr	Robert	Luyt

	<p>useful set of criteria for selecting performance targets is the "SMART" criteria:</p> <ul style="list-style-type: none"> <li>• Specific: the nature and the required level of performance can be clearly identified</li> <li>• Measurable: the required performance can be measured</li> <li>• Achievable: the target is realistic given existing capacity</li> <li>• Relevant: the required performance is linked to the achievement of a goal</li> <li>• Time-bound: the time period or deadline for delivery is specified.</li> </ul>							

		<i>* Describe activities in point form to address issue (use lower case):</i>		<i>* Select planned start and completion dates:</i>		<i>* Select title and enter name (use lower case):</i>			<i>* Select position:</i>
SCM Letter of references dated after letter of award	In terms of section 2.17 (i) of the Museum's Supply Chain Management Policy "The Museum may disqualify any offer or bid submitted for the following reasons: The bidder failed to comply with all submission requirements as stated in the tender document."	1	Ensure all necessary documents are submitted before awarding of tenders	1-Nov-18	31-Mar-19	Mr	Robert	Luyt	Deputy Director

Procurement - Details of the winning bidder not published in the government tender bulletin or website of the auditee	In terms of Treasury regulations: 16A6.3 The accounting officer or accounting authority must ensure that – (c) bids are advertised in at least the Government Tender Bulletin for a minimum period of 21 days before closure, except in urgent cases when bids may be advertised for such shorter period as the accounting officer or accounting authority may determine; (d) awards are published in the Government Tender Bulletin and other media by means of which the bids were advertised;	<i>* Describe activities in point form to address issue (use lower case):</i>		<i>* Select planned start and completion dates:</i>		<i>* Select title and enter name (use lower case):</i>			<i>* Select position:</i>
		1	Ensure publication of tender awards on website or tender bulletin	1-Nov-18	31-Mar-19	Ms	Thenjiwe	Khumalo	CFO
		2	Publish details of award on the museums website	1-Nov-18	31-Mar-19	Ms	Thenjiwe	Khumalo	CFO

Suppliers with no physical address	Section 51 (1)(a)(i) of PFMA stated that an accounting authority for a public entity, must ensure that the public entity has and maintains effective, efficient and transparent systems of financial and risk management and internal control.	<i>* Describe activities in point form to address issue (use lower case):</i>		<i>* Select planned start and completion dates:</i>		<i>* Select title and enter name (use lower case):</i>			<i>* Select position:</i>
		1	Ensure all the necessary information is available relating to suppliers	1-Nov-18	31-Mar-19	Ms	Thenjiwe	Khumalo	CFO

Assets not in working condition	In terms of GRAP 17 (property, plant and equipment): Para 61 - An entity should assess whether there is any indication that the expected useful life of the asset has changed based on whether the condition of the asset has improved or declined. This is based on any condition assessments undertaken by the entity on its assets during the reporting period. Paragraph .60(f) should not be read as requiring a condition assessment at each reporting date. Condition assessments will be undertaken by entities on selected or	<i>* Describe activities in point form to address issue (use lower case):</i>		<i>* Select planned start and completion dates:</i>		<i>* Select title and enter name (use lower case):</i>			<i>* Select position:</i>
		1	Review assets not in working condition and adjust depreciation where necessary	1-Nov-18	31-Mar-19	Ms	Thenjiwe	Khumalo	CFO

<p>identified assets as part of its ongoing asset management. Instead, any information available from any condition assessments undertaken during the reporting period should be used to assess whether the useful life of particular assets should be changed.</p> <p>Para 62 - In assessing whether the condition of an asset has improved or declined, the stage of the asset's lifecycle needs to be considered. As assets age, a certain level of deterioration is expected. It is only where a decline in the condition is above what is expected, would a thorough analysis of the impact on the useful life of the asset be required. The same applies if an asset is in a better condition than expected.</p> <p>In terms of GRAP 17, Impairment Para .74 - To determine whether an item of property, plant and equipment is impaired, an entity applies GRAP 21 or GRAP 26, as appropriate. These Standards explains how an entity reviews the carrying amount of its assets, how it determines the recoverable amount or recoverable service amount of an asset and when it recognises, or reverses the recognition of, an impairment loss.</p> <p>Para .75 - A plan to dispose of an asset before the previously expected date is an indicator of impairment, which requires the calculation of an asset's recoverable amount or recoverable service amount for the purpose of determining whether the asset is impaired.</p>								
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<p>Misstatement of revenue and related accounts (Receivables, Income received)</p>	<p>In terms of GRAP 1 – Presentation of financial statements Para 05 definitions: Accrual basis means a basis of accounting under which transactions other events and conditions are recognised</p>	<p><i>* Describe activities in point form to address issue (use lower case):</i></p>	<p><i>* Select planned start and completion dates:</i></p>	<p><i>* Select title and enter name (use lower case):</i></p>	<p><i>* Select position:</i></p>
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<p>in advance, Revenue, Hall hire deposits)</p>	<p>when they occur (and not only when cash or its equivalent is received or paid). Therefore, the transactions, other events or conditions are recorded in the accounting records and recognised in the financial statements of the periods to which they relate. The elements recognised under accrual accounting are assets, liabilities, net assets, revenue and expenses.</p> <p>Para 31: An entity shall prepare its financial statements, except for cash flow information, using the accrual basis of accounting.</p> <p>As per GRAP 9, Revenue from exchange transactions: Para 22: Revenue is recognised only when it is probable that the economic benefits or service potential associated with the transaction will flow to the entity.</p> <p>In terms of the Ncome Museum's Hall hire bookings cancellation policy, section 7.2: The policy states that if you don't cancel you will forfeit the whole amount you have paid. If the Museum is notified less than 10 days an administration fee of 10% will be levied on the deposit fee. If notified less than 5 days the cancellation fee of 50% will be levied on the deposit fee. However, if notified less than 3 days prior to commencement of the function the full fee received will not be refundable.</p>	<p>1</p>	<p>Monthly reconciliation of revenue collected and income received in advance to be done by Senior Admin Officer and reviewed by CFO</p>	<p>1-Nov-18</p>	<p>31-Mar-19</p>	<p>Ms</p>	<p>Thenjiwe</p>	<p>Khumalo</p>	<p>CFO</p>
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<p>Employee costs: Leave Testing: 1) No leave policy - Leave allowances stipulated on contract 2) Inaccurate leave balances and concerns on the Pastel payroll</p>	<p>In terms of Section 51 of the PFMA: 51. General responsibilities of accounting authorities. — (1) An accounting authority for a public entity— (a) must ensure that that public entity has and maintains— (i) effective, efficient and transparent systems of financial and risk management and internal control; In terms of Section 33 of the Standard operating procedures:</p>	<p><i>* Describe activities in point form to address issue (use lower case):</i></p>	<p><i>* Select planned start and completion dates:</i></p>	<p><i>* Select title and enter name (use lower case):</i></p>	<p><i>* Select position:</i></p>	<p>1</p>	<p>Develop Leave Policy</p>	<p>1-Aug-18</p>	<p>1-Dec-18</p>	<p>Dr</p>	<p>Mlungisi</p>	<p>Ngubane</p>	<p>Director</p>
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system 3) Leave application forms not authorised 4) Leave taken and not accounted for	33. Leave Register When a staff member wants to take leave, a form must be completed that is kept in the Administration office and approved by the HOD and the Director. The Admin Assistant records it manually in a register and then the Chief Financial Officer records it on the payroll.	2	Review alignment of documentation with Pastel	1-Nov-18	1-Dec-18	Ms	Thenjiwe	Khumalo	CFO
		3	Update leave form	1-Nov-18	1-Dec-18	Mr	Robert	Luyt	Deputy Director

Reconciliations - no evidence and date of signatures for preparer and reviewer (Payroll and Bank reconciliations)	During the audit, the following concerns were noted from an inspection of the Bank reconciliations and the Payroll reconciliations for the 12 months of the financial year: <ul style="list-style-type: none"> <li>Reconciliations are signed however it is not evident who the signatory is. The name of the signer is not indicated and therefore it is uncertain if the signer is the preparer or the reviewer</li> <li>The date of preparation is not evident.</li> <li>It is uncertain if these reconciliations are reviewed as the signatory name is not available on the reconciliation.</li> <li>Similar problems were noted per the Internal audit report per Section 3 of the report finalized by the Internal auditor in March 2018. Issues were also detected regarding errors in the payroll reconciliation process. This could have been avoided should the checks and reviews been done on the reconciliations.</li> </ul>	* Describe activities in point form to address issue (use lower case):		* Select planned start and completion dates:		* Select title and enter name (use lower case):			* Select position:
		1	Add date of preparation and name of reviewer, on bank and payroll reconciliation report	1-Oct-18	31-Mar-19	Ms	Thenjiwe	Khumalo	CFO

Irregular expenditure - no letter of	"In terms of the PFMA: Irregular expenditure (PFMA) means expenditure, other than unauthorised	* Describe activities in point form to address issue (use lower case):		* Select planned start and completion dates:		* Select title and enter name (use lower case):			* Select position:
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condonation received from National Treasury Audit Finding	<p>expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including—</p> <p>a) this Act; or</p> <p>b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of that Act; or</p> <p>c) any provincial legislation providing for procurement procedures in that provincial government;</p> <p>In terms of Paragraph 35 of the Updated guideline on irregular expenditure issued by National Treasury: Categories of irregular expenditure Relevant Authority</p> <p>Irregular expenditure incurred as a result of non-compliance with a Treasury Regulation where prior written approval was required from a relevant treasury. For example, a department, trading entity, constitutional institution or public entity that incurred expenditure related to a public private partnership without obtaining the prior written approval of the relevant treasury, as required by Treasury Regulation 16.4.2. The National Treasury, in the case of national departments, trading entities, constitutional institutions and national public entities and the relevant provincial treasury in the case of provincial departments or provincial public entities.</p> <p>Irregular expenditure incurred as a result of non-compliance with a Treasury Regulation which required cognisance to be taken of a National Treasury determination. For example, a department, trading entity, constitutional institution or public entity procured goods or services by means of price quotations where the value of the purchase exceeded the threshold values determined by the National Treasury for price quotations. (Contravention of Treasury Regulation 16A6.1) The National Treasury, in cases of all departments, trading entities, constitutional institutions and public entities.</p> <p>37. If, however, the accounting officer or accounting authority is responsible for the transgression, only the relevant treasury may condone such a transgression. "</p>	1	Management will seek condonation from National Treasury and Council	1-Nov-18	31-Mar-19	Dr	Mlungisi	Ngubane	Director
		2	Report was amended	1-Jul-18	31-Jul-18	Ms	Thenjiwe	Khumalo	CFO

High level review of annual financial statements	"In terms of GRAP 1 – Presentation of financial statements: Para 17: Financial statements shall present fairly the financial position, financial performance and cash flows of an entity. Fair presentation requires the faithful representation of the effects of transactions, other events and conditions in accordance with the definitions and recognition criteria for assets, liabilities, revenue and expenses set out in the Framework for the Preparation and Presentation of Financial Statements.	* Describe activities in point form to address issue (use lower case):		* Select planned start and completion dates:		* Select title and enter name (use lower case):			* Select position:
		1	High level review of 2018/19 AFS will be done	1-Mar-19	31-July-19	Ms	Thenjiwe	Khumalo	CFO

## **ANNEXURE F: COUNCIL CODE OF CONDUCT**

### **CODE OF CONDUCT FOR UMSUNDUZI MUSEUM AND NCOME MUSEUM COUNCILLORS**

#### **PREAMBLE**

The Minister of Arts and Culture appoints councillors

- With the purpose of advising him/her in terms of the Cultural Institutions Act 1998 and its amendments on matter concerning governance of the amalgamated declared national heritage institution, uMsunduzi/Ncome of Pietermaritzburg/Nquthu and
- With their acceptance individually and severally of responsibility and accountability for the implementation of the functions, powers and duties of uMsunduzi/Ncome Museums in terms of the Public Finance Management Act of 1999.

In order to ensure that councillors fulfil their obligations, the following Code of Conduct is established.

#### **1. GENERAL CONDUCT OF COUNCILORS**

A Councillor must:

- a) Perform the functions of the office in good faith, honesty and in a transparent manner and
- b) At all times act in the best interest of the uMsunduzi /Ncome Museums and in such a way that the credibility and integrity of the uMsunduzi/Ncome Museums are not compromised.

#### **2. ATTENDANCE AT MEETING**

- a) A Councillor must attend each meeting of the Council and the sub-committee of which that Councillor is a member, except when
  - Leave of absence is granted by the Council or
  - That Councillor is required in terms of this code to withdraw from the meeting
- b) A Councillor who is absent for three consecutive meetings of the Council or for three consecutive meetings of the sub-committee , which that Councillor is required to attend without leave of absence will be deemed to have relinquished his/her position on Council and
- c) Proceedings for the removal of a Councillor must be conducted in accordance with section 5 (a) and (b) of the Act.

### **3. DISCLOSURE OF INTEREST**

- a) A Councillor must disclose to the Council, or to any sub-committee of which that Councillor is a member, any direct or indirect personal or private business interest which that Councillor, spouse, partner or business associate of that Councillor may have in any matter before the Council or the sub-committee and
- b) Recuse himself/herself from proceedings of the Council or subcommittee, unless the Council or subcommittee decides that the Councillor's direct or indirect interest in the matter is trivial or irrelevant.
- c) A Councillor who, or whose spouse, partner, business associate or close family member acquired or stands to acquire any direct benefit from a contract concluded with uMsunduzi/Ncome Museums must disclose full particulars of benefit of which the Councillor is aware at the first meeting of the Council at which it is possible for the Councillor to make disclosure.

### **4. PERSONAL GAIN**

A Councillor may not use the position or privileges of a Councillor , or confidential information obtained as Councillor, for private gain or to improperly benefit another person.

### **5. UNAUTHORIZED DISCLOSURE OF INFORMATION**

- a) A Councillor may not without the permission of the Council or committee disclose any privileged or confidential information of the Council or committee to any unauthorized person.
- b) For the purpose of this item, "privilege or confidential information" includes any information:
  - Determined by the Council or committee to be privilege or confidential.
  - Discussed in closed session by the Council or committee.
  - Disclosure of which would violate a person's right to privacy or
  - Declared to be privileged, confidential or secret in terms of the law.
- c) This item does not derogate from the right of any persons access to information in terms of the Open Democracy and the Promotion of Access to Information Act.
- d) The Chairperson is hereby designated, for all purposes as spokesperson for the Council. All media inquiries should be referred to him/her.

## **6. INTERVENTION IN ADMINISTRATION**

A Councillor may not, except as provided by law:

- a) Interfere in the management or administration of any division of Voortrekker/Ncome Museums unless mandated by Council.
- b) Give or purport to give any instruction to any employee of Voortrekker/Ncome Museums except when authorized to do so.
- c) Obstruct or attempt to obstruct the implementation of any decision of the Council or a committee of uMsunduzi /Ncome Museums or
- d) Encourage or participate in any conduct which would cause or contribute to mal- administration in the Council.

## **7. VOORTREKKER/NCOME MUSEUMS PROPERTY**

A Councillor may not use, take, acquire or benefit from any property or asset owned , controlled or managed by uMsunduzi /Ncome Museums to which that Councillor has no right.

## **8. DUTIES OF THE CHAIRPERSON OF UMSUNDUZI/NCOME MUSEUMS**

- a) If the Chairperson of the Council, on reasonable suspicion, is of the opinion that a provision of this code has been breached, the Chairperson must:
  - I. Authorize an investigation of the facts and circumstances of the alleged breach and
  - II. Give the Councillor reasonable opportunity to reply in writing regarding the alleged breach and
  - III. Report the matter to a meeting of Council after paragraph (I) and (II) have been complied with, should it be found that the code has indeed been breached.
- b) The Chairperson must report the outcome of the investigation to the Minister.
- c) A report in terms of sub item (III) is open to public.
- d) The Chairperson must ensure that each Councillor receives a copy of this code and that a copy of the code is available in every room or place where Council meets.

## **9. BREACH OF CODE.**

Council may:

- I. Investigate and make a finding on any alleged breach of a provision of this Code
- II. Reprimand the Councillor
- III. Request the Minister to suspend the Councillor
- IV. Request the minister to remove the Councillor.