

UMSUNDUZI AND NCOME MUSEUM

ANNUAL PERFORMANCE PLAN

01 APRIL 2021 TO 31 MARCH 2022

A MUSEUM IN TRANSITION



uMsunduzi Museum

Annual Performance Plan for 2021/22



Accounting Authority Statement

It is my pleasure to present this 2021/22 Annual Performance Plan (APP) on behalf of the Council of the uMsunduzi Museum. This Annual Performance Plan reflects the key programmes and projects that the entity will undertake during the period as aligned to the Strategic Plan.

As a heritage institution the uMsunduzi Museum has a mandate as a cultural institution to contribute to preserving the nation's heritage and by responding in particular to the National Priorities the Museum will ensure that the programmes of the entity are relevant to the national agenda reflected in the National Development Plan (Vision 2030) and the Medium Term Strategic Framework of the Government.

This Museum was initially opened in 1912 and we are cognisant of how the role of museums in general has changed over time. The role of uMsunduzi is no exception, and as an entity we are particularly proud of the transformation that has taken place within the Museum since the birth of democracy. Ncome Museum was established as a 'Legacy Project' in 1997 and is administered by uMsunduzi Museum. The two museums are located in very different geographical settings, one urban, the other rural, and through the delivery of our programmes at both sites we aim to be continually responsive to the social, economic and political issues affecting their target communities and society at large. Many of our important programmes will be community-based living heritage and education programmes designed to address socio-economic challenges and promote social cohesion while others will result in providing access to information and heritage through outputs associated with publications and exhibitions.

The Council and Management of uMsunduzi Museum are committed to the delivery of the projects and programmes reflected in this APP by utilising the existing resources and will continue to engage in partnerships that enhance and expand the various initiatives.



Dr M. Mchunu

Chairperson uMsunduzi Museum Council

Foreword by the Director

I have the honour to submit the Annual Performance Plan of the uMsunduzi Museum for 2021/22. This Annual Performance Plan continues to uMsunduzi Museum continues to play a pivotal role in South African society by making a meaningful contribution to the National Development Plan and Medium Term Strategic Framework (2020-2025) of the Government. The Museums contribute to cultural and heritage preservation through research, collecting heritage objects, restoration, promotion, and education. During the 2021/22 financial year the two museums will be working smart and diligently to achieve and deliver against their key outcomes as identified in the Annual Performance Plan.

Noting that our priority during the 2021/22 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 Sport, 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 2021/22.

The proposed plan of the uMsunduzi 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

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the uMsunduzi Museum, under the guidance of Council.
- Takes into account all the relevant policies, legislation and other mandates for which the uMsunduzi Museum is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the uMsunduzi Museum and Ncome Museum* will endeavour to achieve over the period 2021/2022.

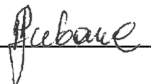
Ms E. Henning (HOD: Research Information and Collections)

Signature: _____

Mr B. Mdluli (HOD : Exhibitions and Maintenance)

Signature: _____

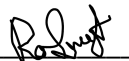
Ms. P. Ngubane (HOD : Education and Outreach)

Signature: _____

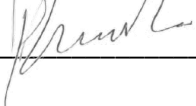
Mr B. Mchunu (Deputy Director: Ncome Museum)

Signature: _____

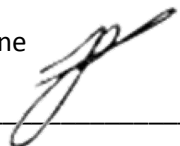
Mr R. Luyt (Deputy Director: Core Functions)

Signature: _____

Mr P. Mvubu (Finance Manager)

Signature: _____

Dr M. Ngubane

Signature: _____

Director: uMsunduzi Museum

Approved by: Dr M. Mchunu

Signature: _____

Council Chairperson: uMsunduzi Museum

* Ncome Museum is an undeclared institution established as a 'Legacy Project' and is administered by uMsunduzi Museum.

ACRONYMS

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

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PART A: Our Mandate

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

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

1. Constitutional Mandate

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

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

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

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

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

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

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

2. Legislative and Policy Mandates

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

2.1 Legislative Mandate – Core Function Related Legislation

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

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

2.2 Legislative Mandate – Governance and Regulatory Legislative Frameworks

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

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

2.3 Policy Mandate

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

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

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

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

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

4. Relevant Court Rulings

There are no court rulings applicable to the entity.

PART B : Our Strategic Focus

1. Updated Situational Analysis

This updated situational analysis was developed during 2020 and was based on a review of previous SWOT and PESTLE analysis conducted during 2019.

2. External Environment Analysis

In considering external trends that have a bearing on our work as a cultural institution we should, from the outset, pay attention to how the role of museums has changed over time. In addition to their conventional role of collecting, preserving and presenting collections, museums now have to concern themselves with a range of social, economic and political issues affecting their target communities and society at large. One of the key markers of this change is the new museum definition proposed by the International Council of Museums (ICOM) in 2019. The new definition introduces some interesting and challenging elements to the identity and role of museums; these include ‘critical dialogue’, ‘acknowledging and addressing the conflicts and challenges of the present’, and ‘aiming to contribute to human dignity and social justice, global equality and planetary well-being’. The uMsunduzi Museum is not immune from these global sectoral shifts.

In 2020 the world was heavily impacted by the outbreak of the COVID-19 pandemic, strongly felt by the arts, culture and heritage sector, which was one of the last sectors to open for business after the national lockdown. The lockdown regulations affected all museums and disrupted programme delivery and in many instances this also resulted in a loss of revenue. Some museums were even on the brink of closing their doors. Museums have however made adaptations and have also taken the opportunity to strengthen their online presence and reached out to wider audiences using virtual platforms. To adapt to a ‘new normal’ museums can use the opportunity to intensify I.T skills development and explore the use of more advanced technological equipment.

On the national front, other challenges as reported in the last Diagnostic Report¹ (2011) and the SA Reconciliation Barometer² Survey (2019), continued to plague our nation and impacted on museum programmes.

The SA Reconciliation Barometer (SARB) Survey 2019 Report released by the Institute for Justice and Reconciliation reveals that reconciliation is impossible in South Africa for a number of reasons; this poses a direct challenge to us as cultural institution to live up to the new museum definition. The SARB attributes this elusiveness of reconciliation to, among others, the persistence of poverty, gender-based violence, the continued use of racial categories to measure transformation and the unrelenting racism, sexism, patriarchy and other prejudices. According to this report, 48% of South Africans are dissatisfied with their self-perceived economic power, 44% are dissatisfied with their self-perceived political power and there is a sense of

¹ The Diagnostic Report is a report released in June 2012 by the National Planning Commission, a special ministerial body first constituted in 2009 by President Jacob Zuma. It highlights the main challenges confronting the country and examines the underlying causes. This report is composed of five chapters and focuses on broad issues of the economy, human conditions, material conditions, nation building and institutions of governance

² The South African Reconciliation Barometer (SARB) is a public opinion survey conducted by the Institute for Justice and Reconciliation (IJR) in South Africa since 2003. It is the world’s longest running public opinion survey on national reconciliation and provides a nationally-representative measure of South Africans’ attitude towards reconciliation

disempowerment for half of the South African population. The report further notes the prevalence of bonding than bridging trust which leads to very low levels of useful social capital for the majority of South Africans.

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

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

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

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

Although the recent merger between the Departments of Arts & Culture and the Department of Sport took place with minimum hiccups, the true impact is still to be determined. The merger may lead to new opportunities such as access to new audiences and inter-disciplinarity synergy between sport and museums, but new challenges might also arise such as lopsided focus on one side at the expense of the other. All these will require management and leadership. However, in the face of resource constraints and budget pressures, we must intensify partnerships with other institutions to leverage potential synergies.

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

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

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

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

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

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

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

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

3. Internal Environment Analysis

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

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

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

Our strong, community-rooted living heritage events have potential not to be an end in themselves but to be used as launchpad for sustainable programming in pursuit of socio-economic transformation. There is potential for the narratives of both uMsunduzi and Ncome Museums to have national purchase and currency particularly in relation to social cohesion, reconciliation

and nation building. This potential will be exploited to its optimum. UMsunduzi Museum is close to businesses and tertiary institutions, public transport, high levels of densification and Ncome Museum is located on a battlefield, these are strengths to be leveraged through effective and efficient programming.

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

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

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

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

Although the museum has a number of critical policies in place, there are several challenges due to a lack of legal expertise. Efforts need to be intensified to regularly revise and provide wider public access to policies.

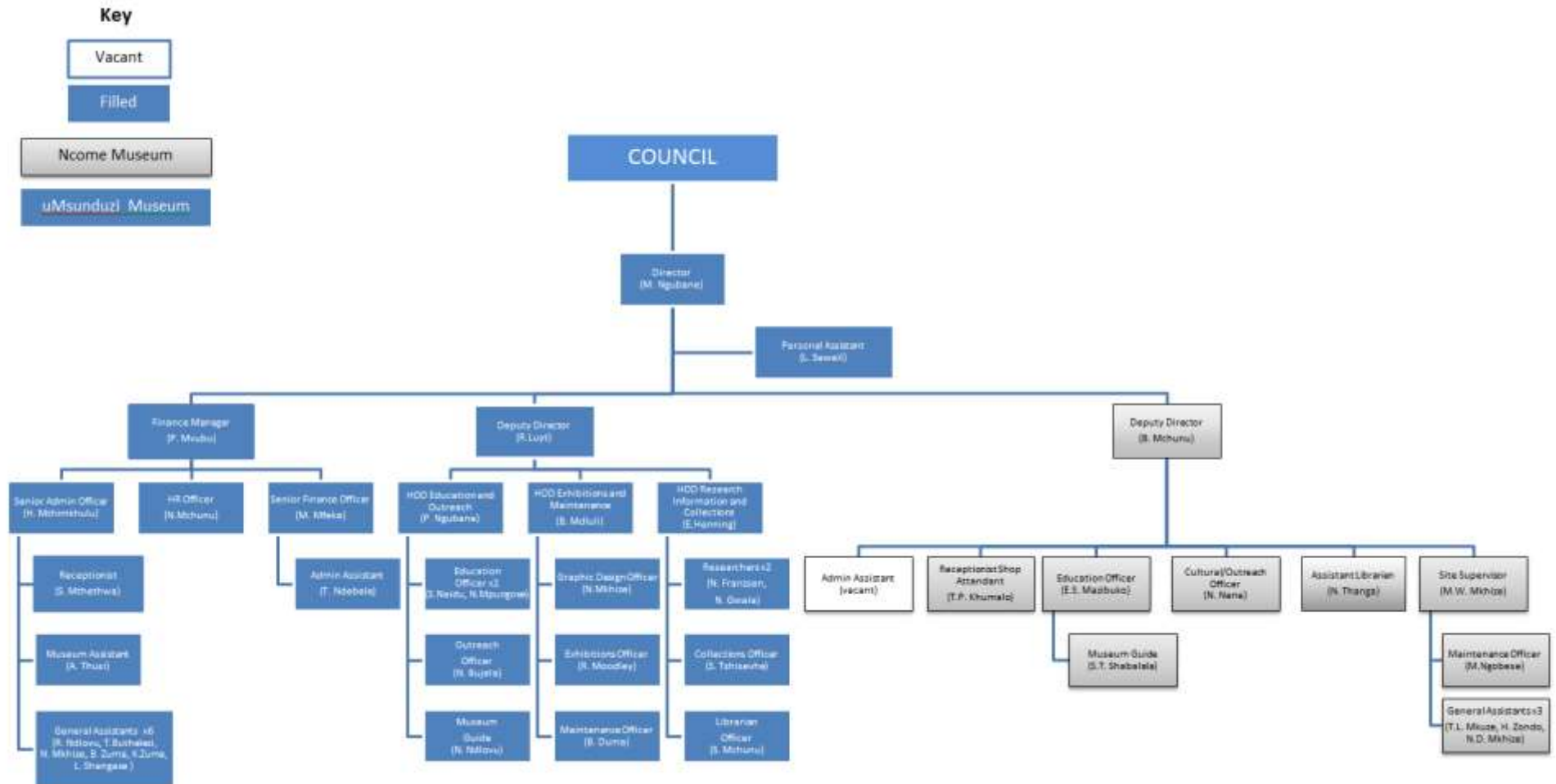
In the face of increasing crime levels, security will have to be improved on both sites. Ncome Museum has inadequate access control and site monitoring and uMsunduzi is vulnerable to criminal incidence because of its location in a highly densified central business district.

Although there has been some improvements with regards to ICT at Ncome Museum, we are not able to take full advantage of ICT because of poor connectivity and lack of ICT support, as a result we miss opportunities both in terms of access to our audiences and time efficiency in our day to day duties.

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

Organisational Structure

UMSUNDUZI AND NCOME MUSEUMS ORGANOGRAM 2021



Part C: Measuring Our Performance

uMsunduzi Museum

1. Institutional Programme Performance Information

1.1 Programme 1: Administration

1.1.1 Purpose: The purpose of this programme is to provide core support, including purchasing, administrative, financial and human resources to the user departments of the museum to ensure that these departments effectively execute their responsibilities. Amongst the interventions of this programme is the review of policies and the effective utilisation of various other avenues to acquire and develop human resource and human capital such as internships, learnerships and traineeships. All these interventions should translate into better service rendered to our patrons and growth of our audience base.

1.1.2. Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Effective and efficient administration	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report (4 Quarterly Reports and 1 Annual Report)	Unqualified Audit Report (4 Quarterly Reports and 1 Annual Report)	Unqualified Audit Report (4 Quarterly Reports and 1 Annual Report)	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report
	Policies of the Museum reviewed and approved	Number of policies of the Museum reviewed and approved	New indicator	New indicator	New indicator	8 policies of the Museum reviewed and approved	8 policies of the Museum reviewed and approved	8 policies of the Museum reviewed and approved	8 policies of the Museum reviewed and approved

	Collections accounted for and valued in compliance with GRAP 103	Number of collection valuations and stock takes	Stock check of 50 items in storage and 50 items on exhibition was conducted. 1 report produced	Stock check of 50 items in storage and 50 items on exhibition was conducted. 1 report produced. A stock check of library holdings was also done an associated report produced	Museum collections stock take spot check of items on exhibition and in storage was undertaken (52 items were checked in the collection and 48 on exhibition).	1 collection valuation and stock take (uMsunduzi and Ncome)	-	-	-
Improved accessibility to information and knowledge	Visitors engaging with the museum and its programmes	Number of visitors recorded	uMsunduzi: 13106 visitors (Ncome: 5962 Total: 19068 visitors)	uMsunduzi: 10741 visitors (Ncome:10029 Total 20770 visitors)	uMsunduzi: 8541 visitors (Ncome: 18253 Total 26794 visitors)	uMsunduzi: 3000 visitors recorded	uMsunduzi: 10854 visitors recorded	uMsunduzi: 10909 visitors recorded	uMsunduzi: 10909 visitors recorded
Economically and socially transforming, diverse and cohesive communities	People with work experience	Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	New indicator	New indicator	New indicator	uMsunduzi: 1 person afforded work exposure opportunities through learnerships /internships /traineeships / in-service training	uMsunduzi: 2 people afforded work exposure opportunities through learnership /internships /traineeships / in-service training	uMsunduzi: 2 people afforded work exposure opportunities through learnerships / internships /traineeships / in-service training	uMsunduzi: 2 people afforded work exposure opportunities through learnerships / internships /traineeships / in-service training

1.1.3. Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Unqualified Audit Report	Unqualified Audit Report	-	1 Unqualified Audit Report	-	-
Number of policies of the Museum reviewed and approved	8 policies reviewed and approved	-	4 policies reviewed and approved	4 policies reviewed and approved	-
Number of visitors recorded	10854 visitors recorded	2700 visitors recorded	2700 visitors recorded	2700 visitors recorded	2754 visitors recorded
Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	uMsunduzi: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	-	1 person afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	1 person afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	-

1.1.4. Explanation of planned performance over the medium-term period

In the medium-term period the intended outputs will contribute to ensuring effective and efficient administration as well as the associated support of the core functions of the Museums. This will be promoted by reviewing 8 policies in order to ensure the efficacy of the Museum's administration. The unqualified audit reports likewise contribute to the performance of the Museum and provide confidence in its administration. 2 Work experience opportunities which are aligned to the outcome of an economically and socially transforming, diverse and cohesive community will also be offered. Visitor numbers are recorded and are an administrative function which highlight the public participation in the programmes of the Museum and reflect a deliberate drive to grow audience numbers through outreach programmes and other activities. During 2021/22 it is anticipated that 10854 visitors will be recorded.

1.2 Programme 2: Business Development

1.2.1 Purpose: The purpose of this programme is to develop, preserve and promote the museum's collections as a lasting resource reflecting our national heritage, national identity and the museum's institutional identity. At the centre of this programme is research aimed at knowledge production especially in a manner that contemporaneously draws meaningful parallels between the past and the present and provokes meaningful and substantive engagements with heritage and history. The programme seeks to ensure open access to information and to make available information resources for the benefit of the general public whom we serve.

1.2.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Improved accessibility to information and knowledge	Research projects for exhibitions or publications completed	Number of research projects for exhibitions or publications completed	2 Research projects- texts completed 1 Research project - texts completed for 1 brochure	1 Research project – text completed for the upgrade to Tapestry of Cultures exhibition 1 Research project – text completed for a publication on the history of Edendale	Text was compiled	uMsunduzi: 2 research projects for exhibitions or publications completed	uMsunduzi: 2 research projects for exhibitions or publications completed	uMsunduzi: 2 research projects for exhibitions or publications completed	uMsunduzi: 2 research projects for exhibitions or publications completed
	Articles made accessible	Number of articles made accessible	New indicator	New indicator	New indicator	10 articles made accessible	10 articles made accessible	10 articles made accessible	10 articles made accessible
	Public engagements held online or on-site	Number of public engagements held online or on-site	- OR Tambo lecture - Women's Day dialogue - Conference at Ncome	5 public engagements. (uMsunduzi: - Nelson Mandela Centenary	3 public engagements. uMsunduzi:2 Ncome: 1	uMsunduzi: 3 public engagements held online or on-site	uMsunduzi: 4 public engagements held online or on-site	uMsunduzi: 5 public engagements held online or on-site	uMsunduzi: 4 public engagements held online or on-site

				Lecture - Nelson Mandela Centenary Walk – Traditional Healing in the 21st Century Lecture -6th Courageous Conversations Conference – Ncome: Talk)					
	Library materials purchased	Number of library materials purchased	Purchased :22 Donated:12 (uMsunduzi) Purchased:4 Donated: 6 (Ncome) 25 materials catalogued (uMsunduzi) 2 materials catalogued (Ncome)	68 materials acquired uMsunduzi: Purchased 23 Donated:31 Collected: 1 Ncome Purchased: 11 Donated: 2 76 materials catalogued and digitized (uMsunduzi : Catalogued and digitized 64 (9 materials acquired during 2017/18 and 55 materials acquired during 2018/19)	32 materials acquired uMsunduzi: Purchased 20 Donated 3 Ncome: Purchased:8 Donated:1	uMsunduzi: 28 library materials purchased	uMsunduzi: 28 library materials purchased	uMsunduzi: 28 library materials purchased	uMsunduzi: 28 library materials purchased

				Ncome: Catalogued and digitized:12 materials acquired during 2018/19)					
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1.2.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of research projects for exhibitions or publications completed	uMsunduzi: 2 research projects for exhibitions or publications completed	-	-	-	2 research projects completed
Number of articles made accessible	uMsunduzi: 10 articles made accessible	2 articles made accessible	3 articles made accessible	3 articles made accessible	2 articles made accessible
Number of public engagements held online or on site	uMsunduzi: 4 public engagements held	1 public engagement held online or on site	1 public engagement held online or on site	1 public engagement held online or on site	1 public engagements held online or on site
Number of library materials purchased	uMsunduzi: 28 library materials purchased	7 library materials purchased	7 library materials purchased	7 library materials purchased	7 library materials purchased

1.2.4. Explanation of planned performance over the medium-term period

The museum will ensure and improve access to information and knowledge through the purchasing of 28 library materials, undertaking 2 research projects and making 10 articles accessible to the public, either electronically or in printed form. 4 public engagements aimed at encouraging meaningful discussions that allow for the sharing of information and which support democratic values will also be held. These planned outputs will ensure improved accessibility to information and are in alignment with the Strategic Plan which is focused on contributing to an informed society of participatory citizens as well as by promoting social transformation.

1.3 Programme 3: Public Engagement

1.3.1 Purpose: The Public Engagement Programme comprises two sub-programmes, sub-programme 1: Exhibitions and Maintenance and sub-programme 2: Education and Outreach. These sub-programmes are primarily associated with the interface between the Museum's audiences and the museum whether it be through delivering programmes or by designing and producing information bearing media such as publications and exhibitions.

1.4 Programme 3: Public Engagement Sub-programme 1 - Exhibitions

1.4.1 Purpose: This programme exists primarily to expose the public to museum content with a view to educate and inform and also open up opportunities for co-curation, co-creation and joint meaning-making between the museum and its various audiences. The exhibitions also provide an avenue and a platform to publicise museum offerings and to register the museum raison d'être in the minds of various audiences. Exhibitions are great triggers of meaningful engagements leading to production of new knowledge and contributing to appreciation of diverse perspectives.

1.4.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Improved accessibility to information and knowledge	Publications produced and made accessible	Number of publications designed, produced and made accessible	32 publications: - International Museums Day invite - International Museums Day programme - Youth Day invite - Youth Day programme - Youth Day poster - Youth Day register - Youth Day flyers - Freedom Route	22 publications: - Nelson Mandela Walk poster - Mandela Lecture Invitation - Mandela Lecture Programme - Msunduzi Museum Library Brochure - Making	Total 19 publications produced. 6 publications were designed	3 publications designed, produced and made accessible	3 publications designed, produced and made accessible	3 publications designed, produced and made accessible	3 publications designed, produced and made accessible

			Publication - Ncome Education Brochure printed - Ulwazi (vol 2 printed) - Heritage Festival Poster - Heritage Festival Programme - Heritage Festival Attendance Register - Road to Democracy Brochure printed -Women's Day Programme - Woman's Day Invitation - Annual Report - Conference 2nd Call for papers - Conference Invitation - Book Bazar Invitation -Book Bazar Advertising Poster - Book Week Posters Printed - Ncome Brochure - Conference Programme - Conference Folder - Conference Dinner Programme - Conference Poster - APP - Journal (Vol 7-2018)	Connections through Collections Brochure - Brochure for Mobile Museum ° Youth Day Programme - Youth Day Poster - Mandela Day Programme - Traditional Healing Invitation - Traditional Healing Programme - Heritage Day Programme - Annual Report - Tapestry of Cultures Brochure - Conference Invitation - Conference Programme - Ulwazi - Museum Journal - Annual Performance Plan - Women's Day Programme - Human Rights Day Invite - Human Rights Day Programme					
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			- Ulwazi (Vol 3-2018) - Human Rights Day Programme - Human Rights Day Invitation)						
	Publications translated into an indigenous language	Number of existing publications translated into an indigenous language and produced	New indicator	New indicator	New indicator	uMsunduzi : 1 existing publications translated into an indigenous language and produced	uMsunduzi : 1 existing publications translated into an indigenous language and produced	uMsunduzi : 1 existing publications translated into an indigenous language and produced	uMsunduzi : 1 existing publications translated into an indigenous language and produced
	Educational / research resources produced	Number of educational / research resources designed and produced	New indicator	New indicator	New indicator	1 educational / research resources designed and produced	2 educational / research resources designed and produced	2 educational / research resources designed and produced	1 educational / research resources designed and produced
	Temporary or travelling exhibitions hosted (on-site or electronically)or installed	Number of temporary or travelling exhibitions hosted (on-site or electronically) or installed	8 temporary exhibitions: uMsunduzi: - OR Tambo / Africa Day exhibition - Human Rights Quilt exhibition - World Press Photo exhibition hosted 2 x travelling exhibitions (installed at Richmond Library, Northdale Library) Ncome: - Women' s exhibition - Heritage exhibition	6 temporary exhibitions and 2 displays: - Nelson Mandela exhibition hosted - Human Rights Trust exhibition hosted 4 x travelling exhibitions (installed at Eastwood Library x2, Richmond Library, Woodlands Library) 2 x displays were also done	7 temporary exhibitions	3 temporary or travelling exhibitions hosted (on-site or electronically)or installed	6 temporary or travelling exhibitions hosted (on-site or electronically) or installed	5 temporary or travelling exhibitions hosted (on-site or electronically) or installed	3 temporary or travelling exhibitions hosted (on-site or electronically) or installed

			- Human Rights exhibition taken to Vezinhlanhla Primary	(for Africa Day at KZN Legislature and for Crafters Open Day at uMsunduzi Museum)					
	Exhibitions produced	Number of permanent exhibitions produced	90% Complete (Exhibition was designed and panels printed and mounted at Ncome Museum)	Exhibition was completed at Ncome Museum Exhibition "Music as an art form – Building a divided nation" 98% complete An exhibition was installed in Boshoff Street windows	"Tapestry of Cultures Connecting Cultures exhibition" concept developed, various components installed and design of graphics panels undertaken.	-	-	1 permanent exhibition produced	-
		Number of temporary exhibitions produced	New indicator	New indicator	New indicator	1 temporary exhibitions produced	2 temporary exhibitions produced	1 temporary exhibition produced	2 temporary exhibitions produced

1.4.3 Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of publications designed, produced and made accessible	3 publications designed, produced and made accessible	-	-	1 publication designed, produced and made accessible	2 publications designed, produced and made accessible
Number of existing publications translated into an indigenous language and produced	uMsunduzi : 1 existing publications translated into an indigenous language and produced	-	1 existing publications translated into an indigenous language and produced	-	-

Number of educational / research resources designed and produced	2 educational / research resources designed and produced	-	-	1 educational / research resources designed and produced	1 educational / research resources designed and produced
Number of temporary or travelling exhibitions hosted (on-site or electronically) or installed	6 temporary or travelling exhibitions hosted (on-site or electronically) or installed	-	3 temporary or travelling exhibition hosted (on-site or electronically) or installed	1 temporary or travelling exhibition hosted (on-site or electronically) or installed	2 temporary or travelling exhibitions hosted (on-site or electronically) or installed
Number of temporary exhibitions produced	2 temporary exhibitions produced	-	-	1 temporary exhibition produced	1 temporary exhibition produced

1.4.4. Explanation of planned performance over the medium-term period

In the medium-term period the outputs will contribute to public awareness and exposure to museum content and programmes through exhibitions and publications and the development of educational resources. The exhibitions will facilitate active participation and access to information and knowledge thus contributing to an informed society. Improved access to information will be achieved by designing and producing and making accessible 3 publications which are based on information pertaining to research outputs. 1 existing publication will also be translated into at least one indigenous language and produced in order to improve the accessibility of information. 6 temporary exhibitions will either be installed or hosted at the museum or at other venues or electronically in order to make available information pertinent to our history, heritage and culture. 2 temporary exhibitions will also be produced by the museum during the period.

1.5 Programme 3: Public Engagement

Sub-programme 1: Education and Outreach

1.5.1 Purpose: The programme aims to provide general education to the public on a range of collections in the museum and the roles that these objects play in the promotion of the country's heritage. It also facilitates knowledge acquisition through educational programmes tailored to specific audiences. Furthermore, the programme aims to use museum content and objects to reinforce learning and facilitate curriculum assimilation in schools. It also serves as a platform for development of useful art, craft and herbal skills which could potentially enable participants to engage in, or access gainful economic activities.

1.5.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Outputs indicators	Annual targets						
			Audited/Actual performance			Estimated performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Better understanding of the museum content and objects by communities from diverse backgrounds	Presentations	Number of presentations delivered online or on site	150 presented (41 Ncome; 109 uMsunduzi)	122 presented (31 Ncome; 91 uMsunduzi)	149 presented (45 Ncome; 104 uMsunduzi)	uMsunduzi: 6 presentations delivered online or on site	uMsunduzi: 40 presentations delivered online or on site	uMsunduzi: 100 presentations delivered online or on site	uMsunduzi: 120 presentations delivered online or on site
	Teacher's workshop	Number of teacher's workshops held	2 (1 Ncome; 1 Msunduzi)	2 workshops organised (1 Ncome; 1 uMsunduzi)	2 workshops organised (1 Ncome; 1 uMsunduzi)	-	-	uMsunduzi: 1 teacher's workshops held	uMsunduzi: 1 teacher's workshops held
	Survey of teachers and learners conducted	Percentage of surveyed teachers and learners reporting a better understanding of the curriculum	New indicator	New indicator	New indicator	-	-	70% of surveyed teachers and learners reporting a better understanding of the curriculum	70% of surveyed teachers and learners reporting a better understanding of the curriculum
Improved audience awareness, engagement and participation in museum programmes and projects	Outreach programmes delivered in new areas	Number of outreach programmes delivered in new areas	New indicator	New indicator	New indicator	2 outreach programmes delivered in new areas	5 outreach programmes delivered in new areas	5 outreach programmes delivered in new areas	5 outreach programmes delivered in new areas
	Schools Surveyed	Percentage of schools surveyed aware of the uMsunduzi and	New indicator	New indicator	New indicator	-	-	5% annual improvement in awareness reflected in schools surveyed	5% annual improvement in awareness reflected in schools surveyed

		Ncome Museums							
Improved accessibility to information and knowledge	Holiday programmes	Number of holiday programmes held	3 (1 Ncome; 2 uMsunduzi)	4 programmes organised. (2 Ncome; 2 uMsunduzi)	3 programmes organised (1 Ncome; 2 uMsunduzi)	-	uMsunduzi: 1 holiday programme held	uMsunduzi: 1 holiday programme held	uMsunduzi: 1 holiday programme held
Economically and socially transforming, diverse and cohesive communities	Art/craft/herbal workshops	Number of skills workshops held	21 (11 craft and 6 herbal uMsunduzi; 4 Ncome) A crafters closing/award event was also held at uMsunduzi	16 workshops facilitated (12 uMsunduzi; 4 Ncome) A crafter's closing/award event was also held at uMsunduzi.	18 workshops facilitated (15 uMsunduzi; 3 Ncome)	uMsunduzi: 4 skills workshops held	uMsunduzi: 12 skills workshops held	uMsunduzi: 12 skills workshops held	uMsunduzi: 12 skills workshops held
	Survey of skills development workshop beneficiaries	Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities	New indicator	New indicator		-	50% reporting improved access to economic opportunities	50% reporting improved access to economic opportunities	50% reporting improved access to economic opportunities
	Commemorative events held online or on-site	Number of commemorative events held online or on-site	19 uMsunduzi: 9 International Museums Day; Youth Day; Mandela Day;	19 uMsunduzi: 8 International Museums Day; Youth Day; Mandela Day;	14 Commemorative Day Events held (uMsunduzi:6; Ncome:8)	uMsunduzi: 1 commemorative events held online or on-site	uMsunduzi: 5 commemorative events held online or on-site	uMsunduzi: 5 commemorative events held online or on-site	uMsunduzi: 5 commemorative events held online or on-site

			<p>Woman's Day; Africa Day; Heritage Day; Wellness Day; Human Rights Day; International Quilters Day Event</p> <p>Ncome: 10</p> <p>International Museums Day; Youth Day; Freedom Day (Youth Parliament); Mandela Day; Women's Day; Human Rights Day; Reconciliation Day; World Aids Day</p> <p>Events: Heritage Month Mini Comrades Marathon and School Debate</p>	<p>Women's Day; Heritage Day; Wellness Day; Human Rights Day; Crafters Open Day.</p> <p>Ncome: 11</p> <p>International Museums Day; Youth Day; Freedom Day (Youth Parliament); Mandela Day; Women's Day; Reconciliation Day; World Aids Day; Human Rights Day (2 events);</p> <p>Events: Heritage Month Mini Comrades Marathon and School Debate</p>					
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	Attendance of commemorative day events by diverse population groups	Percentage of commemorative day events reflective of attendance by diverse population groups	New indicator	New indicator	New indicator	-	70 % of commemorative day events reflective of inclusive attendance by all population groups: <ul style="list-style-type: none"> • Black African • Coloured • White • Indian • Male • Female • Youth • Adults 	70 % of commemorative day events reflective of inclusive attendance by all population groups: <ul style="list-style-type: none"> • Black African • Coloured • White • Indian • Male • Female • Youth • Adults 	70 % of commemorative day events reflective of inclusive attendance by all population groups: <ul style="list-style-type: none"> • Black African • Coloured • White • Indian • Male • Female • Youth • Adults
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1.5.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual targets	Q1	Q2	Q3	Q4
Number of presentations delivered online or on-site	uMsunduzi: 40 presentations delivered online or on-site	10 presentations delivered online or on-site	10 presentations delivered online or on-site	10 presentations delivered online or on-site	10 presentations delivered online or on-site
Number of outreach programmes delivered in new areas	Msunduzi: 5 outreach programmes delivered in new areas	2 outreach programmes delivered in new areas	1 outreach programmes delivered in new areas	1 outreach programmes delivered in new areas	1 outreach programme delivered in new areas
Number of skills workshops held	uMsunduzi: 12 skills workshops held	3 skills workshops held	3 skills workshops held	3 skills workshops held	3 skills workshops held

Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities	50% reporting improved access to economic opportunities	-	-	-	50% reporting improved access to economic opportunities
Number of commemorative events held online or on-site	uMsunduzi: 5 commemorative events held online or on-site	2 commemorative events held online or on-site	2 commemorative events held online or on-site	-	1 commemorative event held online or on-site
Percentage of commemorative day events reflective of attendance by diverse population groups	70 % of commemorative day events reflective of inclusive attendance by all population groups: <ul style="list-style-type: none"> • Black African • Coloured • White • Indian • Male • Female • Youth • Adults 	70 % of commemorative day events reflective of inclusive attendance by all population groups:	70 % of commemorative day events reflective of inclusive attendance by all population groups:	70 % of commemorative day events reflective of inclusive attendance by all population groups:	70 % of commemorative day events reflective of inclusive attendance by all population groups:

1.5.4. Explanation of planned performance over the medium-term period

The outputs aim to contribute to a transformed society of informed and participatory socially cohesive citizens by offering platforms for engagement and participation.

In particular programmes will focus on education, knowledge and economic outcomes improving people's understanding of the diversity of our country's history and heritage through education and skills development programmes and by responding to democratic principles and values and which promote active citizenry leading to a better South Africa for all.

40 presentations will be delivered and are aimed to enhance the understanding of the museums content and objects to diverse audiences and communities through the presentation of museum related items and exhibits. Improved awareness of the museum and its programmes is to be stimulated by conducting 5 outreach programmes in new areas. Through 5 events diverse communities will have a platform to be informed of the importance of the commemorative events which will contribute to social cohesion. The museum will also organise 12 skills workshops which are aligned to development programmes where local women will benefit as they will be able to learn skills to improve their economic status by accessing economic opportunities.

Ncome Museum

2. Institutional Programme Performance Information

2.1 Programme 1: Administration

2.1.1 Purpose: The purpose of this programme is to provide core support, including purchasing, administrative, financial and human resources to the user departments of the museum to ensure that these departments effectively execute their responsibilities. Amongst the interventions of this programme is effective utilisation of various other avenues to enhance impact and strengthen resources. In this regard the role of forging strategic partnerships and optimising the use of existing accommodation resources will be undertaken and the development of human resource and human capital through internships, learnerships and traineeships will also take place. All these interventions should translate into better service rendered to our patrons and growth of our audience base.

2.1.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Efficient resource management for maximum reach and impact	Strategic Partnerships	Number of strategic partnerships forged	New indicator	New indicator	New indicator	Ncome:1 strategic partnership forged	Ncome: 1 strategic partnership forged	Ncome: 1 strategic partnership forged	Ncome: 1 strategic partnership forged
	Accommodation bed bookings at Ncome Museum	Percentage of accommodation bed bookings at Ncome Museum	New indicator	New indicator	New indicator	-	5% annual increase in accommodation bed bookings at Ncome Museum	5% annual increase in accommodation bed bookings at Ncome Museum	5% annual increase in accommodation bed bookings at Ncome Museum

Economically and socially transforming, diverse and cohesive communities	People with work experience	Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	New indicator	New indicator	New indicator	Ncome: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	Ncome: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	Ncome: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	Ncome: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training
Improved accessibility to information and knowledge	Visitors engaging with the museum and its programmes	Number of visitors recorded	uMsunduzi: 13106 visitors Ncome: 5962 Total: 19068 visitors	uMsunduzi: 10741 visitors Ncome: 10029 Total: 20770 visitors	uMsunduzi: 8541 visitors Ncome: 18253 Total: 26794 visitors	Ncome: 3000 visitors recorded	Ncome: 8000 visitors recorded.	Ncome: 8640 visitors recorded	Ncome: 8920 visitors recorded

2.1.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of strategic partnerships forged	Ncome: 1 strategic partnership forged	-	-	-	1 strategic partnership forged
Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	Ncome: 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	-	-	1 person afforded work exposure opportunities through learnerships / internships / traineeships / in-service training	1 person afforded work exposure opportunities through learnerships / internships / traineeships / in-service training
Number of visitors	Ncome: 8000 visitors recorded	1700 visitors recorded	1300 visitors recorded	4000 visitors recorded	1000 visitors recorded

2.1.4. Explanation of planned performance over the medium-term period

In the medium-term period the intended outputs will contribute in ensuring effective and efficient administration as associated with improved utilisation of accommodation resources, the expansion of audience base as well as socio-economic transformation through provision of workplace exposure. Specific interventions during 2021/22 will include the placement of 2 people in positions which offer opportunities for work experience and the forging of 1 strategic partnership which together with other programme outputs seek to deliberately grow audience numbers over the medium term period.

2.2 Programme 2: Business Development

2.2.1 Purpose: The purpose of this programme is to develop, preserve and promote the museum's collections as a lasting resource reflecting our national heritage, national identity and the museum's institutional identity. At the centre of this programme is research aimed at knowledge production especially in a manner that contemporaneously draws meaningful parallels between the past and the present and provokes meaningful and substantive engagements with heritage and history. The programme seeks to ensure open access to information and to make available information resources for the benefit of the general public whom we serve.

2.2.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual targets						
			Audited actual performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Improved accessibility to information and knowledge	Library materials purchased	Number of library materials purchased	Purchased :22 Donated:12 (uMsunduzi) Purchased:4 Donated: 6 (Ncome) 25 materials catalogued (uMsunduzi) 2 materials catalogued (Ncome)	68 materials acquired uMsunduzi: Purchased 23 Donated:31 Collected: 1 Ncome Purchased: 11 Donated: 2 76 materials catalogued and	32 materials acquired uMsunduzi: Purchased 20 Donated 3 Ncome: Purchased:8 Donated:1	Ncome: 28 library materials purchased	Ncome: 28 library materials purchased	Ncome: 28 library materials purchased	Ncome: 28 library materials purchased

				digitized (uMsunduzi : Catalogued and digitized 64 (9 materials acquired during 2017/18 and 55 materials acquired during 2018/19) Ncome: Catalogued and digitized:12 materials acquired during 2018/19)					
	Research projects for exhibitions or publications completed	Number of research projects for exhibitions or publications completed	2 Research projects- texts completed 1 Research project - texts completed for 1 brochure	1 Research project – text completed for the upgrade to Tapestry of Cultures exhibition 1 Research project – text completed for a publication on the history of Edendale	Text was compiled	-	1 research projects for exhibitions or publications completed	1 research projects for exhibitions or publications completed	1 research projects for exhibitions or publications completed
	Public engagements held online or on site	Number of public engagements held online or on site	- OR Tambo lecture - Women’s Day dialogue - Conference at Ncome	5 public engagements. (uMsunduzi: - Nelson Mandela Centenary Lecture	3 public engagements. uMsunduzi:2 Ncome: 1	Ncome: 2 public engagements held online or on site	Ncome: 3 public engagements held online or on site	Ncome: 2 public engagements held online or on site	Ncome: 3 public engagements held online or on site

				- Nelson Mandela Centenary Walk – Traditional Healing in the 21st Century Lecture -6th Courageous Conversations Conference – Ncome: Talk)					
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2.2.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of library materials purchased	Ncome: 28 library materials purchased	7 library materials purchased	7 library materials purchased	7 library materials purchased	7 library materials purchased
Number of research projects for exhibitions or publications completed	Ncome: 1 research project for exhibition or publication completed	-	-	-	Ncome: 1 research project for exhibition or publication completed
Number of public engagements held online or on site	Ncome: 3 public engagements held online or on site	-	1 public engagement held online	1 public engagement held online (Conference)	1 public engagements held online or on site

2.2.4. Explanation of planned performance over the medium-term period

The Ncome Museum will improve accessibility to information and knowledge through purchasing of 28 library materials, and by making available information through the hosting of 3 public engagements, which include an annual conference and 1 research project to generate and disseminate new knowledge. The intended outputs will ensure not only access to information, but also active participation by museum audiences thus contributing to social transformation, social cohesion and nation building.

2.3 Programme 3: Public Engagement

2.3.1 Purpose: The Public Engagement Programme comprises two sub-programmes sub-programme 1 : Exhibitions and Maintenance and sub-programme 2: Education and Outreach. These sub-programmes are primarily associated with the interface between the Museum’s audiences and the museum whether it be through delivering programmes or by designing and producing information bearing media such as publications and exhibitions.

2.4 Programme 3: Public Engagement Sub-programme 1 - Exhibitions

2.4.1 Purpose: This programme exists primarily to expose the public to museum content with a view to educate and inform and also open up opportunities for co-curation, co-creation and joint meaning-making between the museum and its various audiences. The exhibitions also provide an avenue and a platform to publicise and market museum offerings and to register the museum *raison d’être* in the minds of various audiences. Exhibitions are great triggers of meaningful engagements leading to production of new knowledge and contributing to appreciation of diverse perspectives.

2.4.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Improved accessibility to information and knowledge	Temporary or travelling exhibitions hosted (onsite or electronically) or installed	Number of temporary or travelling exhibitions hosted (onsite or electronically)or installed	8 temporary exhibitions (uMsunduzi 5, Ncome 3)	6 temporary exhibitions and two displays – uMsunduzi)	7 temporary exhibitions	1 temporary or travelling exhibition hosted (onsite or electronically)or installed	1 temporary or travelling exhibition hosted (onsite or electronically)or installed	1 temporary or travelling exhibition hosted (onsite or electronically) or installed	1 temporary or travelling exhibition hosted (onsite or electronically) or installed

2.4.3 Output Indicators: Annual and Quarterly Targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of temporary or travelling exhibitions hosted (onsite or electronically)or installed	1 temporary or travelling exhibition hosted (onsite or electronically)or installed	-	-	-	1 temporary or travelling exhibition hosted (onsite or electronically)or installed

2.4.4. Explanation of planned performance over the medium-term period

In the medium-term period the outputs will contribute to public engagement and exposure to museum content and programmes through hosting or installing 1 temporary exhibition. The exhibitions will facilitate active participation and access to information and knowledge thus contributing to education and social transformation.

2.5 Programme 3: Public Engagement

Sub-programme 1: Education and Outreach

2.5.1 Purpose: The programme aims to provide general education to the public on a range of collections in the museum and the roles that these objects play in the promotion of the country's heritage. It also facilitates knowledge acquisition through educational programmes tailored to specific audiences. Furthermore, the programme aims to use museum content and objects to reinforce learning and facilitate curriculum assimilation in schools. It also serves as a platform for development of useful art, craft and herbal skills which could potentially lead to gainful economic activities for our audiences.

2.5.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Better understanding of the museum content and objects by communities from	Presentations	Number of presentations delivered online or on site	150 presented (41 Ncome; 109 uMsunduzi)	122 presented (31 Ncome; 91 uMsunduzi)	149 presented (45 Ncome; 104 uMsunduzi)	Ncome: 15 presentations delivered online or on site	Ncome: 30 presentations delivered online or on site	Ncome: 27 presentations delivered online or on site	Ncome: 30 presentations delivered online or on site

diverse backgrounds	Teacher's workshop	Number of teacher's workshops held	2 (1 Ncome; 1 Msunduzi)	2 workshops organised (1 Ncome; 1 uMsunduzi)	2 workshops organised (1 Ncome; 1 uMsunduzi)	-	-	Ncome: 1 teacher's workshop held	Ncome: 1 teacher's workshop held
	Survey of teachers and learners conducted	Percentage of surveyed teachers and learners reporting a better understanding of the curriculum	New indicator	New indicator	New indicator	-	-	-	70% of surveyed teachers and learners reporting a better understanding of the curriculum
Improved audience awareness, engagement and participation in museum programmes and projects	Outreach programmes delivered in new areas	Number of outreach programmes delivered in new areas	New indicator	New indicator	New indicator	Ncome: 4 outreach programmes delivered in new areas	Ncome: 7 outreach programmes delivered in new areas	Ncome: 9 outreach programmes delivered in new areas	Ncome: 10 outreach programmes delivered in new areas
Improved accessibility to information and knowledge	Holiday programmes	Number of holiday programmes held	3 (1 Ncome; 2 uMsunduzi)	4 programmes organised. (2 Ncome; 2 uMsunduzi)	3 programmes organised (1 Ncome; 2 uMsunduzi)	-	Ncome: 1 - holiday programme held	Ncome: 1 holiday programmes held	Ncome: 1 holiday programmes held
Economically and socially transforming, diverse and cohesive communities	Art/craft/herbal workshops	Number of skills workshops held	21 (11 craft and 6 herbal uMsunduzi; 4 Ncome) A crafters closing/award event was also held at uMsunduzi	16 workshops facilitated (12 uMsunduzi; 4 Ncome) A crafter's closing/award event	18 workshops facilitated (15 uMsunduzi; 3 Ncome)	Ncome: 2 skills workshops held	Ncome: 5 skills workshops held	Ncome: 5 skills workshops held	Ncome: 5 skills workshops held

				was also held at uMsunduzi					
	Survey of skills development workshop beneficiaries	Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities	New indicator	New indicator	New indicator	-	50% reporting improved access to economic opportunities	50% reporting improved access to economic opportunities	50% reporting improved access to economic opportunities
	Commemorative events held online or on site	Number of commemorative events held online or on site	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	19 uMsunduzi: 8 International Museums Day; Youth Day; Mandela Day; Women's Day; Heritage Day; Wellness Day; Human Rights Day; Crafters Open Day.	14 Commemorative Day Events held (uMsunduzi :6; Ncome:8)	Ncome: 5 commemorative events held online or on site	Ncome: 6 commemorative events held online or on site	Ncome: 6 commemorative events held online or on site	Ncome: 6 commemorative events held online or on site

			<p>Ncome: 10 International Museums Day; Youth Day; Freedom Day (Youth Parliament); Mandela Day; Women's Day; Human Rights Day; Reconciliation Day; World Aids Day</p> <p>Events: Heritage Month Mini Comrades Marathon and School Debate</p>	<p>Ncome: 11 International Museums Day; Youth Day; Freedom Day (Youth Parliament); Mandela Day; Women's Day; Reconciliation Day; World Aids Day; Human Rights Day (2 events);</p> <p>Events: Heritage Month Mini Comrades Marathon and School Debate</p>					
	Attendance of commemorative day events by diverse population groups	Percentage of commemorative day events reflective of attendance by diverse population groups	New indicator	New indicator	New indicator	-	<p>70 % of commemorative day events reflective of inclusive attendance by all population groups:</p> <ul style="list-style-type: none"> • Black African • Coloured 	<p>70 % of commemorative day events reflective of inclusive attendance by all population groups:</p> <ul style="list-style-type: none"> • Black African • Coloured 	<p>70 % of commemorative day events reflective of inclusive attendance by all population groups:</p> <ul style="list-style-type: none"> • Black African • Coloured • White

							<ul style="list-style-type: none"> • White • Indian • Male • Female • Youth • Adults 	<ul style="list-style-type: none"> • White • Indian • Male • Female • Youth • Adults 	<ul style="list-style-type: none"> • Indian • Male • Female • Youth • Adults
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2.5.3 Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of presentations delivered online or on site	Ncome: 30 presentations delivered online or on site	10 presentations delivered online or on site	5 presentations delivered online or on site	5 presentations delivered online or on site	10 presentations delivered online or on site
Number of outreach programmes delivered in new areas	Ncome: 7 outreach programmes delivered in new areas	2 outreach programmes delivered in new areas	1 outreach programmes delivered in new areas	1 outreach programmes delivered in new areas	3 outreach programmes delivered in new areas
Number of holiday programmes	Ncome: 1 holiday programme held	-	1 holiday programme held	-	-
Number of skills workshops held	Ncome: 5 skills workshops held	1 skills workshop held	1 skills workshop held	1 skills workshops held	2 skills workshops held
Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities	50% reporting improved access to economic opportunities	-	-	-	50% reporting improved access to economic opportunities
Number of commemorative events held online or on site	Ncome: 6 commemorative events held online or on site	2 commemorative events held online or on site (Freedom Day Youth Parliament & Youth Day)	2 commemorative events held online or on site (Women's Month and Heritage Month)	1 commemorative event held online or on site (Reconciliation Day)	1 commemorative event held online or on site (Human Rights Day)

Percentage of commemorative day events reflective of attendance by diverse population groups	70 % of commemorative day events reflective of inclusive attendance by all population groups: <ul style="list-style-type: none"> • Black African • Coloured • White • Indian • Male • Female • Youth • Adults 	70 % of commemorative day events reflective of inclusive attendance by all population groups:	70 % of commemorative day events reflective of inclusive attendance by all population groups:	70 % of commemorative day events reflective of inclusive attendance by all population groups:	70 % of commemorative day events reflective of inclusive attendance by all population groups:
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2.5.4. Explanation of planned performance over the medium-term period

The outputs aim to contribute to a transformed society of informed and participatory socially cohesive citizens by offering platforms for engagement and participation. The museum will ensure access to information and knowledge through educational interventions as well as outreach activities. This includes 30 presentations, 7 outreach programmes delivered in new areas to reach new audiences and raise awareness and 6 commemorative events will be held in celebration of special national days thereby also encouraging diverse communities to gain knowledge and engage in discussion which will contribute to social cohesion. 1 holiday programme will be held to offer participants information and knowledge that address relevant social issues. 5 skills workshops are will be held to provide and improve skills which will enable greater access to economic opportunities. The intended outputs will ensure access to information, active audience participation and make a contribution to socio-economic transformation, social cohesion and the building of a better South Africa for all.

3. Programme Resource Considerations

3.1 Overview of 2021/22 Budget and MTEF Estimates

3.1.1 Expenditure Estimates

PROGRAMME	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM - TERM EXPENDITURE ESTIMATES		
	2017/18 R ,000	2018/19 R ,000	2019/20 R ,000		2021/22 R ,000	2022/23 R ,000	2023/24 R ,000
Revenue							
Sale of goods and services other than Capital Assets	482	503	676	322	360	470	562
Entity revenue other than sales of which:	783	891	2,024	939	600	600	509
Interest on investments	0	0	979	140	200	200	209
Transfers from reserves	142	61	0	789	400	400	300
Other income	5	0	0	10	0	0	0
Gains from sale of fixed assets	0	0	0	0	0	0	0
Change in accounting estimates (theoretical entry)	0	313	1,045	0	0	0	0
Transfers received	17,297	18,296	19,794	20,882	22,544	23,409	23,735
Transfer to Relief Fund				(1,500)			
Adjustment to compensation of employees				(451)			
Realization of deferred transfers	483	90	327	0	728	1,200	1,334
Total Revenue	19,191	20,154	22,821	20,192	24,232	25,679	26,140

Expenses							
Compensation of employees	10,616	11,328	13,399	13,665	15,150	16,058	16,781
Goods and services	6,160	7,600	8,821	6527	9,082	9,621	9,359
Total expenses	16,776	18,928	22,221	20,192	24,232	25,679	26,140
Surplus / (Deficit)	2,415	1,226	600	0	0	0	0

3.2 Relating expenditure trends to strategic outcome oriented goals

Compensation of employees	63.28%	59.85%	60.30%	67.67%	62.52%	62.53%	64.20%
Goods and services	36.72%	40.15%	39.70%	32.33%	37.48%	37.47%	35.80%

3.3 Capital payments

Acquisition of Machinery and other Equipment	784	510	718	225	223	260	272
Of which: Depreciation	967	996	790	546	576	580	606

4. Reconciling Performance Targets with the Budget and MTEF

4.1 Programme1: Administration

Sub-programme	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM – TERM EXPENDITURE ESTIMATES		
	2017/18 R ,000	2018/19 R ,000	2019/20 R ,000	2020/21 R ,000	2021/22 R ,000	2022/23 R ,000	2023/24 R ,000
Compensation of employees	5,587	5,148	6,242	5,971	7,547	7,999	8,359
Goods and services	5,586	6,970	8,145	5,600	8,237	8,744	8,443
Total	11,173	12,118	14,387	11,571	15,784	16,743	16,802

The Administration Department at uMsunduzi Museum consists of five staff members that are directly involved in administrative activities including procurement, finance and human resources. One staff member undertakes most of the administrative functions at Ncome Museum. The increased auditors remuneration costs, internal audit costs and other compliance related matters put an extra burden on museum operations in relation to the acquisition of goods and services, albeit that resources have been provided for in the Medium Term Expenditure Framework (MTEF)

4.2 Programme 2: Business Development

Sub-programme	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM – TERM EXPENDITURE ESTIMATES		
	2017/18 R ,000	2018/19 R ,000	2019/20 R ,000	2020/21 R ,000	2021/22 R ,000	2022/23 R ,000	2023/24 R ,000
Compensation of employees	2,139	2,341	3,174	3,532	2,807	2,975	3,109
Goods and services	222	125	279	504	350	357	373
Total	2,361	2,466	3,453	4,036	3,157	3,332	3,482

The department consists of five staff members. At Ncome one staff member is engaged in undertaking activities related to this programmes outputs. There remains a need for extra funds for collection of Museum items and to acquire books, albeit that a concerted effort is made to provide resources for the attainment of outputs in the MTEF. The funding requirements related to the implementation of GRAP 103 remain a challenge.

4.3 Programme 3: Public Engagement

Sub-programme	AUDITED OUTCOME			APPROVED BUDGET	MEDIUM – TERM EXPENDITURE ESTIMATES		
	2017/18 R ,000	2018/19 R ,000	2019/20 R ,000	2020/21 R ,000	2021/22 R ,000	2022/23 R ,000	2023/24 R ,000
Compensation of employees	2,890	3,839	3,983	4,162	4,796	5,084	5,313
Goods and services	352	505	398	423	495	520	543
Total	3,242	4,344	4,381	4,585	5,291	5,604	5,856

The Education and Outreach together with the Exhibitions and Maintenance Department has nine staff members. It comprises of two sub-programmes and three staff members undertake the associated activities at Ncome Museum. Most exhibitions and education programmes at present are implemented utilising limited operational budget resources.

5. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Effective and efficient administration	Inadequate capacity of staff, shortage of staff, insufficient budget, unskilled and uninformed staff fraud and corruption. Non-compliance.	Increased training budget to ensure that staff are trained to perform their duties more effectively and efficiently (at least 1% of the total budget should be set aside for training purposes)
		Annual review of institution's policies to ensure alignment with treasury regulation and regulations
		Hold annual policy workshop to update staff and raise awareness of policies, amendments and to enable input to be provided
		Recruiting of more staff to allow segregation of duties
		Attending all workshops and forums conducted by National treasury and DSAC to keep abreast with new rules and regulations
		Circulation of information (Treasury regulation and instruction to all relevant staff)
		Strengthen budget monitoring tools to provide monthly, quarterly, annually report for monitoring the movements of funds
		Introduction of performance management tools to monitor use of funds for intended projects
		Development of individual staff development plans
		Development of Human Resource operational plans and implement regular skills audits

Efficient resource management for maximum impact and reach	Partners may not fulfil obligations and expectations may not be met	Agreements eg Memorandum of Understanding or similar documents to formalise relationships
Improved accessibility to information and knowledge	Inadequate capacity of staff members to undertake the work	If situation arises, some work will be outsourced to external service providers to meet the demand.
	Lack of internal buy-in into an idea among the departments	Consultative meetings will be held
	Failure or loss of computers, software and equipment	Planned upgrades of computer equipment and ensuring that data is backed up
	Unavailability of relevant staff	Hire external service providers
Improved audience awareness, engagement and participation in museum programmes and projects	Non-approval of school excursions by Department of Education	Collaboration with schools and other stakeholders
		Use mobile museum to reach them
	Resource-constrained rural communities that can't afford transport costs for excursions	Use mobile museum to reach them
	Resources to reach deep rural schools	Acquisition of suitable vehicles
	Losing qualified and efficient staff due to low salaries compared to counterparts	Review salary levels of the officers and all other staff
	Lack of interest in social sciences by teachers	Collaborate with other stakeholders to host teachers' workshops

	Lack of marketing the events to wider audiences and different groups	Employ marketing person
Better understanding of the museum content and objects by communities from diverse backgrounds	Losing qualified and efficient staff due to low salaries compared to counterparts	Review salary levels of the staff
	Non-approval of school excursions by dept of education	Collaboration with schools and other stakeholders
	Poverty stricken rural communities that can't afford transport costs for excursions	Use mobile museum to reach them
	Resources to reach deep rural schools	Acquisition of suitable vehicles
	Lack of interest in social sciences by teachers	Collaborate with other stakeholders to host teachers' workshops
Economically and socially transforming, diverse and cohesive communities	Political divisions in communities leading to lack of participation in programmes or events	Consultation with community political and traditional structures
	Refusal to accept and respect each other's culture	Collaborate with relevant bodies to offer workshops and participate in commemorative events

6. Public Entities

N/A

7. Infrastructure Projects

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Costs	Current year Expenditure
1.	Upgrade and Refurbishment of all buildings	Administration	A project funded by DAC to upgrade and refurbish buildings and install a backup generator at uMsunduzi Museum	Project Manager of Appointed – Preparation of documents for appointment consultants – preparation of revised business plan and project implementation plan	2016	2023	R 15,755, 000	R 0
2.	General maintenance of the museum	Administration	A project funded by DAC for general maintenance works at uMsunduzi and Ncome Museum	Site visit to Ncome and preparation of elemental estimate and project	2019	2020	R 550,000	R0

8. Public-Private Partnerships

N/A

Part D: Technical Indicator Descriptions (TID)

Indicator Title	Unqualified Audit Report
Definition	Report issued by the Auditor-General of South Africa indicating an acceptable level of compliance with legislation and Treasury regulations
Source of data	Auditor-General's report
Method of calculation /assessment	Qualitative – audit opinion is unqualified
Means of verification	Auditor-General's report
Assumptions	Audit is undertaken timeously
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Annually
Desired performance	Clean Audit Report
Indicator Responsibility	Director, Finance Manager, Deputy Directors

Indicator Title	Number of policies of the Museum reviewed and approved
Definition	The Museum develops and reviews policies on an ongoing basis. These policies cover issues pertinent to the administration and operations of the Museum should be reviewed to either confirm acceptability or to incorporate new information. Once reviewed the policies must be approved by the Council
Source of data	List of reviewed policies, minutes, policies
Method of calculation /assessment	Simple count
Means of verification	Approved policies, minutes, emails
Assumptions	Council quorums are in place
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number of reviewed and approved policies is desirable
Indicator Responsibility	Director, Finance Manager, Deputy Directors

Indicator Title	Number of collection valuations and stock takes
Definition	The Museum is required to comply with GRAP 103 and therefore must value the museum's collections. A stocktake and valuation of the collections is therefore required every 5 years and is undertaken by an appropriate company.
Source of data	Reports, databases
Method of calculation /assessment	Simple count
Means of verification	Valuation documentation and certificates, databases and reports
Assumptions	Budget is available to undertake the valuation process
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Annually
Desired performance	The target is desired
Indicator Responsibility	Finance Manager and Head of Research Information and Collections Department

Indicator Title	Number of visitors recorded
Definition	The number of visitors recorded reflects the number of people who attend museum events and programmes or who visit the museum to view exhibits or who use of the museum related facilities like the libraries or internet cafes
Source of data	Reports, registers, tickets, visitor books
Method of calculation /assessment	Simple count of visitors
Means of verification	registers, tickets, visitor books, affidavits
Assumptions	Visitors complete registration documentation
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number of visitors is desirable
Indicator Responsibility	Finance Manager , Deputy Director Ncome

Indicator Title	Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training
Definition	The Museum undertakes various programmes, projects and operational activities and is able to offer people exposure to work place experience pertaining to museum work on a short term basis through learnerships / internships / traineeships / in-service training
Source of data	Correspondence, Agreements, Minutes, Attendance Registers

Method of calculation /assessment	Simple count
Means of verification	Reports, course documents, certificates, training plan
Assumptions	Candidates will make themselves available to take up the opportunities
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Additional people would be desirable
Indicator Responsibility	Deputy Director Ncome , Heads of Departments

Indicator Title	Number of research projects for exhibitions or publications completed
Definition	Research projects are undertaken to generate information, enhance knowledge production as well as preservation through the collection and dissemination of information using platforms such exhibitions and publication
Source of data	Research plans, texts and reports
Method of calculation /assessment	Simple count
Means of verification	Research documents, research texts
Assumptions	Availability of relevant information and sources
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of information resources that are available in exhibitions and publications and which are relevant to diverse communities
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number is desirable
Indicator Responsibility	Head of Department Research Information and Collections

Indicator Title	Number of articles made accessible
Definition	Articles that are written by staff of the Museum or articles obtained from other parties which are compiled or edited by the Museum and made accessible in various ways either electronically or in printed form using publishing platforms such as magazines, journals, websites etc
Source of data	Articles made accessible
Method of calculation /assessment	Simple count of number of articles

Means of verification	Articles made accessible
Assumptions	Availability of publishing platforms and writers
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number is desirable
Indicator Responsibility	Head of Department Research Information and Collections

Indicator Title	Number of public engagements held online or on-site
Definition	Public engagements take various forms, for example talks, lectures, discussions, which can take place at the museum, at a different premises or online. These are held to provide a platform to disseminate information and / or for diverse communities to engage in conversations or debate.
Source of data	Attendance registers and photos, screen shots
Method of calculation /assessment	Simple count of public engagements held
Means of verification	Attendance registers, correspondence, photos, screen shots, online material
Assumptions	Satisfactory participation of community members
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through provision of platforms that will encourage community conversations and by providing access to information to diverse communities
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number is desirable
Indicator Responsibility	Ncome : Deputy Director; uMsunduzi: Head of Department: Research Information and Collections

Indicator Title	Number of library materials purchased
Definition	Materials such as books, DVDs and other resource materials are purchased to improve access to information through the museum's libraries either at Ncome or at uMsunduzi
Source of data	Invoices, receipts, purchase orders, reports
Method of calculation /assessment	Simple count of number of library materials purchased
Means of verification	Material purchased, invoices, receipts

Assumptions	Total price of relevant library materials will not exceed amount budgeted for under the relevant programme in order to meet required target
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of library resources to encourage use of library facilities by a diverse range of people
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number is desirable
Indicator Responsibility	Ncome : Deputy Director; uMsunduzi: Head of Department Research Information and Collections

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

Indicator Title	Number of existing publications translated into an indigenous language and produced
Definition	In order to provide improved access to information research based materials will be translated into one or more indigenous languages eg a booklet translated from English into isiZulu or an article translated into Sotho and isiZulu.
Source of data	Translated publications produced
Method of calculation /assessment	Simple count of number of publications translated and produced
Means of verification	Translated publications produced

Assumptions	Availability and affordability of translators. Availability of original texts and publications.
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	More than the targeted performance would be desirable
Indicator Responsibility	Head of Department: Exhibitions and Maintenance

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

Indicator Title	Number of temporary or travelling exhibitions hosted (on-site or electronically) or installed
Definition	The Museum either hosts onsite or electronically (e.g. on the internet) own or travelling exhibitions for periods that are of a short term duration i.e. generally less than a year, or provides or sets up temporary exhibitions/displays at other onsite locations.
Source of data	Emails, documents, movement forms, screen snapshots
Method of calculation /assessment	Simple count
Means of verification	Emails, photographs, documents, screen snapshots
Assumptions	Availability of exhibitions on loan and budget.

Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Ncome : Deputy Director; uMsunduzi : Head of Department: Exhibitions and Maintenance

Indicator Title	Number of permanent exhibitions produced
Definition	The Museum produces permanent exhibitions which are installed on site. New exhibitions comprise developing and curating content which is installed at the museum generally after old exhibitions are removed. Permanent exhibitions may be considered as those existing for a period of at least two or three years.
Source of data	Reports, minutes, proofs, emails
Method of calculation /assessment	Simple count
Means of verification	Emails, photographs, movement forms, receipts, minutes
Assumptions	Availability of budget, availability of content, availability of space
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Head of Department: Exhibitions and Maintenance

Indicator Title	Number of temporary exhibitions produced
Definition	The Museum designs and produces temporary exhibitions which can be installed for a short period often relating to contemporary issues or programmes either physically or online.
Source of data	Reports, minutes, proofs, emails, screen snapshots
Method of calculation /assessment	Simple count
Means of verification	Emails, photographs, minutes, temporary exhibition items, screen snapshots
Assumptions	Availability of budget, availability of content, availability of space
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A

applicable)	Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Promote spatial integration through transformation and development of information resources and providing access to material which may foster understanding between diverse people and groups
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Head of Department: Exhibitions and Maintenance

Indicator Title	Number of presentations delivered online or on-site
Definition	Presentations are delivered to various communities which may include learners, either online or at schools and other locations or at the museum. Programmes may include presentations or other activities and may be generally, but not exclusively related to aspects of the curriculum.
Source of data	Forms reflecting that presentations were made /screenshots
Method of calculation /assessment	Simple count
Means of verification	Forms reflecting that presentations were made / screenshots
Assumptions	Schools / communities allow presentations to be made. Schools / groups visit the museums
Disaggregation of Beneficiaries (where applicable)	Target for women n/a Target for youth n/a Target for people with disabilities n/a
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: Umzinyathi district (Nquthu and Endumeni), uMgungundlovu district, uMgeni District
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Additional presentations would be desirable
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Number of teacher's workshops held
Definition	An information sharing session with the teachers to make them aware of the programmes and activities that the museum has for their learners to enhance their curriculum understanding
Source of data	Register, minutes, reports
Method of calculation /assessment	Simple count of workshops held
Means of verification	Planning meetings, attendance registers and photos, PowerPoint presentation ,
Assumptions	The teachers will participate

Disaggregation of Beneficiaries (where applicable)	Target for women n/a Target for youth n/a Target for people with disabilities n/a
Spatial transformation	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Percentage of surveyed teachers and learners reporting a better understanding of the curriculum
Definition	Through the application of questionnaires teachers, and learners involved in the museum's schools educational programmes presentations will be able to indicate if a better understanding of the curriculum has been facilitated as a result of their engagement/s with the museum.
Source of data	Questionnaires
Method of calculation /assessment	(Number of teachers and learners indicating a better understanding of the curriculum divided by total number of teacher and learner respondents) multiplied by 100
Means of verification	Questionnaires
Assumptions	Schools allow presentations to be made. Schools visit the museums. Teachers and learners agree to participate in the survey.
Disaggregation of Beneficiaries (where applicable)	Target for women n/a Target for youth n/a Target for people with disabilities n/a
Spatial transformation	Contribution to spatial transformation priorities: n/a Spatial impact area: n/a
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher percentage of teachers and learners reporting a better understanding of the curriculum would be desirable
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Number of outreach programmes delivered in new areas
Definition	Expand the footprint of museum programmes by delivering programmes in areas not normally visited by the museum
Source of data	Outreach forms and registers
Method of calculation or assessment	Simple count of the number of outreach programmes delivered in new areas
Means of verification	Outreach forms and registers, minutes, photos
Assumptions	Resources availability for expansion of programmes into new areas

Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Broaden footprint and reach
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Percentage of schools surveyed aware of the uMsunduzi and Ncome Museums
Definition	Schools located within districts close to the museums are surveyed to assess their awareness of the uMsunduzi and Ncome Museums
Source of data	Survey documentation
Method of calculation or assessment	(Number of schools reflecting awareness of uMsunduzi and Ncome Museums divided by number of schools surveyed) multiplied by 100
Means of verification	Survey documentation
Assumptions	Schools are willing to participate in the survey.
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher or improved awareness of the museums would be desired
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Number of holiday programmes held
Definition	During school holidays the museum organises programmes either at the Museum or at other venues to provide opportunities to engage with young people and provide stimulating and pertinent information in a relaxed and enjoyable environment
Source of data	Emails, reports, registers
Method of calculation or assessment	Simple count
Means of verification	Emails, reports, registers, minutes, photos, programme
Assumptions	That there is a broad base of potential partners with whom we have common or shared strategic goals and interests
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A

	Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Number of skills workshops held
Definition	These are skills development workshops aimed and skilling women on craft to reduce poverty levels and rate of unemployment
Source of data	Registers , reports
Method of calculation /assessment	Simple count of number workshops facilitated
Means of verification	Notes, patterns, attendance registers ,photos
Assumptions	The skilled individuals will be able to generate income by selling the items their have made or the skills they acquire and will be willing to participate in the programme.
Disaggregation of Beneficiaries (where applicable)	Target for women: 20 Target for youth: n/a Target for people with disabilities: n/a
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district (Nquthu and Endumeni), uMgungundlovu district
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities
Definition	The Museum organises workshops to enable participants to improve their skills or learn new skills which can enable them to access economic opportunities by producing and selling materials or acquired skills. Such training may also lead to employment or self-employment. Skills workshop participants/beneficiaries will be contacted annually to determine what percentage are able to report improved access to economic opportunities.
Source of data	Questionnaires
Method of calculation /assessment	(Number of participants associated with the skills workshops indicating improved access to economic activities divided by total number of the skills workshop participants) multiplied by 100

Means of verification	Questionnaires
Assumptions	Skills workshop participants are contactable and willing to provide information. Participation in skills workshops takes place.
Disaggregation of Beneficiaries (where applicable)	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district (Nquthu and Endumeni), uMgungundlovu district
Calculation type	Cumulative (year-end)
Reporting Cycle	Annually
Desired performance	A higher percentage of beneficiaries reporting improved access to economic opportunities would be desirable
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Number of commemorative events held online or on-site
Definition	These are commemorative events celebrating the countries national holidays with the intention that the public will know the importance of these days and appreciate the countries democracy, the events may be hosted either online or at other locations or at the museum.
Source of data	The available information on the calendar of events that took place in the past
Method of calculation /assessment	Simple count of number of events that were held
Means of verification	Planning minutes, attendance registers and photos, screen shots
Assumptions	Budget availability. Interest is shown by public representing different and diverse people and that this results in their participation and attendance at the commemorative events.
Disaggregation of Beneficiaries (where applicable)	Target for women: n/a Target for youth: n/a Target for people with disabilities: n/a
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district (Nquthu and Endumeni), uMgungundlovu district, uMgeni District
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number would be desirable
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Percentage of commemorative day events reflective of attendance by diverse population groups
Definition	The Museum organises commemorative events associated with National Days. These events are platforms enabling the participation of individuals reflective of the diversity of South Africa. The target reflects the desired participation/ attendance at the commemorative events by the relevant groups and is indicative of diversity.
Source of data	Registration documentation
Method of calculation /assessment	(Number of commemorative day events which are reflective of diversity divided by total number of commemorative day events) multiplied by 100 indicates extent to which the target is achieved. The representivity of an event is assessed based on each at least one person from each of the groups below attending or participating in the event : <ul style="list-style-type: none"> • Black African • Coloured • White • Indian • Male • Female • Youth • Adults
Means of verification	Registration documentation
Assumptions	People attending the events and are willing to provide demographic information. Commemorative Day events are held.
Disaggregation of Beneficiaries (where applicable)	Target for women n/a Target for youth n/a Target for people with disabilities n/a
Spatial transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: Umzinyathi district (Nquthu and Endumeni), uMgungundlovu district, uMgeni District
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher percentage would be desirable
Indicator Responsibility	Ncome: Deputy Director; uMsunduzi: Head of Department: Education and Outreach

Indicator Title	Number of strategic partnerships forged
Definition	Programme and project based multiyear collaborations with various partners leading to synergies resulting in enhanced impact and broader reach of interventions.
Source of data	MOUs, MOAs, SLAs and minutes
Method of calculation or assessment	Simple count of number of partnerships forged
Means of verification	Signed agreements and minutes of minutes
Assumptions	That there is a broad base of potential partners with whom we have common or shared strategic goals and interests
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A

applicable)	Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Contribute to social and economic transformation within beneficiary communities
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher number of would be desirable
Indicator Responsibility	Deputy Director: Ncome Museum

Indicator Title	Percentage of accommodation bed bookings at Ncome Museum
Definition	Ncome Museum has an accommodation facility. Bookings of beds reflect the use of the resource in terms of occupancy of beds booked per night.
Source of data	Booking and room occupancy documentation
Method of calculation or assessment	(Number of beds booked/or occupied divided by total number beds available) multiplied by 100
Means of verification	Bookings and registers
Assumptions	Guests are interested in staying at Ncome Museum
Disaggregation of Beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation	Spatial impact area: uMzinyathi district (Nquthu and Endumeni),
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	A higher percentage would be desirable
Indicator Responsibility	Deputy Director: Ncome Museum

Annexures to the Annual Performance Plan

Annexure A: Amendments to the Strategic Plan

N/A

Annexure B: Conditional Grants

Name of grant	Purpose	Outputs	Current annual budget (R thousand)	Period of grant
1.National Lottery: Project no. 29992 Isilulu Sethu Heritage Project	To undertake research and develop exhibitions at uMsunduzi and Ncome Museum	Ncome exhibition, uMsunduzi exhibition (Tapestry of Cultures) and herb gardens	111	2009/10 – 2020/23
2.National Lottery: Project no. 73547 Mobile Panel Van	To obtain a mobile museum vehicle and deliver programmes	Mobile museum obtained and branded outreach programmes in progress	833	2015/16 – 2021/23
3.DAC Ncome Furniture	To purchase furniture for Ncome	Furniture and DSTV obtained	498	2016/17 – 2022/23
4.Upgrade and Refurbishment of all buildings	To upgrade and refurbish buildings at uMsunduzi Museum	Project Manager appointed – Preparation of documents for appointment consultants – preparation of revised business plan and project implementation plan	10 903	2015/16 – 2022/23
General maintenance of the museum	To undertake general maintenance works at uMsunduzi and Ncome Museum	Site visit to Ncome and preparation of elemental estimate and project	344	2019/20 – 2022/23
Restoration and upgrading of all buildings at the complex and security upgrade including installation of back-up generator	To upgrading all buildings at the complex and security upgrade including installation of back-up generator		2 700	2019/20 – 2022/23
Total			R 15 389 000	

Annexure C: Materiality and Significance Framework

UMSUNDUZI MUSEUM AND NCOME MUSEUM

MATERIALITY AND SIGNIFICANCE FRAMEWORK FOR THE PERIOD ENDING 31 MARCH 2020

1. Definitions and standards

- * Audited financial statements: 2019/2020 (AFS)
- * Approved annual budget: 2020/2021(AAB)
- * Approved strategic plan: 2020/2025 (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 Authority responsible, all material facts which in any way may influence the decisions or actions of the Executive Authority	(a) Any unbudgeted transaction of which the amount exceeds 5% of the total value of assets per AFS. (b) Any budgeted event where income is a legitimate expectation (shop sales, entrance fees,	(a) Any unplanned event that affects the core purpose or mandate of entity per APP (b) Any activity that is outside the parameters of each public=s enabling legislation.

	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%	
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4.2 Section 54: Information to be submitted by the Accounting Authority	Value (Quantitative)	Nature of event (Qualitative)
(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:	N /A	
(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement	N/A	N /A
(c) Acquisition or disposal of a significant shareholding in a company	Any transaction of which the amount exceeds 8% of the total value of assets per AFS.	N /A
(d) Acquisition or disposal of a significant asset	Any transaction of which the amount exceeds 8% of the total value of assets per AFS.	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
(e) Commencement or cessation of a significant business activity		Any unplanned event per the ASP that may affect the core purpose or mandate of the entity

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

Annexure D: Council Charter

1. INTRODUCTION

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

2. PURPOSE OF THE COUNCIL CHARTER

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

3 COMPOSITION

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

3.1 Nominations

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

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

3.2 Term of Office

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

4 COUNCIL COMMITTEES

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

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

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

The Council shall approve the formation of the following Committees:

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

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

5 ROLES AND RESPONSIBILITIES

The roles and responsibilities of Council are to:

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

6 THE CHAIRPERSON

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

- 6.1 Maintain a regular dialogue with the Director in respect of all material matters affecting the Museum and to consult with other Council Members promptly where considered appropriate.
- 6.2 Ensure that material matters in respect of the business or governance of the Museum that he/she is aware of, are tabled at Council meetings.
- 6.3 Act as facilitator at meetings of the Council to ensure that material issues for consideration are tabled and ventilated effectively to ensure optimal Council decision-making and governance.
- 6.4 Be available for the Director between Council meetings to provide counsel and advice.

- 6.5 Be responsible for the evaluation of the Deputy Chairperson and the Director.
- 6.6 Represent the Museum in official ministerial forums and events organised by the Minister.
- 6.7 Communicate with the Minister on behalf of the Council.

The Chairperson does not have any executive or management responsibilities.

7 THE DIRECTOR

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

To this end the Director is accountable to the Council to amongst other things:

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

8 THE RIGHTS AND DUTIES OF INDIVIDUAL COUNCIL MEMBERS

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

9 REMUNERATION OF COUNCIL MEMBERS

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

10 THE COUNCIL SECRETARY

The Council Secretary is accountable to the Council to:

- 10.1 Provide the Council members collectively and individually with guidance to their duties and responsibilities.
- 10.2 Make Council aware of the laws and legislations relevant to or affecting the Museum and reporting at any meeting of the Council and failure to comply with such law or legislation.
- 10.3 Ensure that the minutes of all Council meetings and meetings of the Committees are properly recorded.
- 10.4 Ensure that copies of all the Museum's reports are sent every person who is entitled thereto.
- 10.5 Keep abreast of and inform the Council of current corporate governance thinking and practice.
- 10.6 Keep abreast and inform Council of required yearly reviews for compliance purposes.
- 10.7 Ensure that Council procedures are followed and reviewed.

11 POLICY IN RESEPECT OF CORPORATE GOVERNANCE

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

12 ACCOUNTABILITY OF COUNCIL

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

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

13 CONFLICT OF INTERESTS

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

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

14 DISCLOSURE

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

- 14.1 Consider all declaration of interest
- 14.2 Report to the Council any conflicts of interest which require specific action by the Council and

- 14.3 Recommend to the Minister which members should be categorised for governance purposes.
- 14.4 Material conflicts of interest are regarded by the Council as incompatible with the fiduciary duties of Council.
- 14.5 Failure to make disclosures of interests constitutes a criminal offence in terms of the Companies Act.

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

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

Council Charter approved by Council on 17 January 2020



Dr Joy Ndlovu

CHAIRPERSON: UMSUNDUZI MUSEUM COUNCIL



an agency of the
Department of Sport, Arts and Culture



an agency of the
Department of Sport, Arts and Culture



UMSUNDUZI AND NCOME MUSEUMS

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