



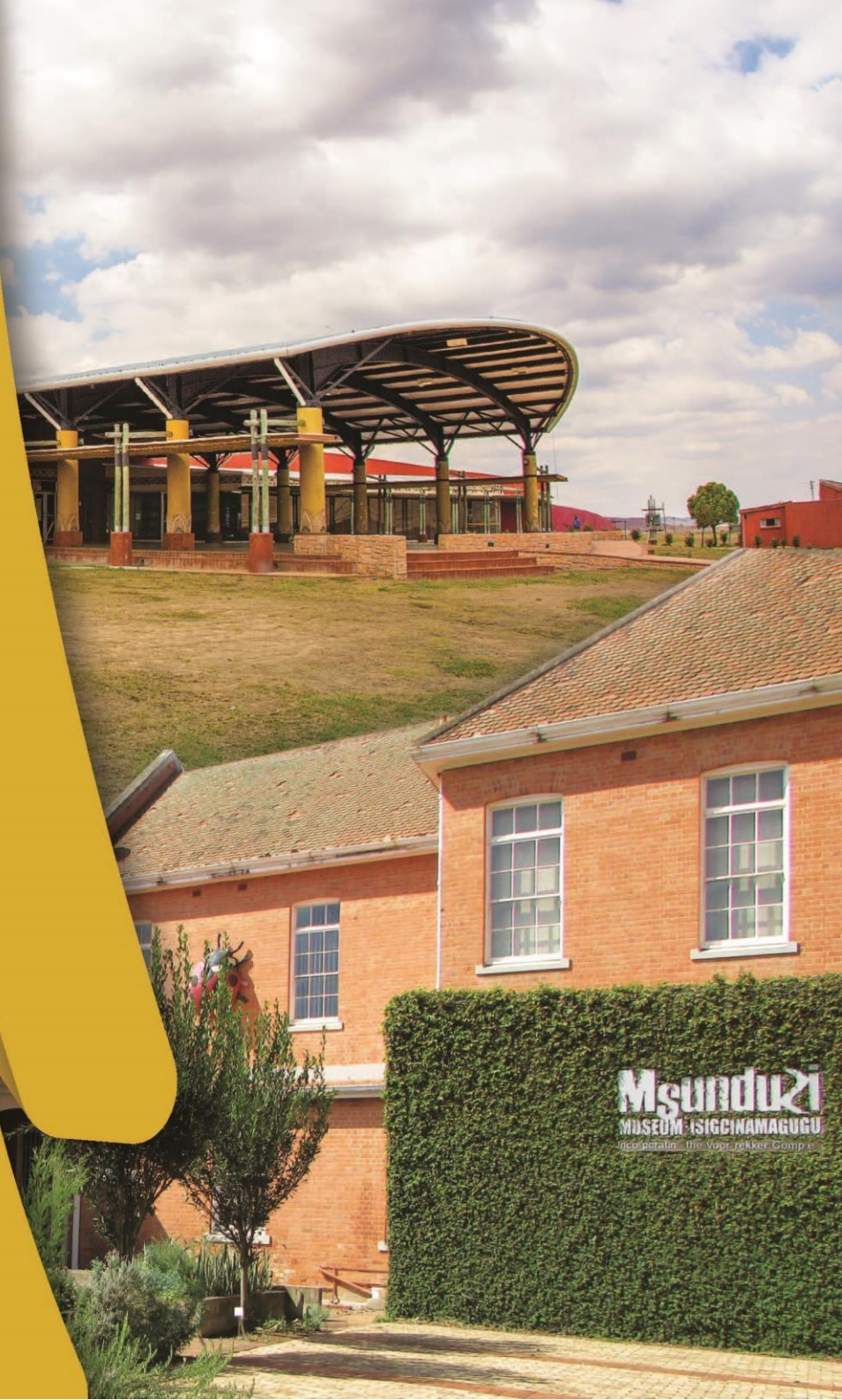
an agency of the
Department of Sport, Arts and Culture

UMSUNDUZI AND NCOME MUSEUM

ANNUAL PERFORMANCE PLAN

01 APRIL 2023 TO 31 MARCH 2024

A MUSEUM IN TRANSITION



UMsunduzi
MUSEUM • ISIGCINAMAGUGU
Department of Sport, Arts and Culture

UMsunduzi Museum

Annual Performance Plan for 2023/2024



Accounting Authority Statement

It is my pleasure to present this 2023/2024 Annual Performance Plan (APP) on behalf of the Council of the uMsunduzi Museum. This Annual Performance Plan reflects the key programmes and activities that the entity will undertake during the period as aligned to the Strategic Plan.

As a heritage institution the uMsunduzi Museum has a mandate to contribute to preserving the nation's heritage and by responding in particular to the National Priorities of the Government. The Museum will therefore 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 our target communities and society at large. Some of our programmes will be community-based involving living heritage and education designed to address socio-economic challenges and to promote social cohesion while others will result in providing access to information and knowledge through outputs associated with publications and exhibitions.

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

A handwritten signature in black ink, appearing to read 'MR Mchunu', written over a horizontal line.

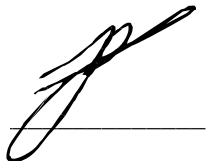
Dr. MR Mchunu
Council Chairperson
uMsunduzi Museum

Foreword by the Director

I have the honour to submit the 2023/2024 Annual Performance Plan (APP) of the uMsunduzi Museum. This plan constitutes our roadmap and blueprint with regards to our programmes, projects and activities for 2023/2024. This is a result-based plan drawn from our 2020/2025 Strategic Plan and aligned with high-level strategic goals of our government as reflected in, *inter alia*, the Strategic Plan of our oversight department, the Department of Sport, Arts and Culture; the National Development Plan Vision 2030 and Medium-Term Strategic Framework (2020-2025).

Our programmes and projects not only respond to our core mandate at national level but, as reflected in our external environmental analysis, they resonate with global understanding of the museum's central purpose. This central purpose is contained in the recently adopted global definition of the museum as "an institution in the service of society that researches, collects, interprets and exhibits tangible and intangible heritage...offering varied experiences for education, enjoyment, reflection and knowledge sharing".

In keeping with our strategic outcomes, our programmes are aimed at making an impact across various aspects of human development ranging from life and technical skills to basic education, social capital and work experience opportunities. This is a clear demonstration of our appreciation of the contribution that arts, culture and heritage, if efficiently harnessed, can make towards economic growth, human and social development as well as social cohesion.

A handwritten signature in black ink, appearing to be 'M Ngubane', written over a horizontal line.

Dr. M Ngubane
Director

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 2023/2024.

Mr Phumlani Mvubu (Finance Manager)

Signature: 

Mr Bongumusa Mdluli (HOD: Exhibitions and Maintenance)

Signature: 

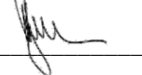
Mr. Njabulo Mpungose (HOD: Education and Outreach)

Signature: 

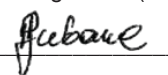
Ms. Nosipho Gwala (HOD: Research Information and Collections)

Signature: 

Mr Bhokamachunu Mchunu (Deputy Director: Ncome Museum)

Signature: 

Ms. Phumelele Ngubane (Deputy Director: uMsunduzi Museum)

Signature: 

Dr. M. Ngubane (Accounting Officer)

Signature: 

Approved by:

Minister N.G Kodwa, MP

Executive Authority

Department of Sport Arts & Culture

Signature: 

Date: 30 March 2023

Approved by

Dr. MR Mchunu (Executive Authority)

Signature: 

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

Acronyms/abbreviations

| | |
|------|---|
| AGSA | Auditor-General South Africa |
| APP | Annual Performance Plan |
| CFO | Chief Financial Officer |
| COV | Church of the Vow |
| DBE | Department of Basic Education |
| DSAC | Department of Sports, Arts and Culture |
| GRAP | General Recognised Accounting Standards |
| HOD | Head of Department |
| HR | Human Resources |
| IT | Information Technology |
| KZN | KwaZulu-Natal |
| MGE | Mzansi Golden Economy |
| MOTH | Memorable Order of the Tin Hats |
| MTEF | Medium Term Expenditure Framework |
| MTSF | Medium Term Strategic Framework |
| NDP | National Development Plan |
| NDPW | National Department of Public Works |
| NGOs | Non-Governmental Organisations |
| NLC | National Lotteries Commission |
| 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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UMsunduzi Museum

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Ncome Museum

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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:

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 which 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.

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

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

2. Legislative and Policy Mandates

A number of other Acts and Policies define and inform our purpose, both in terms of our institutional role and responsibilities as well as regulations with respect to 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 the following:

2.1 Legislative Mandate – Core function related legislation

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

- 2.1.1 Cultural Institutions Act (No.119 of 1998) this act provides for the establishment of a 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 have broad influence on the focus of our planning as well as priorities in terms of programmes, activities and projects:

2.3.1 **The Election Manifesto, 2019** – which outlines the election mandate of the sixth administration

2.3.2 **Medium Term Strategic Framework Outcome 14**, Nation Building and Social Cohesion, targets which underscore the outcomes-based approach adopted by government.

2.3.3 **The National Development Plan (NDP) Vision 2030** – which is a plan for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing inclusive economy, building capacities, enhancing capability of the state and leaders working together to solve complex problems. The NDP, particularly Chapter 15, envisions a nation where people are ‘more conscious of the things they have in common than their differences [and] their lived experiences [...] to progressively undermine and cut across the divisions of race, gender, space and class’. The NDP provides a blueprint and a roadmap for cultural institutions’ role in nation building and social transforming project.

2.3.4 **The New Growth Plan**, which reflects government’s commitment to prioritising employment creation in all economic policies. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa’s developmental agenda

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, activities and projects. Both the Strategic Plan and the Annual Performance Plan are guided by and modelled on the national planning framework. The following are some of the key documents:

3.1 **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.

3.2 **Mzansi Golden Economy**, a strategy to reposition the arts, culture and heritage sector as key players in government’s programme of action for social cohesion, creation of sustainable jobs and ensuring social and economic development

3.3 **The Outcomes Based Approach, 2010**, designed to ensure that government is focussed on achieving the expected real improvements in the life of all South Africans...[It] clarifies what we expect to achieve, how we expect to achieve it and how we will know whether we are achieving it

3.4 **The Framework for Managing Programme Performance Information Guidelines, 2007**, a framework aimed at clarifying definitions and standards of performance information in support of regular audits of such information where appropriate, improve integrated structures, systems and processes required to manage performance information, define roles and responsibilities for managing performance information and promote accountability and transparency.

- 3.4 **Revised Framework for Strategic Plans and Annual Performance Plans**, provides direction to national and provincial government institutions about short- and medium-term planning. The purpose is to provide principles for planning and to describe how institutional plans are to align with high level government medium- and long-term plans, and the institutional processes for the different types of plans

4. Relevant Court Rulings

There are no court rulings applicable to the entity.

PART B: Our Strategic Focus

1. Updated Situational Analysis

The environment, both internal and external, in which museums operate is not a static one. It is for the reason of this inevitable state of flux that we ought to constantly reflect on and review the environment in which we operate. The following external and internal environment analysis is a reflection, review and revision of the environmental scan conducted in 2019 and developed into a narrative situational analysis in 2020, utilising SWOT and PESTEL tools of analysis. This situational analysis is a reflection on our activities and the trends that have emerged in the past year in order to determine adjustments to be made as well as approaches and innovations to be employed in the delivery of our 2023/2024 programmes and projects.

1.1 External Environment Analysis

As an entity of the National Department of Sport Arts and Culture, we are subject to the same policy and regulatory environment which informs the strategies, programmes, projects and activities of our oversight department. In concert with the oversight department's mandate, our work is informed by and responds to the key national policies and plans, chief among these being the 2012 National Development Plan which is a long-range vision for our country that provides cross sectoral problem analyses and intervention guidelines for national development. The Medium-Term Strategic Framework of 2019-2024 further provides direction regarding implementation priorities. The role that we, as a cultural institution, ought to play in terms of our nation's socio-economic advancement can never be overemphasised. It is for this reason that evaluations such as the one communicated by the National Planning Commission on its monitoring of progress of the National Development Plan are critical as yardsticks to measure our own contribution towards the goals and objectives of the NDP. The Commission has pointed out that "since the NDP was adopted, progress has been slow towards achieving its main goals and South Africa is underperforming on various targets, especially poverty, unemployment and inequality, now aggravated by COVID 19"¹ However, in the midst of the persistence of these challenges, the past year, which the third year of the 2020-2025 planning cycle has shown a sustained demand for our services coming from the education sector. Schools continue to be largest audience segment for our programmes and projects. This significant focus on schools resonates with priorities 3 and 6 of the Medium-Term Strategic Framework which foreground the importance of skills development and education interventions as well as social cohesion and nation building. Furthermore, our museum appeals to families, cultural enthusiasts, researchers and tourists. We have made progress in our endeavours to ensure quality and vibrancy of our offerings and to raise awareness of the cultural, social and economic benefits of engaging with the museum and its collections.

Interactive as opposed to cosmetic diversity remains a challenge, particularly in peri-urban and rural communities. Partnerships, though not easy to secure, have proven to be one of the most effective ways in which mutually beneficial outcomes are realised and foundations for interactions across the divides of race, gender and class are established. Partnerships have proven to play an important role in helping us deal with public funding pressures while responding to the needs of the communities we serve. Therefore, seeking out and intensifying partnerships with other institutions to leverage potential synergies remains critical, so is the need to empower and capacitate our constituent communities through skills development opportunities and other interventions. For the kind of transformation envisaged in the NDP and MTSF to be achieved, a deliberate focus on vulnerable groups such as the women, the youth, children and people with disabilities remains our top priority as demonstrated by our strategic outcomes' bias towards skills development, education and economic empowerment. Our response to the need for transformation cuts across almost all our programmes, as evident in our impact statement which has 'transformation' as a watchword.

¹ Public Service and Administration, Performance Monitoring and Evaluation, 18 May 2022

We operate in an environment where social ills such as gender-based violence and femicide continue to be a feature and we have responded and continue to respond to this through public awareness and public education projects as well as women empowerment interventions. These interventions involve targeted projects across all our programmes from prioritising young women for internships, unemployed women for casual work to skills workshop aimed at empowering women. In terms of the national gender-based violence and femicide strategic plan, our programmes contribute to three of the six pillars, these are, prevention and rebuilding social cohesion (pillar 2); economic power (pillar 5) as well as research and information management (pillar 6).

The national environment is a multilingual one and our constitution recognises and prescribes language equality and equity. The task of ensuring availability of materials in indigenous languages is carried out through the business development programme and availability of materials in indigenous languages through translations and acquisitions is ensured. Through public programmes platforms are created to promote language equity and equality. Our embeddedness in the communities we serve 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 to the execution of our mandate. The unique histories and narratives that our museum sites are an embodiment of can be utilised to advance social cohesion, reconciliation and nation building and to promote knowledge production and creation of economic opportunities. Our sites, particularly Ncome, offer unique natural, historical and built landscapes that lend themselves to new programmes and activities such as hiking trails, village safari, fresh water fishing etc. leading to better appreciation of local heritage by our visitors and tourists as well as enhanced knowledge acquisition for our various audiences.

On the international front, the new museum definition adopted by the extraordinary assembly of the International Council of Museums (ICOM) on 24 August 2022 challenges us to reflect on and reimagine the museum's core function. While it reiterates and reaffirms the traditional "research, collection, conservation, interpretation and exhibition of tangible and intangible heritage" functions of the museum, it further foregrounds "participation of communities" as museums endeavour to offer "varied experiences for education, enjoyment, reflection and knowledge sharing" to their audiences². It therefore follows that, as a museum, our success in carrying out our mandate and implementing high impact programmes and projects hinges on alignment with and responsiveness to the needs and peculiarities of the environment in which these interventions are implemented. This new definition is being adopted at a time when museums are still recovering from the severe effects of COVID 19 which rendered 2020 and 2021 the "worst years for tourism"³, an industry in which our museum is not only a significant player but is also an avenue through which we interact with some key audience segments and an important revenue stream. However, considered from a more optimistic perspective, what COVID 19 has done is to leapfrog our sector into ramping up its information and communication technologies (ICTs) ecosystems, both in terms of infrastructure and skills. The need for us to find different and innovative ways to engage with our audiences, which invariably demands a significant shift towards virtual channels, has never been more obvious. We have made and continue to make necessary adaptations to take full advantage of opportunities concomitant with the 'new normal', especially the kind of global exposure it affords us if effectively and efficiently utilised. While there is clear lack of access to Information and Communications Technologies (ICTs) in local communities, particularly in rural areas, there is a relatively 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.

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

² International Council of Museums (ICOM) Extraordinary General Assembly, Prague Congress Centre – 24 August 2022

³ World Intellectual Property Organisation (WIPO), *The Impact of the COVID 19 Pandemic on Creative Industries, Cultural Institutions, Education and Research*, 2022

1.2 Internal Environment Analysis

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 our mandate; which is aligned with the priorities of the Department of Sport, Arts and Culture, our oversight department. 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 a deliberate effort is made 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 balanced core and support staff capacity, 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, nation building and initiatives such as the National Liberation Route. This potential will be optimally exploited. UMsunduzi Museum is close to businesses and tertiary institutions, public transport, high levels of densification and Ncome Museum is located on a battlefield, and these are strengths to be leveraged through effective and efficient programming.

We continue in a bid to seek out and optimally exploit collaborations through meaningful and synergistic partnerships, both project-based and strategic. We view partnerships and collaborations as critical countervailing measures against resource constraints and as key to achieving maximum and sustainable impact.

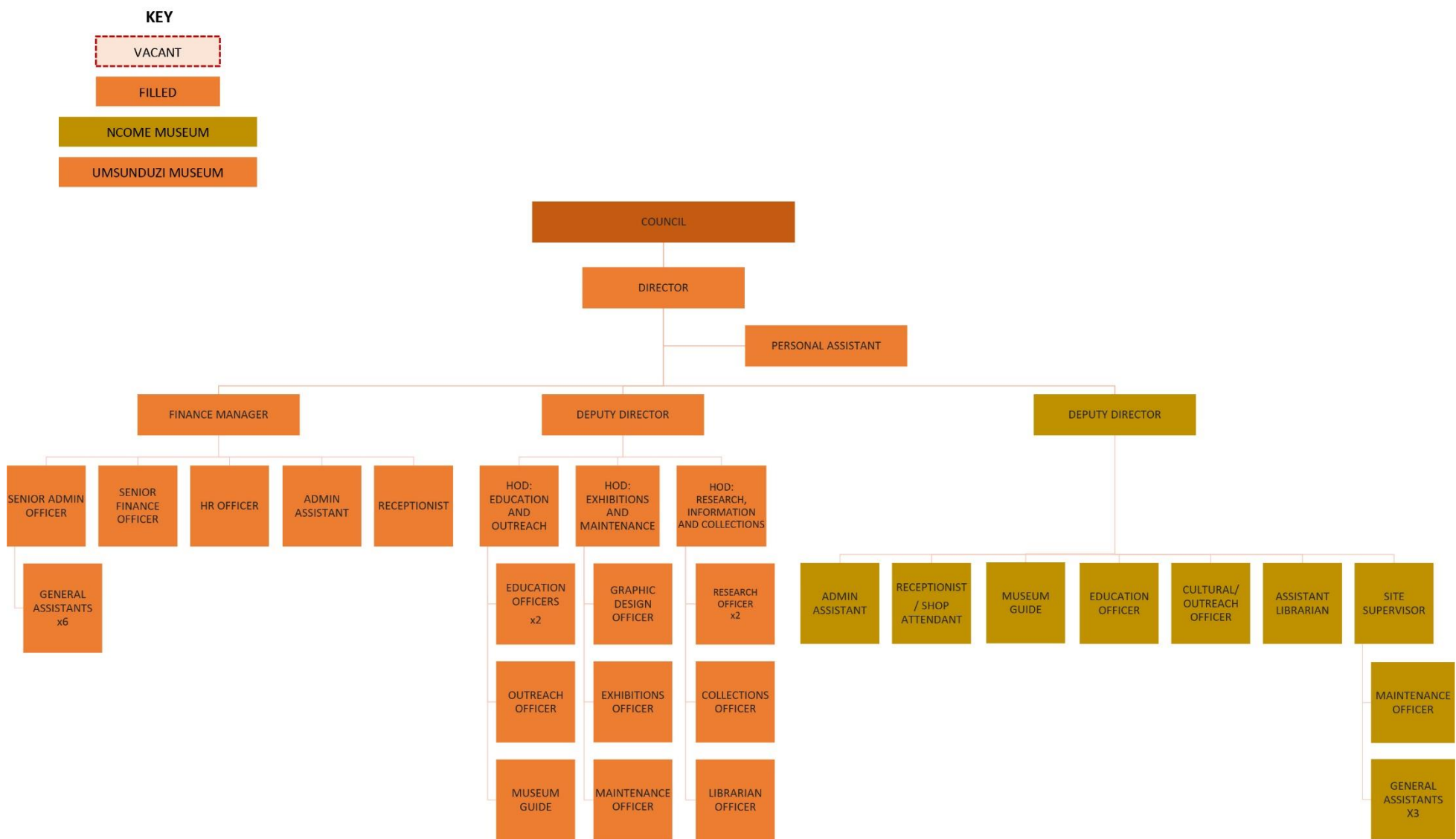
We have made some progress in activating and improving performance of some of our facilities which have either been idling or underperforming for some time – these include the overnight visitor lodge, restaurant, outdoor fireplace, arts and craft workroom. We remain committed to ensuring that our facilities are accessible to all target groups and relevant departments are engaged to install and construct necessary infrastructure, including buildings and access roads.

We are determined to ensure diversity of audiences and to produce content that is representative of local communities. The need to develop new content and translate existing one into accessible languages remain our priority. There is incremental improvement in conducting audience analyses and programme and project evaluations which will assist in ensuring relevance and a focus on felt rather perceived needs. Such pursuit of feedback in terms of the relevance and impact of our interventions will also help 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 dedicated expertise in this regard, these limitations notwithstanding, we endeavour to conduct regular policy reviews and to communicate our policies through workshops. In the face of increasing crime levels, on-going improvement of security features remains a year-on-year exercise. Connectivity remains relatively stable and constant in spite of lack of in-house ICT expertise.

It is apparent from this environmental analysis that a coexistence of weaknesses and strengths is inevitable in an organisation. Consequently, our 2023/2024 programmes, projects and activities will not completely eliminate our weaknesses, which is an idealism, but will creatively and innovatively mitigate our weaknesses while optimally exploiting our strengths.

Organisational Structure – uMsunduzi and Ncome Museum



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 Administration 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. 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 | | |
| | | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/2025 | 2025/26 |
| Effective and efficient administration | Unqualified Audit Report | Number of unqualified Audit Report | 4 Quarterly Reports and 1 Annual Report | Unqualified Audit Report | Unqualified Audit Report | Unqualified Audit Report | Unqualified Audit Report | Unqualified Audit Report | Unqualified Audit Report |
| | Number of policies of the Museum reviewed and approved | Number of policies of the Museum reviewed and approved | New indicator | 4 policies were reviewed and approved | 8 policies were reviewed and approved. 3 Charters were developed | 10 policies of the Museum reviewed and approved | 10 policies of the Museum reviewed and approved | 8 policies of the Museum reviewed and approved | 2 policies of the Museum reviewed and approved |
| | Collections accounted for and valued in compliance with GRAP 103 | Number of collection valuations and stock take | 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). | Stock taking and valuation in progress (completion first quarter of 2021) | Stock taking and valuation from the previous year was completed in the first quarter and newly acquired artefacts were valued. | - | - | - | Valuation of all museum collection in compliance with GRAP 103 |
| Improved accessibility to information | Visitors engaging with the museum and its programmes | Number of visitors recorded | 8541 visitors were recorded engaging with the museum and its programmes | 670 visitors were recorded engaging with the museum and its programmes | 3016 visitors were recorded engaging with | 1944 visitors recorded engaging with the museum and its programmes | 1944 visitors recorded engaging with the | 1944 visitors recorded engaging with the | 6000 visitors recorded engaging with the |

| and knowledge | | | | | the museum and its programmes | | museum and its programmes | museum and its programmes | museum and its programmes |
|---|-----------------------------|---|---------------|--|--|--|---|---|---|
| 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 | 1 person was afforded work exposure opportunities through internship programme | 2 people were afforded work exposure opportunities through learnerships / internships / traineeships / in-service training | 2 people afforded work exposure opportunities through learnership / internships / traineeships / in-service training | 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training | 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 |

1.1.3. Output Indicators: Annual and Quarterly Targets

| Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|---|--------------------------|--------------|--------------------------|--------------|--------------|
| Unqualified Audit Report | Unqualified audit report | - | Unqualified audit report | - | - |
| Number of policies of the Museum reviewed and approved | 10 policies | 4 policies | 3 policies | 3 policies | - |
| Number of visitors recorded | 1 944 visitors | 700 visitors | 594 visitors | 250 visitors | 400 visitors |
| Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training | 2 people | 1 person | - | 1 person | - |

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 10 policies in order to ensure the efficacy of the Museum's administration. 1 Unqualified audit report likewise contribute to the performance of the Museum and provide confidence in its administration as well as socio-economic transformation through provision of workplace exposure. Specific interventions during 2023/24 will include the placement of 2 people in positions which offer opportunities for work experience aligned to the outcome of an economically and socially transforming, diverse and cohesive community. 1944 Visitor numbers 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.

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 | | |
| | | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/2025 | 2025/26 |
| Improved accessibility to information and knowledge | Research projects for exhibitions or publications completed | Number of research projects for exhibitions or publications completed | Text was compiled | 5 projects were completed (2 delivered from the previous financial year) and 1 additional project was delivered | 2 Research projects were completed exhibitions and final text was submitted. | 2 research projects for exhibitions or publications completed | 2 research projects for exhibitions or publications completed | 2 research projects for exhibitions or publications completed | 2 research projects for exhibitions or publications completed |
| | Articles made accessible | Number of articles made accessible | New indicator | 52 articles were made accessible | 10 articles were made accessible | 10 articles made accessible | 10 articles made accessible | 10 articles made accessible | 10 articles made accessible |
| | Public engagements held online or onsite | Number of public engagements held online or onsite | 2 public engagements were held | 3 public engagements were held | 4 public engagements held online or on-site | 5 public engagements held online or on-site | 4 public engagements held online or on-site | 5 public engagements held online or on-site | 4 public engagements held online or on-site |
| | Library materials purchased | Number of library materials purchased | 32 library materials were acquired | 29 library materials were acquired | 34 library materials were purchased | 28 library materials purchased | 28 library materials purchased | 28 library materials purchased | 28 library materials purchased |

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 | 2 research projects for exhibitions or publications completed | - | - | - | 2 research projects for exhibitions or publications completed |
| Number of articles made accessible | 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 | 4 engagements held online or on site | 1 engagement held online or on site | 1 engagement held online or on site | 1 engagement held online or on site | 1 engagement held online or on site |
| Number of library materials purchased | 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

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.

1.3.1. Sub-programme 1: Exhibitions

1.3.1.1. 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.

1.3.1.2 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Output Indicator | Annual Targets | | | | | | |
|---|---|---|--|---|--|---|---|---|---|
| | | | Audited /Actual Performance | | | Estimated Performance | MTEF Period | | |
| | | | 2019/20 | 2020/21 | 2021/2022 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| Improved accessibility to information and knowledge | Publications produced and made accessible | Number of publications designed, produced and made accessible | 19 publications were designed, produced and made accessible | 9 publications were designed, produced and made accessible | 5 publications were 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 | 3 publications designed, produced and made accessible |
| | Publications translated into an indigenous language | Number of existing publications translated into an indigenous language and produced | New indicator | 1 existing publication was translated into an indigenous language and produced translated | The target was not met | 1 existing publication translated into an indigenous language | 1 existing publication translated into an indigenous language | 1 existing publication translated into an indigenous language | 1 existing publication translated into an indigenous language |
| | Educational / research resources produced | Number of educational / research resources designed and produced | New indicator | 1 educational / research resource was designed and produced | 2 educational / research resources were designed and produced | 2 educational / research resources designed and produced | 2 educational / research resources designed and produced | 2 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 | 7 temporary exhibitions (uMsunduzi and Ncome) | 7 temporary travelling exhibitions were hosted | 10 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 | 8 temporary or travelling exhibitions hosted on-site or electronically or installed | 4 temporary or travelling exhibitions hosted on-site or electronically or installed |
| | Exhibitions produced | Number of permanent exhibitions produced | “Tapestry of Cultures, Connecting Cultures” exhibition concept was developed, various components installed and design of graphics panels undertaken. | “Tapestry of Cultures, Connecting Cultures” exhibition from the previous year was completed | - | 1 permanent exhibition produced | - | - | - |
| | | Number of temporary exhibitions produced | New indicator | 5 temporary exhibitions were produced | 2 temporary exhibitions were produced | 1 temporary exhibition produced | 2 temporary exhibitions produced | 2 temporary exhibitions produced | 1 temporary exhibition produced |

1.3.1.3 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 publication designed, produced and made accessible |
| Number of existing publications translated into an indigenous language and produced | 1 existing publication translated into an indigenous language and produced | - | 1 existing publication 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 installed | 8 exhibitions temporary or travelling exhibitions hosted on-site or electronically installed | - | 3 temporary or travelling exhibitions hosted on-site or electronically installed | 3 temporary or travelling exhibitions hosted on-site or electronically installed | 2 temporary or travelling exhibitions hosted on-site or electronically installed |
| Number of temporary exhibitions produced | 2 temporary exhibitions produced | - | - | 1 temporary exhibition produced | 1 temporary exhibition produced |

1.3.1.4. 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 2 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. 8 Temporary travelling 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.

1.3.2 Sub-programme 1: Education and Outreach

1.3.2.1 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.

1.3.2.2 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Outputs indicators | Annual targets | | | | | | |
|--|--|---|---|---|--|--|--|--|--|
| | | | Audited/Actual performance | | | Estimated performance | MTEF Period | | |
| | | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| Better understanding of the museum content and objects by communities from diverse backgrounds | Presentations | Number of presentations delivered online or on site | 149 programmes were presented (45 Ncome; 104 uMsunduzi) | 17 presentations were delivered online or onsite | 98 presentations were delivered online or on site | 100 presentations delivered online or on site | 120 presentations delivered online or on site | 130 presentations delivered online or on site | 140 presentations delivered online or on site |
| | Teacher's workshop | Number of teacher's workshops held | 2 workshops were organised (1 Ncome; 1 uMsunduzi) | - | - | 1 teachers' workshop held | 1 teachers' workshop held | 1 teachers' workshop held | 1 teachers' workshop held |
| | Survey of teachers and learners conducted | Percentage of surveyed teachers and learners reporting a better understanding of the curriculum | New indicator | - | - | 70% of surveyed teachers and learners reporting a better understanding of the curriculum | 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 | 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 | 7 outreach programmes were delivered in new areas | 10 outreach programmes were 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 | 10 outreach programmes delivered in new areas |
| | Schools Surveyed | Percentage of schools surveyed aware of the uMsunduzi and Ncome Museums | New indicator | - | - | 5% annual improvement in awareness reflected in schools surveyed | 5% annual improvement in awareness reflected in schools surveyed | 5% annual improvement in awareness reflected in schools surveyed | 5% annual improvement in awareness reflected in schools surveyed |

| | | | | | | | | | |
|--|---|--|---|---|---|---|--|--|--|
| Improved accessibility to information and knowledge | Holiday programmes | Number of holiday programmes held | 3 programmes were organised (1 Ncome; 2 uMsunduzi) | - | 1 holiday programme was held | 1 holiday programme held | 1 holiday programme held | 1 holiday programme held | 1 holiday programme held |
| Economically and socially transforming, diverse and cohesive communities | Art/craft/ herbal workshops | Number of skills workshops held | 8 skills workshops were held | 12 skills workshops were held | 12 skills workshops were held | 12 skills workshops held | 12 skills workshops held | 12 skills workshops held | 12 skills workshops held |
| | Survey of skills development workshop beneficiaries | Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities | New indicator | - | 100% skills development workshop beneficiaries reported improved access to economic opportunities | 50% skills development workshop beneficiaries reporting improved access to economic opportunities | 50% skills development workshop beneficiaries reporting improved access to economic opportunities | 50% skills development workshop beneficiaries reporting improved access to economic opportunities | 50% skills development workshop beneficiaries reporting improved access to economic opportunities |
| | Commemorative events held online or on-site | Number of commemorative events held online or onsite | 14 commemorative day events held (uMsunduzi:6; Ncome:8) | 2 commemorative day events were held onsite | 5 commemorative events were held on-site | 5 commemorative events held online or on-site | 5 commemorative events held online or on-site | 5 commemorative events held online or on-site | 5 commemorative events held online or on-site |
| | Attendance of commemorative day events by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | Percentage of commemorative day events hosted on-site or online reflective of attendance by at least four of the categories listed: African, White, Coloured Indian, Youth, Male, Female, Adults | | - | 40% of commemorative day events were reflective of inclusive attendance by all population groups: Black African, White, Coloured, Indian, Youth, Male, Female, Adults | 50% of commemorative events hosted onsite or online reflective of inclusive attendance by at least four of the groups listed below: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50 % of commemorative events hosted onsite or online reflective of inclusive attendance by at least four of the groups listed below: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50 % of commemorative events hosted onsite or online reflective of inclusive attendance by at least four of the groups listed below: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50 % of commemorative events hosted onsite or online reflective of inclusive attendance by at least four of the groups listed below: African, White, Coloured, Indian, Youth, Male, Female, Adults |

1.3.2.3 Output Indicators: Annual and Quarterly Targets

| Output indicators | Annual targets | Q1 | Q2 | Q3 | Q4 |
|--|--|--|--|--|--|
| Number of presentations delivered online or on-site | 120 presentations delivered online or on-site | 35 presentations delivered online or on-site | 35 presentations delivered online or on-site | 20 presentations delivered online or on-site | 30 presentations delivered online or on-site |
| No of teacher's workshops | 1 teacher's workshop | - | - | - | 1 teacher's workshop |
| Percentage 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 | 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 | 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 |
| Number of outreach programmes delivered in new areas | 5 programmes delivered in new areas | 1 programme delivered in new areas | 2 programmes delivered in new areas | 1 programme delivered in new areas | 1 programme delivered in new areas |
| Percentage of schools surveyed aware of the uMsunduzi and Ncome Museums | 5% of schools surveyed aware of the uMsunduzi and Ncome Museums | - | - | - | 5% of schools surveyed aware of the uMsunduzi and Ncome Museums |
| Number of holiday programmes held | 1 holiday programme held | - | 1 holiday programme held | - | - |
| Number of skills workshops held | 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% of skills development workshop beneficiaries reporting improved access to economic opportunities | - | - | - | 50% of skills development workshop beneficiaries reporting improved access to economic opportunities |
| Number of commemorative events held online or on-site | 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 hosted on-site or online reflective of attendance by at least four of the categories listed: African, White, Coloured Indian, Youth, Male, Female, Adults | 50 % of commemorative day events hosted on-site or online reflective of attendance by at least four of the categories listed: African, White, Coloured Indian, Youth, Male, Female, Adults | 50 % of commemorative events day hosted on-site or online reflective of attendance by at least four of the categories listed: African, White, Coloured Indian, Youth, Male, Female, Adults | 50 % of commemorative day events hosted on-site or online reflective of attendance by at least four of the categories listed: African, White, Coloured Indian, Youth, Male, Female, Adults | - | 50 % of commemorative day events hosted on-site or online reflective of attendance by at least four of the categories listed: African, White, Coloured Indian, Youth, Male, Female, Adults |

1.3.2.4. 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 120 presentations; 5 outreach programmes delivered in new areas to reach new audiences and raise awareness and 5 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. 12 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 contribute to socio-economic transformation, social cohesion and the building of a better South Africa for all.

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 | | |
| | | | 2019/20 | 2020/21 | 2021/22 | 2022/2023 | 2023/24 | 2024/25 | 2025/26 |
| Efficient resource management for maximum reach and impact | Strategic Partnerships | Number of strategic partnerships forged | New indicator | Negotiations in progress with 1 partner (TKZN) | 2 partnerships were forged | 1 strategic partnership forged | 1 strategic partnership forged | 1 strategic partnership forged | 1 strategic partnership forged |
| | Accommodation bed bookings at Ncome Museum | Number of accommodation bed bookings at Ncome Museum | New indicator | - | 114 beds booked at Ncome Museum | 100 in accommodation bed bookings at Ncome Museum | 105 in accommodation bed bookings at Ncome Museum | 112 in accommodation bed bookings at Ncome Museum | 117 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 | 2 people were afforded work exposure opportunities through internships | 2 people were afforded work exposure opportunities through internships | 2 people afforded work exposure opportunities through learnerships/ internships / traineeships/in-service training | 2 people afforded work exposure opportunities through learnerships/ internships / traineeships/in-service training | 2 people afforded work exposure opportunities through learnerships/internships / traineeships/in-service training | 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 | 18253 visitors were recorded | 943 visitors were recorded | 2316 visitors were recorded | 1000 visitors recorded | 1000 visitors recorded | 1000 visitors recorded | 2500 visitors recorded |

2.1.3 Output Indicators: Annual and Quarterly Targets

| Output indicators | Annual target | Q1 | Q2 | Q3 | Q4 |
|---|---|--|----------------------------------|----------------------------------|----------------------------------|
| Number of strategic partnerships forged | 1 strategic partnership forged | - | - | - | 1 strategic partnership forged |
| Number of accommodation bed bookings at Ncome Museum | 105 in accommodation bed bookings | 15 in accommodation bed bookings | 20 in accommodation bed bookings | 35 in accommodation bed bookings | 35 in accommodation bed bookings |
| Number of people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training | 2 people afforded work exposure opportunities through learnerships / internships / traineeships / in-service training | 2 persons afforded work exposure opportunities through learnerships / internships / traineeships / in-service training | - | - | - |
| Number of visitors recorded | 1000 visitors recorded | 150 visitors recorded | 200 visitors recorded | 350 visitors recorded | 300 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 2023/24 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 | | |
| | | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| Improved accessibility to information and knowledge | Library materials purchased | Number of library materials purchased | 32 library materials were purchased | 28 library materials were purchased | 36 library materials were purchased | 28 library materials purchased | 28 library materials purchased | 28 library materials purchased | 28 library materials purchased |
| | Research projects for exhibitions or publications completed | Number of research projects for exhibitions or publications completed | Text was compiled | - | 1 research project for exhibition was completed | - | 1 research project for exhibition or publication completed | - | 1 research project for exhibition or publication completed |
| | Public engagements held online or on site | Number of public engagements held online or on site | 2 public engagements were held | 2 public engagements were held onsite | 3 public engagements held 1 online and 2 on site | 2 public engagements held online or on site | 3 public engagements held online or on site | 2 public engagements held online or on site | 3 public engagements held online or on site |

2.2.3 Output Indicators: Annual and Quarterly Targets

| Output indicators | Annual target | Q1 | Q2 | Q3 | Q4 |
|---|---|-------------------------------|---|---|---|
| Number of library materials purchased | 28 library materials purchased | 7 library materials purchased | 7 library materials purchased | 7 library materials purchased | 7 library materials purchased |
| Number of public engagements held online or on site | 3 public engagements held online or on site | - | 1 public engagement held online or on site (National book week) | 1 public engagement held online or on site (Conference) | 1 public engagement held online or on site (Library week) |

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 2 public engagements 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 subprogrammes 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.

2.3.1.1 Sub-programme 1 - Exhibitions

2.3.1.2 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.

2.3.1.3 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Output Indicators | Annual Targets | | | | | | |
|---|--|--|-------------------------------------|--|--|---|---|---|---|
| | | | Audited /Actual Performance | | | Estimated Performance | MTEF Period | | |
| | | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| 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 | 7 temporary exhibitions were hosted | 1 temporary exhibition was hosted online | 1 temporary exhibition was hosted online | 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 |

2.3.1.4 Output Indicators: Annual and Quarterly Targets

| Output indicators | Annual target | Q1 | Q2 | Q3 | Q4 |
|---|---|----|----|----|---|
| Number of temporary or travelling exhibitions hosted onsite or electronically | 1 temporary or travelling exhibitions hosted onsite or electronically | - | - | - | 1 temporary or travelling exhibitions hosted onsite or electronically |

2.3.1.5 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

Sub-programme 2: Education and Outreach

2.3.2.1 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.

2.3.2.2 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Output | Output Indicators | Annual Targets | | | | | | |
|--|---|---|---|---------------------------------|---------------------------------|--|--|--|--|
| | | | Audited/Actual Performance | | | Estimated Performance | MTEF Period | | |
| | | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/2026 |
| Better understanding of the museum content and objects by communities from diverse backgrounds | Presentations | Number of presentations delivered online or on site | 149 presentations were done (45 Ncome; 104 uMsunduzi) | 16 presentations were delivered | 33 presentations were delivered | 27 presentations delivered online or on site | 30 presentations delivered online or on site | 33 presentations delivered online or on site | 40 presentations delivered online or on site |
| | Teacher's workshop | Number of teacher's workshops held | 2 workshops organised (1 Ncome; 1 uMsunduzi) | - | - | 1 teachers' workshop held | 1 teachers' workshop held | 1 teachers' workshop held | 1 teachers' workshop held |
| | Survey of teachers and learners conducted | Percentage of surveyed teachers and learners reporting a better understanding of the curriculum | New indicator | - | - | 70% of surveyed teachers and learners reporting a better understanding of the curriculum | 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 | 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 | 4 outreach programmes were delivered in new areas | 8 outreach programmes delivered in new areas | 9 outreach programmes delivered in new areas | 10 outreach programmes delivered in new areas | 14 outreach programmes delivered in new areas | 20 outreach programmes delivered in new areas |
| | Schools surveyed | Percentage of schools surveyed aware of uMsunduzi and Ncome Museums | New indicator | - | - | 5% annual improvement in awareness reflected in schools surveyed | 5% annual improvement in awareness reflected in schools surveyed | 5% annual improvement in awareness reflected in schools surveyed | 5% annual improvement in awareness reflected in schools surveyed |
| Improved accessibility to information and knowledge | Holiday programmes | Number of holiday programmes held | 3 programmes organised (1 Ncome; 2 uMsunduzi) | - | 1 holiday programme was held | 1 holiday programme held | 1 holiday programme held | 1 holiday programme held | 1 holiday programme held |
| Economically and socially transforming, diverse and cohesive communities | Art/craft/ herbal workshops | Number of skills workshops held | 18 workshops were facilitated (15 uMsunduzi; 3 Ncome) | 2 skills workshops were held | 5 skills workshops were held | 5 skills workshops held | 5 skills workshops held | 5 skills workshops held | 5 skills workshops held |
| | Survey of skills development workshop beneficiaries | Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities | New indicator | - | The target was not met | 20% beneficiaries reporting improved access to economic opportunities | 20% beneficiaries reporting improved access to economic opportunities | 20% beneficiaries reporting improved access to economic opportunities | 20% beneficiaries reporting improved access to economic opportunities |
| | Commemorative events held online or on site | Number of commemorative events held online or on site | 14 commemorative day events were held (uMsunduzi:6; Ncome:8) | 5 commemorative day events were held online and onsite | 6 commemorative day events were held onsite | 6 commemorative events held online or onsite | 6 commemorative events held online or onsite | 6 commemorative events held online or onsite | 6 commemorative events held online or onsite |
| | Attendance of commemorative day events by at least four of the categories listed: African, White, | Percentage of commemorative day events hosted on-site or online reflective of attendance by at least four of the | New indicator | - | 16% of commemorative day events were reflective of inclusive attendance by all population groups: Black African, | 50 % of commemorative events hosted onsite or online reflective of inclusive attendance by at least four of the | 50 % of commemorative events hosted onsite or online reflective of inclusive attendance by at least four of the | 50 % of commemorative events hosted onsite or online reflective of inclusive attendance by at least four of the | 50 % of commemorative events hosted onsite or online reflective of inclusive attendance by at least four of the |

| | | | | | | | | | |
|--|---|--|--|--|---|--|--|--|--|
| | Coloured, Indian, Youth, Male, Female, Adults | categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | | | White, Coloured, Indian, Youth, Male, Female, Adults (1 out of 6) | categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults |
|--|---|--|--|--|---|--|--|--|--|

2. 3.2.3 Output Indicators: Annual and Quarterly Targets

| Output Indicators | Annual Targets | Q1 | Q2 | Q3 | Q4 |
|---|--|---|---|--|--|
| Number of presentations delivered online or on site | 30 presentations delivered online or on site | 10 presentations delivered online or on site | 13 presentations delivered online or on site | 4 presentations delivered online or on site | 3 presentations delivered online or on site |
| Number of teachers' workshops | 1 teachers' workshop | - | - | - | 1 teachers' workshop |
| Percentage 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 | - | - | - | 70% of surveyed teachers and learners reporting a better understanding of the curriculum |
| Number of outreach programmes delivered in new areas | 10 outreach programmes delivered in new areas | 2 outreach programmes delivered in new areas | 2 outreach programmes delivered in new areas | 4 outreach programmes delivered in new areas | 2 outreach programmes delivered in new areas |
| Number of holidays programmes | 1 holiday programme | - | 1 holiday programme | - | - |
| Number of skills workshops | 5 skills workshops | 1 skills workshop | 1 skills workshop | 1 skills workshop | 2 skills workshops |
| Percentage of skills development workshop beneficiaries reporting improved access to economic opportunities | 20% of skills development workshop beneficiaries reporting improved access to economic opportunities | - | - | - | 20% of skills development workshop beneficiaries reporting improved access to economic opportunities |
| Number of commemorative events held online or on site | 6 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 | 1 commemorative event held online or on site |

| | | | | | |
|---|---|---|---|---|---|
| Percentage of commemorative day events hosted on-site or online reflective of attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50 % of commemorative events hosted on-site or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50 % of commemorative events hosted on-site or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50 % of commemorative events hosted on-site or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50 % of commemorative events hosted on-site or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50 % of commemorative events hosted on-site or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults |
|---|---|---|---|---|---|

2.3.2.4. 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; 10 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 contribute to socio-economic transformation, social cohesion and the building of a better South Africa for all.

3. Programme Resource Considerations

3.1 Overview of 2023/24 Budget and MTEF Estimates

3.1.1 Expenditure Estimates

| PROGRAMME | AUDITED OUTCOME | | | APPROVED BUDGET | MEDIUM – TERM EXPENDITURE ESTIMATES | | |
|--|-----------------|---------------|---------------|-----------------|-------------------------------------|---------------|---------------|
| Revenue | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | R ,000 | R ,000 | R ,000 | R ,000 | R ,000 | R ,000 | R ,000 |
| Sale of goods and services other than Capital Assets | 676 | 269 | 394 | 419 | 562 | 655 | 680 |
| Entry revenue other than sales of which: | 2,024 | 666 | 687 | 219 | 509 | 800 | 810 |
| Interest on investments | 979 | 653 | 687 | 99 | 209 | 300 | 310 |
| Transfers from reserves | 0 | 0 | 0 | 120 | 300 | 500 | 500 |
| Other income | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gains from sale of fixed assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Change in accounting estimates (theatrical entry) | 1,045 | 8 | 0 | 0 | 0 | 0 | 0 |
| Transfers received | 19,794 | 20,882 | 22,544 | 23,409 | 23,735 | 24,801 | 25,912 |
| Transfer to Relief Fund | 0 | (1500) | 0 | 0 | 0 | 0 | 0 |
| Adjustment to compensation of employees | 0 | (451) | 0 | 0 | 0 | 0 | 0 |
| Realization of deferred transfers | 327 | 0 | 182 | 0 | 0 | 0 | 0 |
| Total Revenue | 22,821 | 19,872 | 23,807 | 24,047 | 24,806 | 26,256 | 27,402 |
| Expenses | | | | | | | |
| Compensation of employees | 13,399 | 13,668 | 13,101 | 14,840 | 15,553 | 16,175 | 16,822 |
| Goods and services | 8,821 | 6,892 | 8,353 | 9,207 | 9,253 | 10,081 | 10,580 |
| Total expenses | 22,220 | 20,560 | 21,454 | 24,047 | 24,806 | 26,256 | 27,402 |
| Surplus / (Deficit) | 601 | (688) | 2,353 | 0 | 0 | 0 | 0 |

3.2 Relating expenditure trends to strategic outcome-oriented goals

| | | | | | | | |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|
| Compensation of employees | 60.30% | 66.48% | 61.06% | 62.04% | 62.70% | 61.60% | 61.39% |
| Goods and services | 39.70% | 33.52% | 38,94% | 37.96% | 37.30% | 38.40% | 38.61% |

3.3 Capital payments

| | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|
| Acquisition of machinery and equipment | 510 | 718 | 680 | 248 | 285 | 298 | 360 |
| Of which: Depreciation | 997 | 947 | 414 | 517 | 546 | 576 | 580 |

4. Reconciling Performance Targets with the Budget an MTEF

4.1 Programme1: Administration

| Sub-programme | AUDITED OUTCOME | | | APPROVED BUDGET | MEDIUM – TERM EXPENDITURE ESTIMATES | | |
|---------------------------|-----------------|---------------|---------------|-----------------|-------------------------------------|---------------|---------|
| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | R ,000 | R ,000 | R ,000 | R ,000 | R ,000 | R ,000 | R ,000 |
| Compensation of employees | 6,242 | 5,950 | 5,905 | 7,205 | 6,830 | 7,103 | 7,387 |
| Goods and services | 8,165 | 6,188 | 6,471 | 8,296 | 8,337 | 8,951 | 9,380 |
| Total | 14,407 | 12,138 | 12,376 | 15,501 | 15,167 | 16,054 | 16,767 |

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 auditor's 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 those 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 | | |
|---------------------------|-------------------|-------------------|-------------------|-----------------|-------------------------------------|-------------------|-------------------|
| | 2019/20 R ,000 | 2020/21 R ,000 | 2021/22 R ,000 | | 2022/23 R ,000 | 2023/24 R ,000 | 2025/26 R ,000 |
| Compensation of employees | 3,174 | 3,549 | 3,693 | 3,773 | 4,033 | 4,194 | 4,362 |
| Goods and services | 261 | 411 | 1,303 | 257 | 373 | 445 | 500 |
| Total | 3,435 | 3,960 | 4,996 | 4,030 | 4,406 | 4,639 | 4,862 |

4.3 Programme 3: Public Engagement

| Sub-programme | AUDITED OUTCOME | | | APPROVED BUDGET | MEDIUM – TERM EXPENDITURE ESTIMATES | | |
|---------------------------|-------------------|-------------------|-------------------|-----------------|-------------------------------------|-------------------|-------------------|
| | 2019/20 R ,000 | 2020/21 R ,000 | 2021/22 R ,000 | | 2022/23 R ,000 | 2023/24 R ,000 | 2025/26 R ,000 |
| Compensation of employees | 3,983 | 4,169 | 4,294 | 3,862 | 4,690 | 4,878 | 5,073 |
| Goods and services | 396 | 293 | 785 | 654 | 543 | 685 | 700 |
| Total | 4,379 | 4,462 | 5,079 | 4,516 | 5,233 | 5,563 | 5,773 |

The Public Programme has nine staff members. It comprises of two sub-programmes i.e. Exhibition and Education and Outreach Departments. At Ncome the same programme has three staff members to undertake the associated activities. Most exhibitions and education programmes at present are implemented utilising limited operational budget resources.

7. 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 e.g. 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 |
| | Non-approval of school excursions by Department of Education | Collaboration with schools and other stakeholders |
| | | Use mobile museum to reach them |

| | | |
|--|---|---|
| Improved audience awareness, engagement and participation in museum programmes and projects | 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 effects by diverse museum content and communities from 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 |
| | Changing levels in regulations for covid 19 | When levels are low, do more presentations in different areas |
| 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 DASC to upgrade and refurbish buildings and install a backup generator at uMsunduzi Museum | Project Manager was re-appointed and consultants were appointment i.e. Heritage Architect, Electrical and Mechanical engineer for implementation of the project | 2016 | 2024 | *R 18,0000 | R 0 |
| 2. | General maintenance of the museum | Administration | A project funded by DASC for general maintenance works at uMsunduzi and Ncome Museum | Site visit to Ncome and preparation of elemental estimate and project | 2019 | 2023 | **R 205 415 | R 76 978 |

* Grant allocated: R 14 755. Some cash expended in prior years

** Grant allocated: R 550 000. Some cash expended in prior years

8. Public-Private Partnerships

N/A

Part D: Technical Indicator Descriptions (TID)

Annexures to the Annual Performance Plan

| | |
|---|---|
| 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 visit the museum to view exhibitions, attend museum events and programmes and those who use the library and internet café. These numbers also include people reached through virtual and outreach programmes. |
| Source of data | Reports, registers, tickets, visitor books and online statistics |

| | |
|---|--|
| Method of calculation /assessment | Simple count of visitors |
| Means of verification | registers, tickets, visitor books, affidavits, printout of online statistics |
| 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 Directors |

| | |
|---|---|
| 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, outside 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 e.g. 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 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 and uMgungundlovu 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 and 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: 1 |
| Spatial transformation | Contribution to spatial transformation priorities: N/A Spatial impact area: uMzinyathi district and 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 and 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 commemorative day events hosted on-site or online reflective of attendance by at least four of the categories listed |
| 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 at least four of the categories listed attending or participating in the event: 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 and uMgungundlovu 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 | Memorandum of Understanding, Memorandum of Agreement, Service Level Agreement 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 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 | Number of accommodation bed bookings at Ncome Museum |
| Definition | Bookings of beds reflect the 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 |
| 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 |
| Calculation type | Cumulative (year-end) |

| | |
|---------------------------------|------------------------------------|
| Reporting Cycle | Quarterly |
| Desired performance | A higher number would be desirable |
| Indicator Responsibility | Deputy Director: Ncome Museum |

Annexure A: Amendments to the Strategic Plan

Amendment to the Strategic plan -APP 2023-2024

MOTIVATION FOR ADJUSTMENTS/REVISIONS TO THE STRATEGIC PLAN AND ANNUAL PERFORMANCE PLAN TARGETS

Our submission of the following adjustments/revisions to our Annual Performance Plan has been occasioned by the trends in our performance on some Key Performance Indicators (KPIs) in the first two years of the current planning cycle which have seen us falling short of our set targets. These trends have largely been a result of the adverse impact of the COVID 19 pandemic with its attendant restrictions on gatherings and face-to-face interaction. Admittedly, the targets we set ourselves for the years under review have proved us to have been over-optimistic about the extent and duration of the challenges resulting from the pandemic. This has been confirmed by the recent internal audit which found us wanting on SMART principles, specifically finding two of the KPIs in this submission, namely, ‘number of visitors recorded’ and ‘70% of commemorative events attended by people from all population groups’, to be unrealistic and unachievable. In these adjustments/revisions we have not only attended to the two KPIs as per audit findings but we have gone further to revise two more KPIs which we have identified as not likely to pass the SMART principles muster at the point of delivery, these are ‘number of accommodation bed bookings’ and ‘skills development workshop beneficiaries reporting improved access to economic opportunities. The changes made have entailed rephrasing one KPI, reducing target percentages on two and changing one target from a percentage measurement to absolute number measurement and revision of the Technical Indicator Descriptions. These adjustments/revisions have a bearing on the 2023/2023 financial year and the two outer years.

UMSUNDUZI MUSEUM

1. Institutional Programme Performance Information

1.1 Programme 1: Administration

1.1.2. Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Output Indicator | Annual Targets | | | | | | |
|---|--|-----------------------------|---|--|---|---|---|--|--|
| | | | Audited /Actual Performance | | | Estimated Performance | MTEF Period | | |
| | | | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/26 |
| Improved accessibility to information and knowledge | Visitors engaging with the museum and its programmes | Number of visitors recorded | 8541 visitors were recorded engaging with the museum and its programmes | 670 visitors were recorded engaging with the museum and its programmes | 3016 visitors were recorded engaging with the museum and its programmes | 1944 visitors engaging with the museum and its programmes | 1944 visitors engaging with the museum and its programmes | 1 944 visitors engaging with the museum and its programmes | 6000 engaging with the museum and its programmes |

1.1.3. Output Indicators: Annual and Quarterly Targets

| Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|-----------------------------|---|--|--|--|--|
| Number of visitors recorded | 1944 visitors engaging with the museum and its programmes | 611 visitors engaging with the museum and its programmes | 511 visitors engaging with the museum and its programmes | 261 visitors engaging with the museum and its programmes | 561 visitors engaging with the museum and its programmes |

1.3 Programme 3: Public Engagement

1.3.2 Sub programme 1: Education and Outreach

1.1.3.2 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Outputs indicators | Annual targets | | | | | | |
|--|---|--|----------------------------|---------|--|---|---|---|---|
| | | | Audited/Actual performance | | | Estimated performance | MTEF Period | | |
| | | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| Economically and socially transforming, diverse and cohesive communities | Attendance of commemorative day events by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | Percentage of commemorative day events attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | New indicator | - | 16 % attendance of commemorative day events were reflective of inclusive attendance by all population groups (1 out of 10) | 50% of commemorative day events hosted onsite or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50% of commemorative day events hosted onsite or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50% of commemorative day events hosted onsite or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50% of commemorative day events hosted onsite or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults |

1.1.3.3 Output Indicators: Annual and Quarterly Targets

| Output indicators | Annual targets | Q1 | Q2 | Q3 | Q4 |
|--|---|---|---|----|---|
| Percentage of commemorative day events attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50% of commemorative day events hosted onsite or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50% of commemorative day events hosted onsite or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50% of commemorative day events hosted onsite or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | - | 50% of commemorative day events hosted onsite or online reflective of inclusive attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults |

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 | | |
| | | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| Efficient resource management for maximum reach and impact | Accommodation bed bookings at Ncome Museum | Number of accommodation bed bookings | New indicator | - | 114 beds were booked | 100 beds booked | 105 beds booked | 112 beds booked | 117 in accommodation bed bookings at Ncome Museum |
| Improved accessibility to information and knowledge | Visitors engaging with the museum and its programmes | Number of visitors recorded | 18253 visitors were recorded | 943 visitors recorded | 2316 visitors were recorded | 1000 | 1000 | 1000 | 2500 visitors recorded |

2.1.3 Output Indicators: Annual and Quarterly Targets

| Output indicators | Annual target | Q1 | Q2 | Q3 | Q4 |
|--|-----------------|----------------|----------------|----------------|----------------|
| Number of accommodation bed bookings at Ncome Museum | 100 beds booked | 20 beds booked | 20 beds booked | 30 beds booked | 30 beds booked |
| Number of visitors | 1000 visitors | 150 visitors | 200 visitors | 350 visitors | 300 visitors |

2.3 Programme 3: Public Engagement

Sub-programme 2: Education and Outreach

2.3.1 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.

2.3.2 Outcomes, Outputs, Performance Indicators and Targets

| Outcome | Outputs | Outputs indicators | Annual targets | | | | | | |
|--|---|--|----------------------------|---------------|---------|---|---|--|---|
| | | | Audited/Actual performance | | | Estimated performance | MTEF Period | | |
| | | | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Economically and socially transforming, diverse and cohesive communities | 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 | 20% reporting improved access to economic opportunities | 20% reporting improved access to economic opportunities | 20% reporting improved access to economic opportunities |
| | Attendance of commemorative day events by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | Percentage of commemorative day events attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | New indicator | New indicator | 0% | 70 % attendance of commemorative day events reflective of inclusive attendance by all population groups: Black African, White, Coloured Indian, Youth, Male, Female, Adults | 50% of commemorative day events attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults | 50% of commemorative day events attendance by at least four of the categories listed: African, White, Coloured Indian, Youth, Male, Female, Adults | 50% of commemorative day events attendance by at least four of the categories listed below: African, White, Coloured, Indian, Youth, Male, Female, Adults |

2.3.3 Output Indicators: Annual and Quarterly Targets

[illegible]

D: Technical Indicator Descriptions (TID)

| | |
|---|---|
| Indicator Title | Number of visitors recorded |
| Definition | The number of visitors recorded reflects the number of people who visit the museum to view exhibitions, attend museum events and programmes and those who use the library and internet café. These numbers also include people reached through virtual and outreach programmes. |
| Source of data | Reports, registers, tickets, visitor books and online statistics |
| Method of calculation /assessment | Simple count of visitors |
| Means of verification | registers, tickets, visitor books, affidavits, printout of online statistics |
| Assumptions | Visitors complete registration documentation |
| Disaggregation of Beneficiaries (where applicable) | Target for women: N/A Target for youth: N/Aj 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 | Percentage of commemorative day events reflective of attendance by at least four of the categories listed: African, White, Coloured, Indian, Youth, Male, Female, Adults |
| 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 categories which are reflective of diversity represented for each event divided by total number of categories multiplied by 100 indicate the extent to which the target is achieved. The representivity of an event is assessed based on at least four of the categories attending or participating in the event: 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 and uMgungundlovu 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 accommodation bed bookings at Ncome Museum |
| Definition | Bookings of beds reflect the 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 |
| 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 |
| Calculation type | Cumulative (year-end) |
| Reporting Cycle | Quarterly |
| Desired performance | A higher number would be desirable |
| Indicator Responsibility | Deputy Director: Ncome Museum |

| | |
|---|--|
| Indicator Title | Number of accommodation bed bookings at Ncome Museum |
| Definition | Bookings of beds reflect the 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 |
| 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 |
| Calculation type | Cumulative (year-end) |
| Reporting Cycle | Quarterly |
| Desired performance | A higher number would be desirable |
| Indicator Responsibility | Deputy Director: Ncome Museum |

Annexure B: Conditional Grants

| Name of grant | Purpose | Outputs | Current annual budget (R thousand) R'000 | 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 | 360 | 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 | 577 | 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 | 11 956 | 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 | 284 | 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 16 375 | |

Annexure C: Materiality and Significance Framework

uMsunduzi and Ncome Museum

Materiality and significance framework for the period ending 31 March 2024

1. Definitions and standards

- * Audited financial statements: 2021/2022 (AFS)
- * Approved annual budget: 2023/2024 (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) |
|--|--|---|
| <p>1.Accounting authority must -</p> <p>(c) on request, disclose to the Executive Authority responsible, all material facts which in any way may influence the decisions or actions of the Executive Authority</p> | <p>(a) Any unbudgeted transaction of which the amount exceeds 5% of the total value of assets per AFS.</p> <p>Any budgeted event where income is a legitimate expectation (shop sales, entrance fees, rentals and parking) where the actual income is less than 2% of the total expenditure.</p> <p>(b) (c) Any trading venture where income is exceeded by expenditure by more than .05% of income. (d) Total actual income is less than budgeted income by more than 2% of budgeted income. (e) Total actual expenditure exceeds the budgeted expenditure by more 5%</p> | <p>(a) Any unplanned event that affects the core purpose or mandate of entity per APP</p> <p>(b) Any activity that is outside the parameters of each public=s enabling legislation.</p> |

| 4.2 Section 54: Information to be submitted by the Accounting Authority | Value (Quantitative) | Nature of event (Qualitative) |
|---|--|---|
| <p>2) before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writing inform the relevant treasury of the transaction to its Executive Authority for approval of the transaction to its Executive Authority for approval of the transaction:</p> <p>(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement</p> <p>(c) Acquisition or disposal of a significant shareholding in a company</p> <p>(d) Acquisition or disposal of a significant asset</p> <p>(e) Commencement or cessation of a significant business activity</p> | <p>N /A</p> <p>N/A</p> <p>Any transaction of which the amount exceeds 8% of the total value of assets per AFS.</p> <p>Any transaction of which the amount exceeds 8% of the total value of assets per AFS.</p> | <p>N /A</p> <p>N /A</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p> <p>Any unplanned event per the ASP that may affect the core purpose or mandate of the entity</p> |

| 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 power 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:

(a) Audit and Risk Committee (b) Finance and Human Resources Committee (c) Core Functions (d) 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 has 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 fractious, uneasy coalition of Council and independent factions.
- 8.4 Members have access to senior management for advice about governance of the Museum and Council procedures and may after consultation with the Chairperson obtain such external advice as they may consider necessary to properly discharge their duties to the institution.

9. Remuneration of council members

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

10. The council secretary

The Council Secretary is accountable to the Council to:

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

11. Policy in respect 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. MR Mchunu

CHAIRPERSON: UMSUNDUZI MUSEUM COUNCIL



an agency of the
Department of Sport, Arts and Culture



UMSUNDUZI AND NCOME MUSEUMS

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