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FOREWORD

On this eve of the 3rd commemoration on the passing on of Nelson Rolihlahla Mandela, the new Nelson Mandela Museum council submit its 2017/2018 annual performance plan as roadmap and commitment to the nation on how the Museum "A gift to the Nation" will promote Nelson Mandela's Legacy. We present this annual performance plan at the time at which the great canvas of a united South Africa free of segregation and racial intolerance is beginning to show fissures, as bonds of social cohesion show signs of weakening and colours of the rainbow nation begin to fade.

Current local and global developments which threaten to undermine Nelson Mandela's vision for a better world for all continue to reinforce the need for the Museum to engage on key issues impacting society today. From the conflict in the Middle East, continued civil wars in Sudan, resurgence of conflicts in the Great lakes region, religious fundamentalism in east and western African states of Kenya and Nigeria or increasing inequality and youth unemployment in South Africa, are all challenges that require a focused leadership that share the ideals that Nelson Mandela stood for.

His commemoration should be a constant reminder and a memorial that rekindles our commitment to global humanity and an inspiration for all the peoples of the world to work tirelessly and selflessly to create a world free of hunger, poverty, inequality, disease, and indeed, a just world free of conflict and suffering. This is the world Nelson Mandela struggled and sacrificed for.

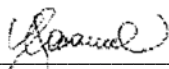
As elegantly captured by Mandela during the historic Rivonia Trial in the early 1960's "During my lifetime I have dedicated myself to the struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die."

The Nelson Mandela Museum is more than just preserving Nelson Mandela's legacy and exhibiting the gifts he received from the peoples of the world, it is a platform for social dialogue and promotion of the ideals and values that Nelson Mandela represents. Our programming ethos as outlined in this annual performance plan reflects an organisation whose plans are deeply steeped in education, social dialogue and community development over and above the necessary heritage resources management requirements.

To build a South Africa and the world of Mandela's dreams, we require a crop of leadership that embrace, live and propagate the key values of Ubuntu, honesty, integrity, respect and stewardship. These are the values that the Museum Council has selected to be a platform around which to share Nelson Mandela's vision for a better world. There is no better starting place to build leadership than educating the youth about building a better world, hence our programmes are biased towards youth leadership development. To realise a South Africa and the world on Mandela's dreams we need committed leadership in schools, villages, churches, business, government and in multilateral organisations.

2017/2018 financial year coincides with the beginning of the term of the new Council, a team of competent and passionate South Africans, committed to make a difference in society through preservation, promotion and exercising effective stewardship of Nelson Mandela's legacy. Paramount in the priorities of the new Council will be strengthening the executive capacity of the institution. Furthermore, we shall embark on fund raising to deliver on this all important mandate and develop content that will inspire all South Africans and peoples of the world to rededicate themselves to the duty of building a better world for all.

The Nelson Mandela Museum Council presents the APP for the period 2017/18 and pledges its accountability to the Executive Authority, to all South Africans and the peoples of the world.

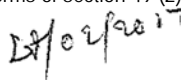


Mr Vuyani Jarana

Chairperson of Council

On behalf of the Accounting Authority

In terms of section 49 (2) (b) of the PFMA



INTRODUCTION

This APP for the year 2017/18 is informed by the 14 outcomes identified by the government of South Africa, especially, the outcomes on social cohesion and nation building. The Museum is determined to contribute to this outcome using Nelson Mandela's values and legacy and by expanding its education and outreach programmes.

The education and outreach programmes of the Nelson Mandela Museum are aimed at creating awareness about human rights in its broad definition. The Museum is challenged to develop programmes that will promote nation building, social cohesion, patriotism, voluntarism, inclusion, equality for all and respect for others, irrespective of race, sex, culture or creed. This year will see the Museum seriously engaging with stakeholders and holding dialogues in various provinces. These dialogues have demonstrated to the Museum the importance of continuous engagements with its various communities and stakeholders. The work that we do in these different communities has also demonstrated the importance of artefacts or tangible material.

In addition to this, the Museum has developed close working relationships with the Department of Sport, Recreation, Arts, and Culture (Eastern Cape) in terms of certain strategic programmes. In 2017/18, we will continue with this partnership. Some of the areas in which we partner with them is in travelling exhibitions, July month activities and Nelson Mandela's commemoration on the 5th December, each year.

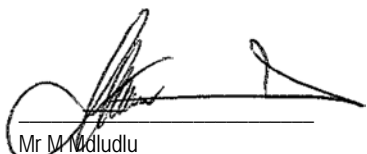


Maledi Goloane Malapane
Acting CEO

28 Feb 2017

OFFICIAL SIGN-OFF

It is hereby certified that the management of the Nelson Mandela Museum and its Council developed this Annual Performance Plan. The plan takes into account all the relevant policies, legislation and other mandates for which the Nelson Mandela Museum is responsible and it accurately reflects the strategic goals and objectives, which the Nelson Mandela Museum will endeavour to archive over a period of 5 years.



Mr M Mdludlu
Chief Financial Officer

Date: 21/02/2017



Ms M Malapane
Acting Chief Executive Officer

Date: 28 Feb 2017

Approved: Chairperson of Council



Mr V. Jarana

Date: 28/02/2017

MANDATE OF THE NELSON MANDELA MUSEUM

The mandate of the Museum is to preserve and promote the legacy of Nelson Mandela.



in the footsteps ●●●
an agency of the
Department of Arts and Culture

ANNUAL
PERFORMANCE
PLAN

2017/18

A

Part A
STRATEGIC OVERVIEW

1. Vision

Inspire positive change in society through the legacy and values of Nelson Mandela.

2. Mission

A centre of excellence that preserves, disseminates knowledge, interprets and upholds the values and legacy of Nelson Mandela, to promote social cohesion and nation building.

3. Values

Value	Meaning
Ubuntu	<ul style="list-style-type: none"> To help without looking for personal gain.
Stewardship	<ul style="list-style-type: none"> Custodians of Nelson Mandela's legacy
Integrity	<ul style="list-style-type: none"> To inculcate honesty and respect
Service excellence	<ul style="list-style-type: none"> To ensure qualitative and satisfactory service delivery.
Development and learning	<ul style="list-style-type: none"> To be the hub of information sharing.
Innovation	<ul style="list-style-type: none"> To be creative in developing new ideas

4. Legislative and policy mandates

4.1 Constitutional Mandates

Source	Directives in terms of the Constitution
Constitution of the Republic of South Africa Act, 108 of 1996	Recognises the injustices of the past; Honour those who suffered for justice and freedom in our land; Respect those who have worked to build and develop our country. Adopt this Constitution to: Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights.

4.2 Legislative Mandates

- i. Cultural Institutions Act, 119 of 1998 as amended
- ii. National Heritage Resources Act, 25 of 1999
- iii. Public Finance Management Act, 1 of 1999 as amended and Treasury Regulations
- iv. Labour Relations Act, 66 of 1995
- v. Basic Conditions of Employment Act, 75 of 1997
- vi. Employment Equity Act, 55 of 1998
- vii. Public Service Regulation, R.1 of 5 January 2001 as amended
- viii. Electronic Communications and Transactions Act, 25 of 2002
- ix. Preferential Procurement Policy Framework Act, 50 of 2000
- x. Promotion of Access to information Act, 2 of 2000

4.3 Policy Mandates

- (i) Deeds of Donation between the Department of Arts and Culture and President Nelson Mandela, 2005
- (ii) White Paper on Arts and Culture, 1996
- (iii) Policy Paper on Legacy Projects, 2007
- (iv) Public Sector Transformation, 1995
- (v) Broad Based Black Economic Empowerment Framework (BBBEE)
- (vi) Mzansi's Golden Economy and Industrial Policy Plan (IPAP 2) 2011

5. Situational Analysis

5.1 Performance environment

As the Nelson Mandela Museum develops the APP, there are major trends that are taking place in South Africa with regard to the legacy of Nelson Mandela.

Paramount in these trends is the thinning-out of the fabric of social cohesion that threatens to negatively impact the idea of a rainbow nation which should see South Africans, black and white, living in harmony alongside one another. The raging unemployment especially amongst the youth, increasing and unevenly distributed inequality in terms of both race, age, gender and geographical location, further exacerbates the aforesaid. Growing citizen impatience around inadequate service delivery, as people demand that they should experience the fruits of freedom in their life time, is another dimension of the challenge. All these trends present a complex and difficult socio-economic context on which we must achieve social cohesion, nation building and unified national psyche. Compounding the problems is the fact that the South African economy is not growing and as such not creating employment opportunities for a growing youth population.

Internationally, the world is engulfed in civil wars fuelled by religious intolerance and the desire and quest to dominate the political agenda. The world is witnessing unprecedented levels of migration and displacement—weather is the people of the Middle East running away from conflict and civil war or the youth of the North and West Africa swimming across the Mediterranean seas to Europe in pursuit of better living prospects.

At a policy level, the white paper on arts and culture currently under review creates opportunities to relook the arts culture and heritage landscape from a fresh perspective. The Nelson Mandela Museum will take an active role in the dialogues around the policy. In addition to this, institutions are operating in an environment where globally there is an economic meltdown and government call for stricter measures on how funds are utilised.

Channels to reach audiences are modernising, with the advent of smartphones and mobile broadband, audiences are bombarded with loads of new and rich content, consumed anytime anywhere through any device. Augmented reality artificial intelligence and digital platforms present new opportunities to reach new audience and enrich their experiences. Digital platforms such as google expeditions combined with augmented reality devices that integrated with smartphones, can extend the reach of our programmes whilst increasing the richness of audience experiences. One of the major trends shaping the museum world is the digitisation of museums and as such, the era of digital museum has arrived.

2017/2018 financial year will see the provisions of GRAP 103 accounting standards coming into full play. The standards provide for valuation of all heritage assets in all heritage institutions to arrive at fair value. There are two major implications with regard to implementation of this standard. Firstly, the Museum must raise resources to engage qualified heritage valuation practitioners to conduct the valuation project. Secondly, due to associated disclosures, the Museum has to disproportionately invest in security as such disclosures might attract attention from international heritage crime syndicates. The International Museum Security Network constantly provides advice to its members on how to deal with security of heritage assets.

All these things set an environmental context within which this APP is being published.

5.2 Organisational environment

The Mandela Museum is a three campus museum with nodes at Bhunga, Qunu and Mvezo. From the start, the establishment of the Museum's development was going to evolve over a period of time compared to a big bang establishment approach. Whereas this approach was seen as prudent and rational, it has negatively impacted the Museum's ability to operate at a level befitting its mandate. The human resources capacity of the Museum is very limited and as result its ability to deliver major programmes and initiatives is curtailed.

The museum has a human resources establishment of 24 staff members including tour guides. This is very limited considering the mandate of the Nelson Mandela Museum. Benchmarked with similar institutions carrying similar mandates, such as the Churchill Museum, Martin Luther King Museum, one finds the Museum completely subscale for its mandate. The issue is less about the size, rather more about a lost opportunity to advocate and inspire the nation and the people of the world to work tirelessly to achieve a better and a world of Mandela's dreams. Areas such as research and content development have very limited capacity in the Museum. The museum has been without a Chief Executive Officer for more than 18 months, partly due to protracted labour dispute with its previous

CEO. The head of Heritage and Conservation has been vacant however, offers have been extended to a successful candidate. The finance unit is very weak, such weakness manifests itself through the organisations audit outcomes.

The ability of the organisation to execute infrastructure project is limited and as such largescale infrastructure projects have delayed. Community programming and education programmes, make one of the areas of strength of the Museum.

Mvezo Museum node remains one of the areas that need urgent attention of the council.

5.3 Strengths

The Museum derives its strengths from the mandate of preserving and promoting the legacy of Nelson Mandela. Its community outreach and education programmes places the Museum in a unique position to partner with many like-minded institution whose mission is to build social cohesion through community engagement.

5.4 Weaknesses

Limited human resources capacity largely caused by the very small baseline funding at the establishment stage and the strategy taken then to adopt the evolutionally approach to institutional establishment worked against the Museum. Limited parking spaces within the Museum makes it lose potential audiences. Limited funding imposes several weaknesses in execution of the work of the Museum.

5.5 Opportunities

The Nelson Mandela Museum is situated in the authentic landscape of the late President, Nelson Mandela. In addition to this, his last resting place is within the same vicinity where the Museum is situated, which has put the Museum in the global map. The Nelson Mandela Museum is also in the sites that could form the South African heritage liberation route. This will link us to other liberation heritage sites that will enable us to tell our story in a comprehensive manner.

Opportunities exist to generate revenue through entrance fees, special exhibitions, memorabilia and travelling corporate exhibitions. The digital platforms create new possibilities for reaching new audiences. Linkages and joint programming with other similar institutions, creates opportunities to spread the Mandela Message across the continent and the globe.

5.6 Threats

The single biggest threat to the Nelson Mandela's legacy is distortion of his work for petty political opportunism and point scoring. The Museum and all the people of South Africa must protect the legacy. From physical visitations of the Museum, the threats ranges from availability of other tourism assets that would augment the overall visitor or tourism experience, access roads infrastructure and security of visitors. These factors are some of the elements that could have negative impact on the visitor numbers at the Museum.

5.7 Priorities

Through its programming the Museum continues to promote social cohesion and nation building based on the values that Nelson Mandela represented. These directly dovetail with outcome 14 of the National Development Plan. The Museum's priorities therefore are:-

1. Strengthen internal human resources capacity and strengthen the finance unit to achieve better audit outcomes.
2. Finalise revenue generation strategy and invest in initiatives that will generate revenue for the organisation.
3. Drive the "living the values "programming strategy and plan.
4. Finalise all capital works programmes.
5. Work with key stakeholders to develop a new baseline for the Museum.
6. Resolve all issues regarding the Mvezo node of the Museum.
7. Accelerate research capacity building through partnerships and alliances.
8. Develop a clear tours strategy and commercialise opportunities.

6. Museum Programmes

6.1 The following are the Museum programmes:

Number	Museum Programmes	Sub-Programme	Strategic Goals
1	Heritage and Conservation	1.1 Collections and Research 1.2 Exhibitions	Improve and maintain heritage development and conservation
2	Public Engagement	2.1 Education and outreach 2.2 Communications and public relations 2.3 Tours	Improved public profile and access Vibrant programming that promotes the economic opportunities for the community
3	Governance and Finance	4.1 Chief Executive Office 4.2 Corporate Services 4.3 Chief Financial Office	Sound and effective governance

6.2 Description of the strategic planning process

The first strategy document was compiled and work shopped by the staff of the Nelson Mandela Museum on the 06 and 07 August 2014. The Nelson Mandela Museum Council did a follow up workshop, on the 15 and 16 August 2014 and thorough review and assessment of the strategic plan.

This Annual Performance Plan is based on the Museum 5-year strategic plan.



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ANNUAL
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2017/18

B

Part B
ANNUAL PERFORMANCE PLAN

7. Overview of 2016/17 Budget and MTEF estimates

Reconciling Expenditure Trends to Strategic Goals

Key Objectives	Audited Outcome				Estimated Outcome 2016/17 R	Medium Term Estimates		
	2012/13 R	2013/14 R	2014/15 R	2015/16 R		2017/18 R	2018/19 R	2019/20 R
INCOME								
State Contribution	18 329 372	20 696 710	20 124 000	23 041 315	22 264 000	24 877 000	24 733 000	26 118 000
State Grant- Municipal Services	0	0	0	0	0	1 902 000	2 012 000	2 129 000
Business Ventures	613 760	732 104	772 128	300,588	nil	nil	nil	638 505
Interest from Investments	68 427	71 031	169 404	1,606,676	1 025 880	885 000	953 100	99 346
Total	19 011 559	21 499 845	21 065 532	24,948,579	23 289 880	27 664 000	27 698 100	28 984 851
Improved public profile and access	916 519	1 007 331	1 135 051	926 213	936 000	1 236 000	1 307 688	1 380 919
Improve and Maintain Heritage Development and Conservation	793 544	1 269 563	1 895 215	1 553 251	1 195 959	947 825	1 002 799	1 058 955
Sound and effective Governance	18 563 071	18 862 575	18 035 266	20 340 202	21 157 916	25 480 175	25 387 613	26 544 977
GRAND TOTAL	20 273 134	21 139 469	21 065 532	22 819 666	23 289 875	27 664 000	27 698 100	28 984 851
SURPLUS/ (Deficit)	(1 261 575)	360 376	nil	2 128 913	5	nil	nil	nil

8. Description of the annual performance plan

This second draft annual performance plan results from the strategic plan 2015/16 to 2019/20 financial years.

9. Programme Plans

Strategic Goal	Strategic Objective	Performance Indicator	Target (over 5 years)	2015/16	2016/17	2017/18	2018/19	2019/20
Improve and maintain heritage development and conservation	To facilitate intergenerational learning platforms and conversations that discuss the values of Nelson Mandela	Number of learning platforms and conversations held	60 platforms	12 platforms	12 platforms	12 platforms	12 platforms	12 platforms
	To use exhibitions to drive and entrench the values of Nelson Mandela	Number of geographical locations reached	60 geographical locations	12 locations	12 locations	12 locations	12 locations	12 locations
	To research museum collections for better understanding and sustainable use	Number of collections researched	500 items	100 items	100 items	100 items	100 items	100 items
	To facilitate conservation of sites associated with Nelson Mandela and facilitate their inclusion as part of the Liberation Heritage Route	Number of sites included in the Liberation Heritage Route	8 sites	2 sites	2 sites	2 sites	2 sites	0 Sites
Improved Public Profile and Access	To facilitate focused understanding of the museum through the development of learning material	Number of learning material produced	5 learning material	1 learning material	1 learning material	1 learning material	1 learning material	1 learning material
	To create in-person and digital platforms of	Number of community engagement platforms	15 community engagement	3 community engagement	3 community engagement	3 community engagement	3 community engagement	3 community engagement

NELSON MANDELA MUSEUM ANNUAL PERFORMANCE PLAN 2017/2018

Strategic Goal	Strategic Objective	Performance Indicator	Target (over 5 years)	2015/16	2016/17	2017/18	2018/19	2019/20	
Sound and Effective Governance	community engagement		15 expos and shows	3 expos and shows	3 expos and shows	3 expos and shows	3 expos and shows	3 expos and shows	
	To profile the Nelson Mandela Museum brand through various markets	Number of marketing strategies developed	2 Strategies	1 Strategy	0	0	1 Strategy	0	
		Number of activities implemented based on marketing strategy	15	3	3	3	3	3	
	To ensure a functional Council that provides effective oversight and promotes accountability in accordance with the Council Charter	Number of Council and Committee meetings held	20 Council meetings 80 Committee meetings	4 Council Meetings 20 Council Committee Meetings	4 Council Meetings 20 Council Committee Meetings	4 Council Meetings 20 Council Committee Meetings	4 Council Meetings 20 Council Committee Meetings	4 Council Meetings 20 Council Committee Meetings	
	To create financial stability for the museum	Number of fundraising initiatives to be held	5 initiatives	1 initiative	1 initiative	1 initiative	1 initiative	1 initiative	
		Number of fundraising strategies developed	1 fundraising strategy developed	1 fundraising strategy developed	0	0	0	0	
	To develop policies, procedures and systems	Number of policies, procedures and systems developed	14 policies	6 policies	2 policies	2 policies	2 policies	2 policies	
	To ensure effective financial management, accountability and administration	Improved audit outcomes	5 Unqualified Audit Outcome	1 Unqualified Audit Outcome	1 Unqualified Audit Outcome	1 Unqualified Audit Outcome	1 Unqualified Audit Outcome	1 Unqualified Audit Outcome	
	Financial Planning and accounting	Compliance with PFMA and Treasury Regulations		100%	100%	100%	100%	100%	100%
		Compliance with budget and supply chain management		100%	100%	100%	100%	100%	100%
To optimally develop and manage human capital	Number of human capital initiatives	5 Workplace skills plans	1 Workplace skills plan	1 Workplace skills plan	1 Workplace skills plan	1 Workplace skills plan	1 Workplace skills plan	1 Workplace skills plan	
		125 Performance contracts	25 Performance contracts	25 Performance contracts	25 Performance contracts	25 Performance contracts	25 Performance contracts	25 Performance contracts	

Strategic Goal	Strategic Objective	Performance Indicator	Target (over 5 years)	2015/16	2016/17	2017/18	2018/19	2019/20
	To ensure effective utilisation, safe and clean environment of the museum infrastructure	User Asset Management Plan Completed (UAMP)	5 UAMP	1 UAMP	1 UAMP	1 UAMP	1 UAMP	1 UAMP

10. Quarterly Performance

Performance Indicator	Reporting period	Annual Target 2017/18	1 st	2 nd	3 rd	4 th	Responsible Person
Number of learning platforms and conversations held	Annual	4 platforms	1	1	1	1	SM HC
Number of geographical locations reached	Annually	8 locations	2	2	2	2	SM HC
Number of collections researched	Annually	100 items	25	25	25	25	SM HC
Number of learning platforms and conversations held	Annual	4 platforms	1	1	1	1	SMM
Number of learning material produced	Annually	1 material	0	0	1	0	SMM
Number of community engagement platforms	Annually	3 community	1	1	1	0	SMM
		3 expos and shows	1	1	1	0	SMM
Number of marketing strategies developed	Annually	1 strategy	0	1	0	0	SMM
Number of activities implemented based on marketing strategy	Annually	3 activities	0	1	1	1	SMM
Number of Council and Committee meetings held	Quarterly	4 Council meetings	1	1	1	1	CEO
		20 Committee meetings	5	5	5	5	CEO
Number of fundraising initiatives held	Annually	1 initiative	0	0	1	0	CEO
Number of fundraising strategies developed	Annually	1 strategy	0	1	0	0	CEO
Number of policies, procedures and systems developed	Annually	6 policies and procedures	0	3	2	1	CEO
Improved audit outcomes	Annually	1 Unqualified Audit Outcome	0	1	0	0	CFO
Compliance with PFMA and Treasury Regulations	Annually	100%	100%	100%	100%	100%	CFO
Compliance with budget and supply chain management	Annually	100%	100%	100%	100%	100%	CFO
Number of human capital initiatives	Work place skills plan/annually	1 Workplace skills plan	1	0	0	0	HR
	Performance contracts/Annually	25 Performance contracts	0	0	0	25	HR
User Asset Management Plan Completed	Annually	1	0	1	0	0	SFL

11. 2017/18 Technical Indicator Descriptions

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of data	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting Cycle	New indicator	Desired Performance	Indicator Responsibility
Learning platforms and conversations	Number of learning platforms and conversations held	Seminars, dialogues or colloquies are held in each province that are to promote the values that Nelson Mandela represented. These dialogues are aimed at promoting social cohesion and nation building the two projects that Nelson Mandela championed during his presidency and post presidency	Expenditure data maintained by Finance Dept/ Management of records by Heritage and Conservation department	Simple Count	None	Output	Cumulative per Annum	Quarterly	No	4 per Annum	Senior Manger Heritage and Conservation
Travelling Exhibitions	Number of geographical locations reached	Travelling exhibitions are used as a education tool to promote a society based on equality, freedom and dignity	Expenditure data maintained by Finance Dept/ Management of records by Heritage and Conservation department	Simple Count	None	Output	Cumulative per Annum	Quarterly	No	8 per Annum	Senior Manager Heritage and Conservation
Researched Collections	Number of collections researched	To investigate and gather information on the objects that were donated to Nelson Mandela by the international community for their better	Third party communication, Expenditure data maintained by Finance Department, Management of records by Heritage and Conservation	Simple Count	None Communication with third party for confirmation during provenance	Output	Cumulative per Annum	Quarterly	No	100 per Annum	Senior Manager Heritage and Conservation

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of data	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting Cycle	New indicator	Desired Performance	Indicator Responsibility
Learning Platforms and Conversations	Number of learning platforms and conversations held	understanding and to understand their significance in the country of origin. To hold youth camps that use culture and heritage to promote social cohesion, nation building, and active citizenship.	Expenditure vouchers maintained by Finance Section/Images and newsletters produced maintained by the communications unit	Simple Count	None	Output	Cumulative per Annum	Annually	No	Two per Annum	Senior Manger Public Engagement
Learning material produced	Number of learning material produced	The project is aimed at reaching out to diverse audiences more especially those who are not a position to visit the museum	Expenditure vouchers maintained by Finance Section and manuscripts and Books kept by Public engagement Department	Simple Count	None	Output	Cumulative per Annum	Annually	No	One per Annum	Senior Manager Public Engagement
Community engagement platforms	Number of community engagement platforms	The objective of this project is to create economic opportunities for the local communities as well as create access to the museum	Expenditure vouchers maintained by Finance Section/Images and newsletters produced maintained by the communications unit	Simple Count	None	Output	Cumulative per Annum	Annually	No	Three per Annum	Senior Manager Public Engagement
Marketing strategies developed	Number of marketing strategies developed	Deliver messages that will both reinforce the already very positive perceptions of the museum	Minutes of Meetings of Council and Content Committee maintained and kept by the Company Secretariat and	Simple Count	None	Output	Cumulative Per Annum	Annually	Yes	One	Senior Manager Public Engagement

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of data	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting Cycle	New indicator	Desired Performance	Indicator Responsibility
Activities implemented based on marketing strategy	Number of activities implemented based on marketing strategy	brand' held by existing visitors and raise museums' profile for clearly identified target groups of infrequent or non-visitors. This project aims at building audiences for the museum. Events leave a lasting, brand-focused impression of fun by grabbing the attention of a group of people who are gathered.	Executive Assistant to CEO Expenditure vouchers maintained by Finance Section	Simple Count	None	Output	Cumulative per Annum	Annually	No	Three per Annum	Senior Manager Public Engagement
Council Meetings held	Number of Council meetings held	This objective aims to ensure a functional Council that provides effective oversight and promotes Accountability in accordance with Council Charter and relevant statutes	Minutes of Council Meetings kept and maintained by the Company Secretariat and Expenditure Vouchers kept by finance department	Simple Count	None	Output	Cumulative per Annum	Quarterly	No	4 per Annum	Chief Executive Officer
Committee meetings held	Number of Committee meetings held	This objective aims to ensure a functional Council committees that provide effective oversight and promotes	Minutes of Council Committee Meetings kept and maintained by the Executive Assistant to CEO and Expenditure Vouchers kept by	Simple Count	None	Output	Cumulative Per Annum	Quarterly	No	20 per Annum	Chief Executive Officer

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of data	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting Cycle	New indicator	Desired Performance	Indicator Responsibility
		Accountability in accordance with respective Council committee Charters and relevant statutes	finance department								
Fundraising initiatives to be held	Number of fundraising initiatives to be held	The purpose of this objective is to raise funds in Cash and in-kind to support the implementation of museum programmes and activities	Cash Receipts Vouchers maintained by the Finance department and the Fund raising Strategy Document kept by the CEO	Simple Count	None	Output	Cumulative per Annum	Annually	No	One per Annum	Chief Executive Officer
Fundraising strategies developed	Number of fundraising strategies developed	This aims at providing policy and guidelines for the raising of funds to finance museum programmes	The Fund Raising Strategy kept by the CEO	Simple Count	None	Output	Cumulative per Annum	Annually	No	One per Annum	Chief Executive Officer
Policies, procedures and systems developed	Number of policies, procedures and systems developed	This objective aims to ensure that the museum has the necessary policies, procedures and systems to provide direction and guidelines in processing museum performance and financial data as well as regulating museum business	Policy Documents kept by the Executive Manager corporate services and Minutes of Council Meetings maintained by the Company Secretariat	Simple Count	None	Output	Cumulative per Annum	Annually	No	Six per Annum	Chief Financial Officer

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of data	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting Cycle	New indicator	Desired Performance	Indicator Responsibility
Improved Audit outcomes	Achievement of an unqualified audit outcome from the Auditor General	operations This aims at developing and implementing Sound management and administrative systems necessary to effectively support the achievement of the core mandate and clean administration	Audit report issued by the Auditor-General maintained by the Finance Department	Opinion as per the report	None	Output	Opinion as per the report	Annually	No	Clean Audit report	Chief Financial Officer
Compliance with PFMA and Treasury Regulations	Achievement of Compliance with PFMA and Treasury Regulations	The aim of this objective is to ensure sound financial management	PFMA, Treasury regulations Annual Budget, Revenue and expenditure analysis reports maintained by the Finance department	Simple Count	None	Output	Cumulative per Annum	Annually	No	100% compliant	Chief Financial Officer
Compliance with budget and supply chain management	Achievement of Compliance with budget and supply chain management	The aim of this objective is to ensure effective financial management, planning, budgeting and monitoring of expenditure and revenue to guarantee accurate accounting and reporting	Annual Budget, Revenue and expenditure analysis reports maintained by the Finance department	Simple Count	None	Output	Cumulative per Annum	Annually	No	100% compliant	Chief Financial Officer
Human capital	Number of	The aim of this	Museum Budget and	Simple count	None	Output	Cumulative per	Annually	No	One workplace	Human Resource

Indicator Title	Short Definition	Purpose / Importance	Source / Collection of data	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting Cycle	New indicator	Desired Performance	Indicator Responsibility
initiatives	human capital initiatives	objective is to develop and strengthen internal capacity through an integrated human capital development strategy within the museum	expenditure vouchers maintained by the finance department and SETA funding documents maintained by Human Resource department				Annun			skills plan	Manager
Human capital initiatives	Number of Staff Performance Contracts	The purpose of this objective is to develop and put in place 25 Performance contracts entered into between the museum as the institution and the museum Staff in order to regulate their employment and monitor their work performance	Staff Performance contracts/Agreements kept by the Human Resource Manager	Simple Count	None	Output	Cumulative per annum	Annually	No	25 contracts per annum	Human Resource Manager
User Asset Management Plan Completed (UAMP)	Number of User Asset Management Plans completed	This objective aims to develop and put in place a User Asset Management plan to plan for the development and maintenance of the museum Infrastructure and Facilities	User Asset Management plan and reports maintained by the Security, Facilities and Logistics Manager; Expenditure Vouchers maintained by the Finance Department	Simple Count	None	Output	Cumulative per annum	Annually	No	One per Annum	Security, Facilities and Logistics Manager



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Department of Arts and Culture

ANNUAL PERFORMANCE PLAN

2017/18

C

Part C LINKS TO OTHER PLANS

Annexure C – Internal Audit Plan

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1. Introduction

The NMM is a public entity and is required to comply with the provisions of the Public Finance Management Act ("PFMA"), and associated National Treasury Regulations, and Cultural Institutions Act (Act 119 of 1998).

Section 51 of the PFMA stipulates that the Accounting Authority of NMM must inter alia:

- Maintain effective, efficient and transparent systems of financial and risk management and internal control.
- A system of Internal Audit under the control and direction of an Audit and Risk Committee.

Section 27.2 of the National Treasury Regulations also states that the Internal Audit Function (IAF) of a public entity must:

- Prepare a rolling three-year Strategic Internal Audit Plan, and an Internal Audit Plan for the first year of the rolling plan (i.e. the Operational Internal Audit Plan).

2. The Role of Internal Audit

The Institute of Internal Auditors ("IIA") defines internal auditing as:

"An independent, objective, assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes."

The Internal Audit function will therefore evaluate and contribute to the improvement of risk management, control and governance systems of an organisation.

The **Internal Audit Charter** safeguards the independence of Internal Audit, and sets out the detailed roles and responsibilities of the Internal Audit function. Internal Audit provides the NMM with assurance (including substantive audits, as applicable) and consulting services, with the objective of improving the operations, governance, risk management and compliance of the NMM.

2.1 Governance

The Internal Audit function will assist management of NMM in achieving its goals by evaluating the processes through which:

- Goals and values are established and communicated.
- The accomplishment of goals is monitored.
- Accountability is ensured and corporate values are preserved

2.2 Risk Management

The Internal Audit function will assist NMM in identifying, evaluating and assessing significant organisational risks and provide assurance as to the effectiveness of related internal controls. Furthermore, Internal Audit can evaluate the risk management process of NMM for efficiency and effectiveness.

2.3 Controls

The Internal Audit function evaluates whether the controls, which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e. are they efficient and effective) and develops recommendations for enhancement or improvement.

2.4 General

The Internal Audit function is authorised to:

- Have unrestricted access to all functions, records, property and personnel.
- Have full and uninhibited access to the Audit and Risk Committee, the Chief Executive Officer (CEO), management and the external auditors of the NMM.
- Allocate resources, set frequencies, select subjects, determine scope of work in conjunction with the NMM management, and apply the techniques required to accomplish audit objectives.
- Obtain the necessary assistance of personnel in divisions/ areas/ components of the NMM where audits are performed, as well as other specialised services from within or outside the organisation.

The Internal Audit function is not authorised to:

- Perform any operational duties for the NMM.
- Initiate or approve accounting transactions external to the Internal Auditing function.
- Direct the activities of any organisation employee not employed by the Internal Auditing function, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist the internal auditors in carrying out its work.
- The work of Internal Audit must be properly approved by management and the Audit and Risk Committee.

The Internal Audit function will conduct audits in accordance with the "Code of Ethics" and "International Standards for the Professional Practice of Internal Auditing" of the Institute of Internal Auditors.

3. Management Responsibility

Management is responsible for the establishment and maintenance of an effective system of governance to:

- Establish and communicate organisational goals and values.
- Monitor the accomplishment of goals.
- Ensure accountability and values are preserved.

Management is further responsible for the establishment and maintenance of an effective system of internal control. The objectives of the system of internal control are, *inter alia*, to provide management with reasonable, but not absolute, assurance that:

- Risks are properly managed.
- Assets are safeguarded.
- Financial and operational information is reliable.
- Operations are effective and efficient.
- Laws, regulations and contracts are complied with.

The principal safeguard against fraud, misstatement and irregularities is an effective system of internal control. It must, however, be recognised that there are inherent limitations in any system of internal control — including human error and circumventions through collusion. The presence of Internal Audit in no way diminishes the responsibility of management to establish, maintain and monitor systems of internal control and risk management, while the prevention and detection of fraud is the responsibility of management.

4. Engagement Reporting Structure

Communication, particularly through reports, is an essential element of the work performed by Internal Audit. Reports will clearly demonstrate the control and operational concerns arising from the work performed, the potential impact and the practical, reasonable recommendations for change.

The reporting requirements across Internal Audit can be summarised as follows:

Focus Area	Reporting/ Reports
Internal Audit	<ul style="list-style-type: none"> • Internal Audit report per assignment (addressed to the Chief Executive Officer, copied to the management and the Audit and Risk Committee). • Reports for Audit and Risk Committee meetings. • All Internal Audit reports to be signed by the Engagement Leader.

The reporting of audit findings is one of the most important steps of the Internal Audit process, and the Internal Audit function's approach can be summarised as follows:

- Timeously present draft reports to management for comments within an agreed period from completion of fieldwork.
- Timeously obtain management comments within an agreed period from issuing of draft report.
- Timeously present final report to management within an agreed period from receipt of management comments.
- Present findings to the Audit and Risk Committee at its meetings.
- Report implementation status of management actions on Internal Audit and External Audit (where requested) reports to management and the Audit and Risk Committee.
- Report on the status of Internal Audit work against its plan(s) and any subsequent changes to the plan on a periodic basis.

5. Project Management

Included in this document is the time necessary for the effective management of Internal Audit. This involves the day-to-day running of services, and may include the following functions:

- Liaison with management and External Auditors.
- Keeping abreast of changes within the NMM, regarding new business, new systems and new risk areas.
- Participating in Committees where control expertise is required.
- Quality control of individual assignments/ internal quality assurance (QAR) activities.
- Reporting to management and the Audit and Risk Committee, and attendance at Audit and Risk Committee, Management, and Governance related Committee meetings. This may also involve taking minutes at such meetings.
- Preparation of Internal Audit Plans.
- Reviewing and updating of the Internal Audit and Audit and Risk Committee Charters.
- Training and development.

6. Reporting to the Audit and Risk Committee

Internal Audit will report to the Audit and Risk Committee at its scheduled meetings — quarterly reporting will be the minimum report timeframes of Internal Audit. The report of Internal Audit will include, inter alia:

- Details of the activities for the preceding period/ quarter.
- Results of the Internal Audit reviews and projects undertaken and finalised during the preceding period/ quarter.
- Progress against the approved Operational Plan, including any deviations from the approved plans.

7. Liaison with External Auditors and Management

Internal Audit will liaise closely with other assurance providers, most notably the External Auditors (Auditor General), to avoid unnecessary duplication of effort, and facilitate sharing of plans, working papers and reports.

Liaison with the External Auditors will include holding regular meetings to allow them to consider and conclude on the level of reliance that they will place on the Internal Audit work. However, it remains the prerogative of the External Auditors as to whether they choose to place reliance on the work of Internal Audit, or not.

It is accepted that the co-operation and availability of the NMM management and personnel will play a significant role in impacting the effectiveness and efficiency of the services by Internal Audit. Every effort must be made to obtain complete co-operation of management and personnel.

8. Basis of Preparation of Plans

The following are key drivers in determining the scope and focus of Internal Audit's work:

- The key risks of NMM — the attached plans are based on the current Top 10 risks of the NMM (which have been the highest inherent risk ratings).
- Reviews which Internal Audit must or should carry out in terms of the PFMA and the Institute of Internal Auditors' prevailing Internal Audit Standards.
- Follow-up reviews.
- Chief Executive Officers (CEO) and/ or management/ ad hoc requests.
- Audit and Risk Committee requests and/ or assurance required.

Whilst certain key risk areas may receive assurance/ feedback from other assurance providers, or by management themselves, the Audit and Risk Committee will need to satisfy itself relative to the level of assurance required, and will need to determine how and by whom the required assurance will be received. The Audit and Risk Committee has the responsibility to review the adequacy of Internal Audit's coverage, especially when key risks are not being covered by Internal Audit in its plan (e.g. due to lack of budget/ personnel etc).

It is important that the Internal Audit function sets aside time in their annual plan to attend to ad hoc requests. However, before accepting these requests, Internal Audit should assess the requests against the identified/ planned audits of the high-risk areas and prioritise the requests based on how much value can be added, comparatively, prior to deciding whether or not to accept the requests. All ad hoc requests must be reviewed and approved by management and/ or the Audit and Risk Committee. The Engagement Leader should report on the results of ad hoc assignments to management and the Audit and Risk Committee.

Risk identification and rating:

In the latest risk assessment facilitated by the, 28 risks were identified and ranked by management. In that report, we noted that risks with a high likelihood and high impact should ideally be the key focus of Internal Audit.

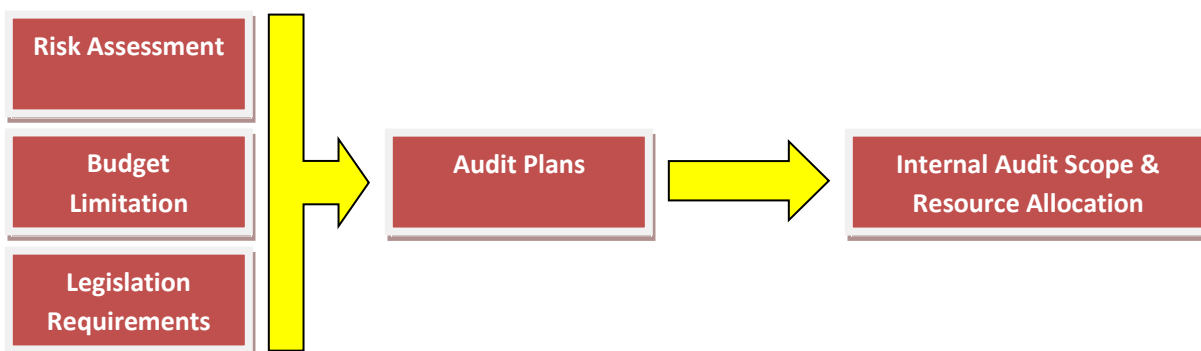
Internal Audit should highlight that the identification and management of risks is the primary responsibility of management.

Internal Audit has also taken into account the following items while preparing the attached Internal Audit Plans:

- The need for adequate coverage vs. the available resources for Internal Audit.
- Discussions on assignments with senior management and the Audit and Risk Committee.
- Previous Internal Audit reviews undertaken at the NMM.

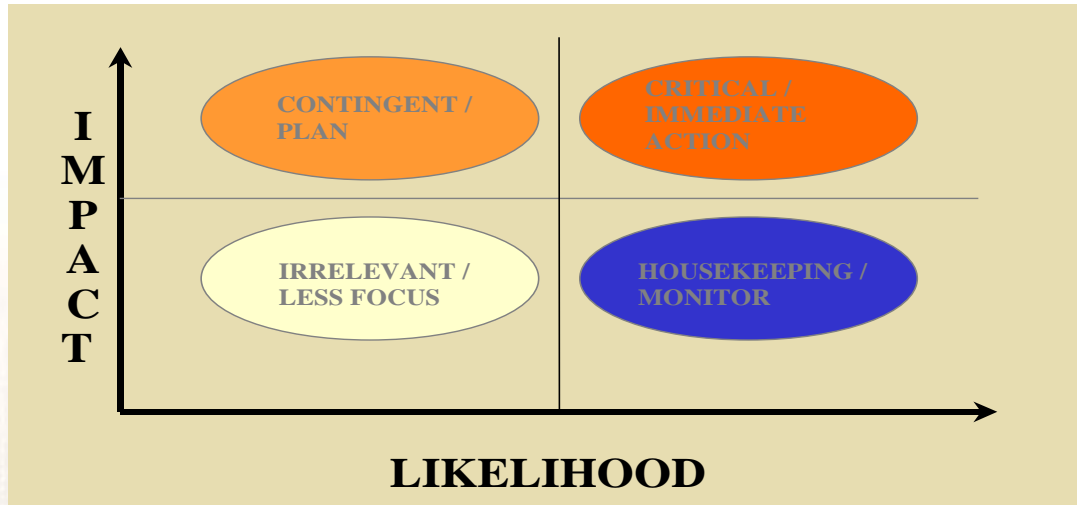
Internal Audit has also discussed the proposed Internal Audit Plan with management, and has gained their comments on the adequacy of coverage by Internal Audit in the attached plans.

The following is a diagrammatical overview of the process by which the proposed Internal Audit Plans were formulated.



In the risk identification and rating workshop mentioned above, risks and contributing factors were identified and rated by management, in relation to each strategic goal of the NMM.

This rating was based on likelihood and impact — illustrated as follows:



In **Table 1 below**, Internal Audit has also indicated next to each individual item in the Top 11 risks, its assessment of whether that particular risk item is auditable or not i.e. can that risk item be effectively reviewed by Internal Audit. Then, for each auditable risk item, Internal Audit has indicated the area/ process/ business cycle in which that risk items would be reviewed, as individual risk items are not normally stand-alone items, but form part of a business process/ cycle. It is important that the overall audit strategy and plan presented remains risk based, which will ensure that resources are used effectively, and that the requirements of the PFMA are adhered to.

In the table below, Internal Audit has set out possible areas of coverage relevant to Internal Audit, according to the following sources:

- **Table 1: Top 10 Risks Analysis.**

Table 1: Possible reviews/ focus areas for Internal Audit Risk Analysis:

No	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner
1	Lack of well-established ICT systems with appropriate IT governance framework that support and enable the business, delivers value and improves performance.	1. No IT infrastructure (Servers, etc.) 2. No official responsible for IT 3. Lack of IT Governance Framework	5	5	25	1. None	5	5	25	1. Chief Executive Officer.
2	Inadequate safety and security control measures for artefacts	1. Inadequate security systems (alarm, metal detectors not linked to artefacts) 2. Number of security personnel guarding the artefacts	5	5	25	1. Security cameras 2. Security company patrolling, locking up 3. Controlled access to the basement through a register. 4. Control room for surveillance of daily activities 5. Register of people that come into the Museum	5	5	25	1. Chief Executive Officer.
3	Lack of disaster management plan in place (artefacts may be damaged by natural disaster)	1. No ICT capacity at the Museum 2. Insufficient budget	5	5	25	1. None	5	5	25	CEO
4	Inadequate planned revenue generation (no charge/ tariff for tour guiding in the Museum, entrance fee, facilities rental.)	1. Lackluster in drafting the revenue generating strategy that indicates pricing structure 2. Failure to comply with Grants funding requirements. 3. The partnership fails and external funding is lost or needs	5	4	20	1. Ensure that performance of the partnership is appropriately reported back to each authority and the effects of withdrawing are understood.	5	4	20	1. Chief Executive Officer.

No	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner
5	Leaking of NMM institutional information to the media	to be repaid 1. Communication policy not known by all staff 2. Museum employee talking to the media 3. Inadequate classification of information	5	5	25	1. Forms to permit media to take pictures and videos 2. Receptionist takes reporters to the appropriate offices	4	5	20	1. Chief Executive Officer.
6	Misstatement of financial statements	1. Lack of training of staff on legislation updates. 2. Absence of Contract Management Policy. 3. Lack of skilled capacity. 4. Misallocation of expenditure 5. Inadequate management of documents 6. Incompleteness of accruals 7. Inadequate disclosure of contingent accruals, e.g. commitments and guarantees. 8. Non-timely response by officials to the AG	5	4	20	1. Workplace Skills Plan is submitted to SETA. 2. Trainings are conducted on request. 3. Internal Workplace Skills Plan in addition to the SETA Plan. 4. Pre Audit readiness program in place (Financial Timetable) 5. Annual Financial Statement timetable 6. Human Resource and Finance meetings	4	5	20	1. CFO
7	Inadequate stakeholder management.	1. No stakeholder management plan in place	5	4	20	1. Communication and coordination with other Museums and other similar institutions for assistance. 2. Taking the museum to schools through learning material. 3. Nine existing provincial partnerships are contributing administratively and financially on the learning platforms.	4	4	16	1. Senior Manager: Heritage
8	Inadequate oversight on Council structure: such as	1. Lack of evaluation tools (questionnaire) for the Audit	4	5	20	1. There are Council Committees which meet regularly and report to	4	4	16	1. Chief Executive Officer.

No	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner
9	Council Committees (experience, expertise and commitment). Insufficient resources to meet the number of platforms (Budget/ internet connectivity and other tools of trade/transport)	Committee and other Council Committees. 2. Dates of meetings not synchronised with deadlines/submission dates to relevant internal stakeholders. 1. Incorrect baseline funding. 2. Lack of fundraising initiatives/strategy. 3. Lack of alignment of strategy and the budget 4. Lack of capacity (persons) to meet the platform plans. 5. Lack of internet connectivity and other tools of trade 6. Irregular electricity supply 7. No telephone lines	4	5	20	Council. 2. The Head of Departments report to Council Committees, who thereafter report to Council. 3. Draft evaluation tool developed (Audit Committee only) 1. Budget planning to minimise costs 2. Sharing of costs with partners from other institutions. (Cost cutting measures) 3. Reduce the number of platforms from 12 to 8. 4. Back-up generator 5. 3g cards as per policy 6. Telkom landlines 7. Internet connectivity	4	4	16	1. Senior Manager: Heritage.
10	Overspending on budget	1. Inadequate oversight 2. Emergencies (recruitment & repairs) 3. Non-implementation of Pastel Evolution 4. Insufficient time allocated for the budgetary process	4	5	20	1. Ring fencing 2. Reconciliations 3. Review of the budget to spending 4. Checking the requisition form for available budget before procurement.	4	4	16	1. Chief Financial Officer

9. Operational Internal Audit Plan emanating from Mandatory/compliance requirements:

A – MANDATORY

#	Project Focus Area Co-sourced Internal Audit	Proposed Timing	Link to Risk Register	Fees (R)
1	Risk Management	March 2017	Compliance - NTR 3.2.11	R40,000
2	Three Year Rolling Internal Audit Strategy & Annual Audit Plan 2016	April – May 2017	Compliance – IIA Standards	-
3	Review Internal Audit Charter	May 2017	IIA Standards	-
4	Review Audit Committee Charter	May 2017	IIA Standards	-
5	IT (General Controls, ICT Security)	January 2016	Compliance - NTR 3.2.11 Risk no. 1,5	R60,000
6	Review of Annual Financial Statements (include Pastel Evolution take on balances)	April 2017	NTR 3.2.11 Risk no. 6	R50,000
7	Key Controls Dashboard	Quarterly	NTR 3.2.11	R40,000
8	Performance Information Reviews	Quarterly	NTR 3.2.11	R80,000
9	Supply Chain Management (include Security Tender process for adjudication)	January 2016	NTR 3.2.11 Risk no. 19,20	R56,000
				R326,000

B- RISK BASED

#	Project Focus Area Co-sourced Internal Audit	Proposed Timing	Link to Risk Register	Fees (R)
9	Revenue and Grants Review	March 2017	Risk no. 3	R55,000
10	Human Resources Review	January 2017	Risk no. 21,22,23,25	R45,000
11	Governance Improvement Plan (Follow up on External and Internal Audit Findings)	Quarterly	NTR 3.2.11	R60,000
12	Asset Management	January 2016	NTR 3.2.11 Risk no. 17,28,29	R60,000
13	Security Review (Artefacts)	January 2016	NTR 3.2.11 Risk no. 2	R54,000
Total				R274,000

Please Note*

*** The scope and fee will be determined with Management. However, this will be tabled to management and the Audit and Risk Committee for approval. Attendance at Audit and Risk Committee meetings is not included and will be billed separately.

10. Strategic Plan Overview: 2017 to 2019

#	Project/ Details	Operational Plan 2016	Strategic Plan 2017	Strategic Plan 2018
	Proposed Area of Coverage			
1	Prepare Annual Audit Plan	✓	✓	✓
2	Prepare three year rolling plan	✓	✓	✓
3	Marketing the Internal Audit function at Nelson Mandela Museum	✓	✓	✓
4	Annual review and updated of the Audit and Risk Charter and Internal Audit Charter	✓	✓	✓
5	Risk Management	✓	✓	✓
6	Supply Chain Management	✓	✓	✓
7	Performance Information	✓	✓	✓
8	Budget Review	✓	✓	✓
9	Human Resources Management		✓	
10	Asset Management	✓		✓
11	Review of Annual Financial Statements	✓	✓	✓
12	Review of Information Technology Governance/ General Controls	✓	✓	✓
13	Follow-up on Auditor-General Audit report issues	✓		✓
14	Follow up on previously issued Internal Audit reports for 2015/16	✓	✓	✓
15	Funding Process Review			✓
16	Audit Committee Meetings	✓	✓	✓
17	Stakeholder Management			✓
18	Governance Review (Council, Sub- Committees)			✓
19	Security Review	✓		
20	Revenue and Grants Review	✓		

Notes to Internal Audit Plan:

- The scope of work and the risks that will be the focus of Internal Audit must be determined prior to the start of the 2017 and 2018 financial years respectively, and the Operational/Annual Internal Audit Plans for these financial years will need to be approved by the Audit and Risk Committee.
- Internal Audit acknowledges that not all risks identified will be audited and/ or are auditable. Monitoring and management of risks is a management responsibility, and as such, management should ensure that risks of the organisations are properly identified, managed and monitored.
- The above proposed Internal Audit Plans are prepared on the following assumptions:
 - Items such as additional/ special requests, fraud investigations, ad hoc assignments etc have been excluded — however, Internal Audit will be responsive to such requests. The impact of such work on the approved Internal Audit Plan and Internal Audit's independence will be evaluated and, if necessary, discussed and agreed with management and/ or the Audit and Risk Committee.
 - Internal Audit will have timely access to management and staff, and documents (manual and electronic) and records as required for the execution of Internal Audit work.

11. Approval of the 2016/17 Operational Plan

The attached operational plan of Internal Audit has been considered by the Accounting Officer and the Audit and Risk Committee, and approval is indicated as follows:

(A) Submitted by:

.....
N. Pershad
Engagement Leader

Date:

.....
B. Kwetana
Engagement Manager

Date:

(B) Acknowledged and Endorsed by:

.....
Acting Chief Executive Officer

Date:

(C) Approved by:

.....
K. Buthelezi
Audit and Risk Committee Chairperson

Date:

Annexure A – Risk Plan

Risk No	Strategic Goal	Strategic Objective	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Possible Consequence (s)	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Reasons	Action Plan	End Date
1	Sound and effective governance.	To ensure effective financial management, accountability and administration	Lack of well established ICT systems with appropriate IT governance framework that support and enable the business, delivers value and improves performance.	<ol style="list-style-type: none"> No IT infrastructure (Servers, etc.) No official responsible for IT Lack of IT Governance Framework 	<ol style="list-style-type: none"> Loss of data Data integrity is compromised Information security breaches Inefficient service delivery by programs 	5	5	25	<ol style="list-style-type: none"> None 	5	5	25	1. Chief Executive Officer.	<ol style="list-style-type: none"> ICT tender in progress 	1. Security Facilities and Logistics Manager.	31-Jan-17			
2	Sound and effective governance.	To ensure effective utilisation, safe and clean environment of the museum infrastructure	Inadequate safety and security control measures for artefacts	<ol style="list-style-type: none"> Inadequate security systems (alarm, metal detectors not linked to artefacts) Number of security personnel guarding the artefacts 	<ol style="list-style-type: none"> Theft of heritage assets Reputational damage 	5	5	25	<ol style="list-style-type: none"> Security cameras Security company patrolling, locking up Controlled access to the basement through a register. Control room for surveillance of daily activities Register 	5	5	25	1. Chief Executive Officer.	<ol style="list-style-type: none"> Analysing of videos before they are recycled. Backup the videos Alarm system 	<ol style="list-style-type: none"> Security Facilities and Logistics Manager. 	<ol style="list-style-type: none"> 1. Immediate 2. 31 January 2017 3. December 2016 			

Risk No	Strategic Goal	Strategic Objective	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Possible Consequence (s)	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Reasons	Action Plan	End Date
3	Sound and effective governance.	To ensure effective financial management, accountability and administration	Inadequate planned revenue generation (no charge/ tariff for tour guiding in the Museum, entrance fee, facilities rental.)	<ol style="list-style-type: none"> Lackluster in drafting the revenue generating strategy that indicates pricing structure. Failure to comply with Grants funding requirements. The partnership fails and external funding is lost or needs to be repaid 	<ol style="list-style-type: none"> Sole reliance on government funding. Financial constraints. Inability to fund new strategic activities. Accounts may become uncollectable if not properly pursued. Inaccurate financial reporting. Misappropriation of funds. Entrance fee Loss of revenue of conference facility and accommodation 	5	4	20	<p>of people that come into the Museum</p> <ol style="list-style-type: none"> Ensure that performance of the partnership is appropriately reported back to each authority and the effects of withdrawing are understood. 	4	4	16	1. Chief Executive Officer.	<ol style="list-style-type: none"> Draft revenue enhancement strategy Pricing structure to be developed and included in revenue policy. Quota renovations by DPW 	1-3. Chief Executive Officer.	1-2. March 2017 3. Ongoing			
4	Improve and maintain	To facilitate intergeneration	Inadequate stakeholder management.	1. No stakeholder	1. Unable to meet some of	5	4	20	<ol style="list-style-type: none"> Communic 	4	4	16	1. Senior Manager.	<ol style="list-style-type: none"> Develop a 	1. Senior Manager.	1-2. March 2017.			

Risk No	Strategic Goal	Strategic Objective	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Possible Consequence (s)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Reasons	Action Plan	End Date
5	Heritage development and conservation.	Heritage learning platforms and conversations that discuss the values of Nelson Mandela.	Leaking of NMM institutional	management plan in place	the planned targets. 2. Inability to achieve the strategic objectives, resulting in poor performance. 3. Poor audit outcomes. 4. Reputational damage. 5. Lack of informed public. 6. Lack of integrating our stakeholder management plan with our provincial (national) political calendars and its dynamics	5	25	ation and coordination with other Museums and other similar institutions for assistance 2. Taking the museum to schools through learning material. 3. Nine existing provincial partnerships are contributing administratively and financially on the learning platforms. 1. Forms	4	5	20	Heritage	1. stakeholder management plan 2. Assigning a person to implement the stakeholder management plan	1. Senior	1-2. March			

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	Profile and Access	Nelson Mandela Museum brand through various markets	information to the media	Communication policy not known by all staff 2. Museum employee talking to the media 3. Inadequate classification of information	damage				to permit media to take pictures and videos 2. Receptionist takes reporters to the appropriate offices				Executive Officer	Workshop on review of policies 2. Workshops to improve the staff morale	Manager: Public Engagement	2017.			
6	Sound and effective governance.	To ensure a functional Council that provides effective oversight and promotes accountability in accordance with the Council Charter	Inadequate oversight on Council structure; such as Council Committees (experience, expertise and commitment).	1. Lack of evaluation tools (questionnaire) for the Audit Committee and other Council Committees. 2. Dates of meetings not synchronised with deadlines/ submission dates to relevant internal stakeholders.	1. The Museum may not achieve its objectives. 2. Negative outcomes in the External Audit report	4	5	20	1. There are Council Committees which meet regularly and report to Council. 2. The Head of Department reports to Council Committee es, who thereafter report to Council.	4	4	16	1. Chief Executive Officer. 1. Chief Executive Officer.	1. Management will develop an evaluation questionnaire for Council Committees. 2. Once drafted, the evaluation tool (questionnaire) will be sent to Council for approval.	1-3. Chief Executive Officer.	1. December 2017. 2. January 2017. 3. November 2016.			

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7	Improve and maintain heritage development and conservation.	To facilitate intergenerational learning platforms and conversations that discuss the values of Nelson Mandela	Insufficient resources to meet the number of platforms (Budget/ internet connectivity and other tools of trade/ transport)	<ol style="list-style-type: none"> 1. Incorrect baseline funding. 2. Lack of fundraising initiatives/ strategy. 3. Lack of alignment of strategy and the budget 4. Lack of capacity (persons) to meet the platform plans. 5. Lack of internet connectivity and other tools of trade 6. Irregular electricity supply 7. No telephone lines 	<ol style="list-style-type: none"> 1. Unable to meet some of the planned targets. 2. Inability to achieve the strategic objectives, resulting in poor performance. 3. Poor audit outcomes. 4. Reputational damage. 5. Lack of informed public. 	4	5	20	<ol style="list-style-type: none"> 1. Budget planning to minimise costs 2. Sharing of costs with partners from other institutions 3. Reducing measures 4. Back-up generator 5. 3g cards as 	4	4	16	1. Senior Manager: Heritage.	<ol style="list-style-type: none"> 1. Facilitate approval and implementation of the Fundraising Strategy. 2. Funding the ICT position and appointing an ICT official 3. Reprioritisation of resources (budget) 4. Installation process of telephone lines 	1-2. Chief Executive Officer 3. Chief Financial Officer 4. Immediate Manager: Security, Facilities and Logistics	1. March 2017 2 and 3. January 2017. 4. Immediate			

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8	Sound and effective governance.	To create financial stability for the museum	Fraud and Corruption	1) Inadequate Financial Management 2) Inadequate Supply Chain Management practices	1) Irregular expenditure 2) Financial misappropriation 3) Qualified Audit Report	4	4	16	1. Fraud Prevention Policy 2. Whistle-blower hotline 6. Telkom landlines 7. Internet connectivity	4	3	12	1. Chief Executive Officer.	1. Fraud risk assessment and fraud risk management strategy. 2. Fraud awareness workshops	1. Chief Financial Officer	1. March 2017			
9	Sound and effective governance.	To ensure a functional Council that provides effective oversight and promotes accountability in accordance with the Council Charter.	Overspending on budget	1. Inadequate oversight 2. Emergencies (recruitment & repairs) 3. Non-implementation of Pastel Evolution 4. Insufficient time allocated for the budgetary process	1. Unauthorised expenditure 2. Deficit in financial statements 3. Qualification returned to Treasury 4. Funds 5. Overdrawn bank account. 6. Budget not used for intended purposes	4	5	20	1. Ring fencing 2. Reconciliations 3. Review of the budget to spending 4. Checking the requisition form for available budget	4	4	16	1. Chief Financial Officer	1. Implement Pastel Evolution	1. Chief Financial Officer	Immediately			

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10	Sound and effective governance.	To optimally develop and manage human capital	Non-filling of vacant positions and appointment of unsuitable candidates	<ol style="list-style-type: none"> Budgetary constraints Lack of vetting processes Lack of appropriate skills 	<ol style="list-style-type: none"> Poor service delivery Financial loss Integrity and credibility of the entity 	4	5	20	Recruitment processes and procedures in place	4	4	16	1. Chief Executive Officer.	1. Review the organization	1. Human Resource Manager.	1. March 2017			
11	Improve and maintain heritage development and conservation	To facilitate intergenerational learning platforms and conversations that discuss the values of Nelson Mandela	Inaccurate information about the Nelson Mandela values communicated	<ol style="list-style-type: none"> Insufficient knowledge about values that Nelson Mandela stood for Few researchers and experts to share about the values Incorrect Nelson Mandela values discussed 	<ol style="list-style-type: none"> Litigations and financial loss Nelson Mandela heritage may be cease to exist Reputational damage 	3	4	12	<ol style="list-style-type: none"> Making contact with other Museums and other similar institutions for assistance Initiate the conversation for exhibitions with other institutions 	3	3	9	1. Senior Manager: Heritage.	<ol style="list-style-type: none"> Development of CD's/DVD's and distribute these to different schools. 	1. Senior Manager: Heritage.	1. March 2017.			

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			Inadequate platforms and conversations used to facilitate intergenerational learning	<ol style="list-style-type: none"> 1. Quality of the material may be inferior 2. Unclear roles and responsibilities 3. Undertrained employees 4. Limited feedback 5. Disengaged employees 	<ol style="list-style-type: none"> 1. Poor communication of the values 2. Lower efficiencies such as uniformed speeches and presentations 3. Decreased innovation to facilitate intergenerational learning 	4	4	16	<ol style="list-style-type: none"> 1. Only well versed employees in the subject facilitate the learning platforms and discussions 	3	4	12	Senior Manager: Heritage	<ol style="list-style-type: none"> 1. Recorded information will be distributed to schools. 	1. March 2017.	1. Senior Manager: Heritage.			
	To use exhibitions to drive and entrench the values of Nelson Mandela		Misinterpretation of the narratives during tour guides	<ol style="list-style-type: none"> 1. Misunderstanding of the narratives 2. Malicious misrepresentation of the narratives 	<ol style="list-style-type: none"> 1. Reputational damage 	5	4	20	<ol style="list-style-type: none"> 1. Exhibition workshops 2. Exhibition guidelines 3. Synopsis 	4	4	16	Senior Manager: Heritage	<ol style="list-style-type: none"> 1. Develop, implement monitoring tools for every exhibition (surveys) and take corrective action. 2. Have an exhibition official to observe exhibitions 3. Random spot checks by the Museum's 	<ol style="list-style-type: none"> 1. December 2016. 2. Ongoing 3. February 2017 	Senior Manager: Heritage			

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			Damage to the replicas used in exhibitions	<ol style="list-style-type: none"> Inadequate conservation measures In-transit damages Irregular supply of electricity causing damage to the artefacts The type of vehicle used to transport is not meant for carrying replicas 	<ol style="list-style-type: none"> Financial loss (Cost of replica) Reputational damage 	5	4	20	<ol style="list-style-type: none"> Bubble wrapping (Packaging) Loan agreement Museum staff install and de-install replicas 	3	4	12	Senior Manager: Heritage	<ol style="list-style-type: none"> Fundraising initiative to purchase panel van Strict adherence to collection of exhibitions (Loan agreement). Consequence management for not collecting exhibitions on time. 	1. CEO 2. Senior Manager: Heritage	1. March 2017. 2. Ongoing			

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		To research museum collections for better understanding and sustainable use	Lack of human resources (Researchers).	1. Insufficient budget	1. Insufficient information on artefacts. 2. Reputational damage due to non-understanding of artefacts by staff members. 3. Higher training and development costs.	3	4	12	1. Budget already allocated for appointment of one Researcher. 2. Source information through document s. 3. Sourcing of information through interviews.	2	3	6	Senior Manager: Heritage	1. Use of students from the institutions of Higher Learning to conduct research.	1. Human Resources.	1. Ongoing.			

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		To facilitate conservation of sites associated with Nelson Mandela and facilitate their inclusion as part of the Liberation Heritage Route	Number of targeted sites might not be included in the Liberation Heritage Route tentative list.	<ol style="list-style-type: none"> Lack of understanding of the historical significance of the heritage sites. Targeted sites may not meet the required minimum standards. Ownership and control of sites (lack of defined ownership boundaries). Damage to sensitive sites Lack of preparation for business continuity purposes. 	<ol style="list-style-type: none"> Deterioration/distortion of the nature of the heritage sites. Non-inclusion of the sites resulting inadequate management of historical heritage sites. Land claim disputes. 	2	2	4	None	2	2	4	Senior Manager: Heritage	Check our role on the sites with NHC (National Heritage Council)	CEO	Immediately			
	Improved Public Profile and Access	To facilitate focused understanding of the museum through the development	Lack of resources to reproduce learning material. (skills shortage/ funds)	<ol style="list-style-type: none"> Incorrect baseline funding Lack of fundraising initiatives/strategy. 	<ol style="list-style-type: none"> No learning material reproduced. Leaners will not fully understand the Mandela values. 	5	3	15	<ol style="list-style-type: none"> Re-prioritisation of funds. Learning material 	3	2	6	1. Senior Manager: Marketing	<ol style="list-style-type: none"> Skills development (training in graphic designing). Facilitate fundraising 	1 and 2. Senior Manager: Marketing	1-2. April 2017.			

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		of learning material	Lack of review of content management on social media pages and website (e.g. Facebook and Twitter).	<ol style="list-style-type: none"> Lack of content management process review.(APP not on website) Inadequate working tools e.g. laptop. No website maintenance. 	<ol style="list-style-type: none"> Reputational damage. Limited access to critical information for the public Downtime (ongoing operations at a stand still). Inadequate capacity computers (Low resolution, speed) Ineffective ICT Management (network speed) 	5	5	25	<p>already in place.</p> <ol style="list-style-type: none"> Website development, maintenance and hosting in the procurement process. Use of current capacity on 3G current computers 	4	4	16	1. Senior Manager: Marketing.	<ol style="list-style-type: none"> Procurement of adequate laptops. Continuous review of content published on social media pages. Establishment of social media strategies for opinion pieces. Facilitate the appointment of a service provider for development 	1-4. Senior Manager: Marketing	<ol style="list-style-type: none"> 1. April 2017. Ongoing. Ongoing. October 2016. 			

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		To create in-person and digital platforms of community engagement	Lack of digitisation activities to present Museum collection to wider public.	1. Maintenance of website 2. Lack of ICT Infrastructure	1. Lack of information to attract tourists 2. Inability to attract donations In ability of public to access information	4	4	16	1. Website development, maintenance and hosting in the procurement process. 1.1 Use of courier services. 1.2 Use of public transport. 1.3 Physical interaction with surrounding	3	3	9	1. Senior Manager: Public Engagement 2. Council	1. Virtual tour of the Museum 2. Council to award the website tender	CEO	1. December 2016			
			Lack of working tools (fleet & computers)	1. Overspent budget 2. Expensive equipment to maintain the in-person and digital platform	1. Loss of staff 2. Inefficient processes to operate daily	3	4	12		3	3	9	Senior manager marketing	Replacement of computers and vehicles	1. Security Facilities and Logistics Manager.	1. March 2017			

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									9 communities.										
		To profile the Nelson Mandela Museum brand through various markets	The NMM brand is abused by outsiders. (Gauteng tourism marketing Soweto Museum as Nelson Mandela Museum)	1. Misuse of the NMM brand by different service providers without restrictions.	1. Violation of the NMM brand. 2. Potential loss of revenue due to the misuse of the Museum's brand. 3. Reputational damage	5	5	25	1. Draft Integrated Marketing Strategy in place. 2. Some of the patent(s) registered 3. Market in trade shows.	5	5	25	1. Senior Manager: Marketing.	1. Monitoring of the use of the NMM brand. 2. Draft logo style guide has been developed, and will be enhanced to include Department of Arts and Culture co-branding and will be submitted to Council for approval. 3. Continuous follow-ups on patenting of	1-3. Senior Manager: Marketing	1. Ongoing 2016. 2. Done. 3. Ongoing. 4. Ongoing			

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			Nelson Mandela Museum brand does not match the Nelson Mandela brand identity.	1. Absence of Marketing Strategy. 2. Too many institutions using the Nelson Mandela brand.	1. Lack of exposure to potential external funders 2. Poor visibility in potential markets	5	5	25	1. Draft Integrated Marketing Strategy in place.	5	5	25	1. Senior Manager: Marketing	1. Continuous follow-ups on patenting of the NMM brand.	1. Senior Manager: Marketing	1. October 2016.			
			Budget constraints which may result in unsuccessful events.	1. Lack of an approved Fundraising Strategy. 2. Lack of guidelines on roles and responsibility for fundraising	1. Inability to fully implement planned events (Mandela Day, Commemoration (December 5) and 11 February (Mandela Day release and opening of Museum). 2. Partners use the monetary contribution to	3	4	12	1. Existing partnerships including private sector. 2. Two recently established/acquired partnerships. 3. Cost savings	3	3	9	Senior Manager: Marketing	1. To develop marketing guideline strategy. 2. Facilitate new partnership s/ sponsors.	1-2. Senior Manager: Marketing	1. March 2017. 2. Ongoing.			

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					take over NMM's events				initiatives										
	Sound and Effective Governance	To ensure a functional Council that provides effective oversight and promotes accountability in accordance with the Council Charter	The Council may fail to quorate	1. Poor coordination 2. Failure to communicate (reminders, sending through of packs) 3. Failure to appoint the Council on time	1. Non-compliance with statutory deadlines (AFS and other statutory returns) 2. Poor audit outcomes 3. Failure to deliver on targets set (poor performance)	4	4	16	1. Pre-set schedule of meetings 2. Re-confirmation of availability of members (1 week prior)	3	3	9	1. CEO	1. Video conferencing facilities 2. Documenting Standard Operating Procedures (SOPs)	Company Secretariat	1. April 2017. 2. Immediately.			
		To create financial stability for the museum	Not able to raise funds for special projects.	1. Lack of tools (Fund Raising Strategy and Policy). 2. Lack of sustainable multi-stream revenue strategies.	1. Programmes will not be implemented.	4	4	16	1. Government grants. 2. Funds fundraised. 3. Internally generated revenue.	3	3	9	1. Chief Executive Officer.	1. Draft Fund Raising Strategy has been developed and is due to be submitted to Council for approval.	1. Chief Executive Officer.	1. 28 November 2016.			

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		To develop policies, procedures and systems	Policies are not aligned with the Nelson Mandela Museum's daily operations.	<ol style="list-style-type: none"> 1. Policies are in draft and still need to be approved by Council. 2. Approval of Policies has been deferred by Council due to non-convening of the Policy workshop. 	<ol style="list-style-type: none"> 1. Non-compliance. 2. The Council may not approve Policies due to Council not sitting 3. Inadequacy of the Policies. 	5	3	15	<ol style="list-style-type: none"> 1. The Museum is currently using PFMA regulations and Treasury legislation as guidance. 	3	3	9	1. Chief Executive Officer.	1. Council approval of all Policies.	1. Chief Executive Officer. February 2017.	1. Chief Executive Officer.			
		To ensure effective financial management, accountability and administration	The Entity may not follow the prescripts of the PFMA, Treasury Regulations and Museum Policies and systems and procedures of internal controls. (Heritage Assets 103)	<ol style="list-style-type: none"> 1. There may be no proper segregation of duties and isolation of responsibilities. 2. Staff not informed about new developments on regulation/legislative changes. 3. Non-compliance with GRAP 103 (Heritage Assets). 4. Accounting officer is 	<ol style="list-style-type: none"> 1. Poor audit outcomes. 2. Reduction of grants. 3. Negative effect on fundraising/potential partners. 	4	4	16	<ol style="list-style-type: none"> 1. Governance Improvement Plan in place. 	3	3	9	1. Chief Financial Officer.	<ol style="list-style-type: none"> 1. Implement Governance Improvement Plan and recommend actions by Internal Auditors. 2. Compliance checklist has been developed and is presented in the Audit Committee meetings. 	1 and 2. Ongoing.	1. Chief Financial Officer.			

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				equated to CEO															
			Misstatement of financial statements	<ol style="list-style-type: none"> Lack of training of staff on legislation updates. Absence of Contract Management Policy. Lack of skilled capacity. Misallocation of expenditure Inadequate management of documents Incompleteness of accruals Inadequate disclosure of 	<ol style="list-style-type: none"> Non-compliance may result to poor audit outcomes. Reduction of grants. Negative effect on fundraising/potential partners. Tarnished reputation Poor decision making 	5	4	20	<ol style="list-style-type: none"> Workplace Skills Plan is submitted to SETA. Trainings are conducted on request. Internal Workplace Skills Plan in addition to the SETA Plan. Pre 	4	5	20	1. CFO	<ol style="list-style-type: none"> Implement the internal workplace skills plan with SETA application Follow up the roles and responsibility of Internal control. Revise the roles and responsibility of Internal control. 	1. Human Resource Manager.	1. June 2017. 2. Immediately			

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				contingent accruals, e.g. commitments and guarantees. 8. Non-timely response by officials to the AG					Audit readiness program in place (Financial Timetable) 5. Annual Financial Statement timetable 6. Human Resource and Finance meetings				1. Supply Chain Manager.	1. Contract Management Policy will be developed. 2. Service providers to be evaluated periodically/quarterly. 3. Establishment of	1. Supply Chain Manager.	1. March 2017. 2. Ongoing. 3. Quarterly.			
			Inadequate performance by service providers.	1. Skills base of some service providers captured on database is limited. 2. Poor communication between Project Managers and service providers.	1. Sub-standard work by service providers.	5	4	20	1. Contract register is in place. 2. Central Supplier database is in place. 3. Contract Management Committee	3	3	9	1. Supply Chain Manager.	1. Contract Management Policy will be developed. 2. Service providers to be evaluated periodically/quarterly. 3. Establishment of	1. Supply Chain Manager.	1. March 2017. 2. Ongoing. 3. Quarterly.			

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									appointed by CEO.					Project Steering Committee's when there is an event					
			Non - understanding the supply chain policy framework	1. Validity period 2. 15% Variation 3. Contract management 4. Understanding the condonement procedures	Reputational damage Loss of revenue Litigations	4	4	16	SCM Policy Supply Chain Management procedure manual	3	4	12	1. CFO			1. March 2017			
		To optimally develop and manage human capital	Inadequate skills in personnel.	1. Inadequate training and development policy. 2. Absence of Individual Development Plans.	1. Poor performance. 2. Inability to identify lack of skills. 3. Inability to proactively capacitate staff to follow strategic and operational objectives.	4	4	16	1. Trainings are conducted on request. 2. Internal Workplace Skills Plan and performance evaluation	3	4	12	1. Human Resource Manager.	1. Human Resource Manager. 2. Restructuring.	1. Human Resource Manager.	1. January 2017.			

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			Inadequate employee performance monitoring and evaluation.	<ol style="list-style-type: none"> 1. Performance contracts crafted only for Managers. 2. Performance Management Policy is only directed to Managers. Work plans 2. Unsigned performance and evaluation agreement. 	<ol style="list-style-type: none"> 1. Poor performance. 2. Inability to identify lack of skills. 3. Inability to proactively capacitate staff to follow strategic and operational objectives 	5	5	25	<ol style="list-style-type: none"> 1. Performance evaluation developed for some of the staff members. 	3	4	12	1. Human Resource Manager.	<ol style="list-style-type: none"> 1. To develop performance agreements 	1. Human Resource Manager.	November 2016.			
			Loss of skilled personnel.	<ol style="list-style-type: none"> 1. Demographic locations. 2. Salary packages/market related packages. 	<ol style="list-style-type: none"> 1. Compromised output quality. 2. Poor audit outcomes. 3. Inability to proactively capacitate staff to follow strategic and operational objectives 	4	4	16	<ol style="list-style-type: none"> 1. Meetings/correspondence between Human Resource, line manager and employee. 2. Performance Management Policy. 	3	4	12	1. Human Resource Manager.	<ol style="list-style-type: none"> 1. Submission of Draft Retention Policy/succession to Council 	1. Human Resource Manager.	December 2016.			

Risk No	Strategic Goal	Strategic Objective	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Possible Consequence (s)	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Reasons	Action Plan	End Date
			Health and safety of staff and visitors of the Museum	<ol style="list-style-type: none"> Ineffective management of norms and standards allocation (Repairs and renovation) materials and workmanship Non-compliance with legislature prescripts Inadequate of maintenance at the Museum Buildings that do not meet health, safety, health and quality requirements. Negligence and non-monitoring of consultants and contractors by implementing agencies Ineffective safety measures 	<ol style="list-style-type: none"> Dilapidating buildings Ligation Tarnished reputation Injury on duty Unsuitable school and working environment 	5	4	20	<ol style="list-style-type: none"> Repairs and maintenance budget in place Repairs and maintenance plan in place 	4	4	16	<ol style="list-style-type: none"> Security Facilities and Logistics Manger. 	<ol style="list-style-type: none"> OHS policy workshop FastTrack approval and implementation of the OHS component Monitor adherence to health and safety regulations. 	1. Human Resource Manager.	February 2017.			

Risk No	Strategic Goal	Strategic Objective	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Possible Consequence (s)	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Reasons	Action Plan	End Date
			Low staff moral.	<ol style="list-style-type: none"> Lack of team building initiatives. Salary packages/market related packages. 	<ol style="list-style-type: none"> Absenteeism. Poor performance. Compromised output quality. Poor decision making reduced capacity lack of innovation. Poor communication 	5	4	20	<ol style="list-style-type: none"> Staff and departmental meetings to address conflicts. Performance agreement s are in place for all staff 	4	4	16	Human Resource Manager.	<ol style="list-style-type: none"> Wellness activities. Team building. Job grading and benchmarking of salaries Performance bonus 	Human Resource Manager.	<ol style="list-style-type: none"> 1-3. April 2017. 4. October 2016 			
	To ensure effective utilisation, safe and clean environment of the museum infrastructure		Inadequate input informing the UAMP (Inclusive of all employees input)	<ol style="list-style-type: none"> Inputs for All staff may be taken into account No NMM policy/ guidelines Lack of expertise 	<ol style="list-style-type: none"> Loss of funding Inability to use the grant for its intended purpose 	5	4	20	<ol style="list-style-type: none"> Government guidelines Plan to use the project funds 	4	4	16	Security Facilities and Logistics Manager.	<ol style="list-style-type: none"> Development of NMM Policy Presentation of UAMP to all staff 	<ol style="list-style-type: none"> Security Facilities and Logistics Manager. 	<ol style="list-style-type: none"> 1. March 2017. December 2016. 			
			Lack of disaster management plan in place (artefacts may be damaged by natural disaster)	<ol style="list-style-type: none"> No ICT capacity at the Museum Insufficient budget 	<ol style="list-style-type: none"> Jeopardize data integrity Inhibit the ability to conduct day-to-day operations. Destructive cyber attacks Physical 	5	5	25	None	5	5	25	CEO	<ol style="list-style-type: none"> Budget for the disaster recovery management plan 	<ol style="list-style-type: none"> Security Facilities and Logistics Manager. 	<ol style="list-style-type: none"> 1. March 2017. 			

Risk No	Strategic Goal	Strategic Objective	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Possible Consequence (s)	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Reasons	Action Plan	End Date
					damage to IT infrastructure.														
			Inaccurate/incomplete information recorded on the asset register resulting in non-reliance on the completeness, accuracy and validity of the financial statements.	<ol style="list-style-type: none"> Lack of oversight Heritage Assets: Expert required to evaluate the value 	<ol style="list-style-type: none"> Poor audit outcomes Service delivery may be hindered through theft/ disposals not recorded. 	5	4	20	<ol style="list-style-type: none"> Asset register. Capacitate Finance department Monthly Management Committee and reports. Policies and procedure Periodic Asset Count Reconciliations 	3	3	9	CFO	<ol style="list-style-type: none"> Categorise Heritage Assets Assistance through experts Development of policy that speaks to Heritage Assets 	Financial Controller	<ol style="list-style-type: none"> December 2016. January 2017. December 2016 			

Risk No	Strategic Goal	Strategic Objective	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Possible Consequence (s)	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Reasons	Action Plan	End Date
			Failure to dispose of assets when they have reached the end of their useful lives or when damaged/obsolete.	<ol style="list-style-type: none"> Improper implementation of disposal clause in Asset Management Policy. Lack of system and processes to assist management in indicating end of useful lives. 	<ol style="list-style-type: none"> Service delivery may be hindered. Inability to perform work activities. 	5	5	25	<ol style="list-style-type: none"> Disposal List Policy on disposals 	4	4	16	CFO	<ol style="list-style-type: none"> Review of Fixed Asset Management Policy. Submission of disposal list to Council for approval 	Financial Controller	1-2. December 2016.			
			Aged Museum fleet.	<ol style="list-style-type: none"> Lack of funds to purchase new fleet - (budgeting does not take into account needs of the Museum.) 	<ol style="list-style-type: none"> Increased maintenance costs & shortened useful life of vehicles Service delivery may be hindered. Mechanical defects in vehicles caused by negligence of staff due to no daily checks for both outgoing and incoming fleet to detect defects 	5	5	25	<ol style="list-style-type: none"> Fleet maintenance plan 4. Policies and procedures. 	4	4	16	<ol style="list-style-type: none"> Security Facilities and Logistics Manager. 	<ol style="list-style-type: none"> The Museum is considering buying versus leasing. Develop an asset needs analysis to monitor the gap between old and new assets requirement Consequences. 	<ol style="list-style-type: none"> Security Facilities and Logistics Manager. 	1-3. December 2016.			

Risk No	Strategic Goal	Strategic Objective	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Possible Consequence (s)	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Reasons	Action Plan	End Date
					and assign accountability thereof. 4. Minimised lifespan of the Museum's fleet. 5. Increased rates of accidents				1. Maintenance budget is available but minimal. 2. Asset register.				1. Security Facilities and Logistics Manger.	1. DPW on completion of upgrades will develop a maintenance plan. 2. Management to assess the maintenance plan developed by DPW.	1. Security Facilities and Logistics Manger.	1. December 2016.			
			The fleet may be overused or abused.	1. Budget constraints. 2. Lack of maintenance plan to paint and repair cracks in buildings. 3. Non compliance with occupational health and safety legislation.	1. Service delivery may be hindered when building structures may collapse. 2. Inability to perform work activities. 3. Threat to visitors/tourists due to high rate of accidents. 4. Minimised lifespan of the Museum. 5. Inability to determine asset	4	5	20		3	3	9							

Risk No	Strategic Goal	Strategic Objective	Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	Possible Root Cause(s) to the Risk	Possible Consequence (s)	Inherent Risk (Impact)	Inherent Risk (Likelihood)	Inherent Risk Level (This is rated assuming that there are no controls in place)	Current Controls	Residual (Impact)	Residual (Likelihood)	Residual	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Reasons	Action Plan	End Date
					book														
			Theft and loss of assets	1. Once assets are stolen, the museum may lack funds to replace them. 2. Inadequate surveillance cameras. 3. Lack of searching by security guards.	1. Financial loss to the Museum. 2. Negative impact on service and reputation.	4	5	20	1. Security awareness workshops conducted on a quarterly basis.	4	3	12	1. Security Facilities and Logistics Manger.	1. To strengthen the contract with the security service provider on random searching. 2. Developme nt security policies and procedure manual 3. Repairing, installing and activate surveillance camera's. 4. Enforce disciplinary measures	1. Security Facilities and Logistics Manger.	1. December 2016.			

Risk No	
Strategic Goal	
Strategic Objective	
Risk description (These represent uncertain events that could occur if there were no controls or there was a change in circumstances)	
Possible Root Cause(s) to the Risk	
Possible Consequence(s)	
Inherent Risk (Impact)	
Inherent Risk (Likelihood)	
Inherent Risk Level (This is rated assuming that there are no controls in place)	
Current Controls	
Residual (Impact)	
Residual (Likelihood)	
Residual	
Risk Owner	
Actions to Improve Management of the Risk	5. Monitor the outsourced contract for security
Action Plan Owner	
Action Plan Date	
Reasons	
Action Plan	
End Date	

**ANNEXURE B
MATERIALITY AND SIGNIFICANCE FRAMEWORK**

1. Definitions and standards

- Audited financial statements: 2015/2016 (AFS)
- Approved annual budget: 2017/2018 (AAB)
- Approved strategic plan: 2015/2016 to 2019/2020(ASP)
- Event: An activity that has the elements of 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 including event and trading venture expenditure

2. Applicable sections of the PFMA

- Section 50(1)
- Section 55(2)
- Section 54(2)
- Section 66(1)

3. Treasury regulation

- 28.1.5

4. Framework

4.1 Section 50: Fiduciary duties of Accounting Authority	Value(Quantitative)	Nature of event(Qualitative)
(1) Accounting authority must (c) on request, disclose to the Executive Authority responsible, all material facts which in any way may influence the decisions or actions of the Executive Authority	(a) Any unbudgeted transaction of which the amount exceeds 1% of the total value of assets per AFS (b) Any budgeted event where income is a legitimate expectation where the actual income is less than 0,5% of the total expenditure (c) Any trading venture where income is exceeded by expenditure by more than 0,5% of income (d) Total actual income is less than budgeted income by more than 0,5.% of budgeted income (e) Total actual expenditure is more than budgeted income by more than 0,5% of budgeted expenditure	(a) Any unplanned event that affects the core purpose or mandate of entity per the ASP (b) Any activity that is outside the parameters of each public entity's enabling legislation

4.2 Section 54: Information to be submitted by the Accounting Authority	Value(Quantitative)	Nature of event(Qualitative)
(2) before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its Executive Authority for approval of the transaction:	N/a	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement	N/a	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
(c) acquisition or disposal of a significant shareholding in a company	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
(d) acquisition or disposal of a significant asset	Any transaction of which the amount exceeds 1% of the total value of assets per AFS	Any unplanned event per the ASP that may affect the core purpose or mandate of the entity
(e) commencement or cessation of a significant business activity		

4.3 Section 55: Annual Report and Annual Financial Statements	Value(Quantitative)	Nature of event(Qualitative)
(2) the annual report and financial statements must:		
(b) include particulars of: (i) any material losses through criminal conduct and,	(a) Any loss of which the amount exceeds 2% of the total value of assets per AFS (b) Any loss of a National Estate as defined in section 3 of the National Heritage Resources Act, 1999(Act no 25 of 1999)	Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity All
(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year	All	All

4.3 Section 55: Annual Report and Annual Financial Statements	Value(Quantitative)	Nature of event(Qualitative)
(iii) any losses recovered or written off	All	
4.4 Section 66: Restrictions on borrowing, guarantees and other commitments		
(1) The Nelson Mandela Museum may not enter into any financial commitment beyond its approved budget and its accumulated reserves	N/a	N/a

The Public Sector

In the case of this Public Entity, materiality is to a large extent influenced by the Public Accountability status of the entity and sensitivity of the entity's accounts, activities and functions regarding matters of public interest.

The Materiality Guideline

The following table may be used as a baseline to assess materiality and varied according to the circumstances of a particular transaction:

Financial Result Guideline

Subject	Percentage
Revenue	0.5% - 1%
Gross profit	1% - 2%
Net Profit	2% - 5%

Financial Position Guideline

Subject	Percentage
Total Assets	1% - 2%
Non Current Assets	2% - 5%
Net Assets	5% - 10%

The above are guidelines which assist management in assessing and deciding on material transactions in the course of ordinary activities of the Museum. There is no hard and fast percentage and the level depends on the judgment and the level of comfort of management.

Suggested Materiality

- Basis: Total Budgeted Revenue from Government Grant

Reasoning: The museum receives significant part of its revenue from Government grant and other funders. Most of its spending is on projects, annual operations and assets.

Therefore total budgeted revenue derived from Government Grant is regarded as the best indicator

% Used: 1%

Reasoning: The Museum has had two consecutive Qualifications with the A-G's findings mostly corrected, which makes it a moderate risk, therefore the high % is used.

Total revenue: %
Government

Grant R 27 664 000 X 1%

The Museum's materiality is therefore: R
276 640

ANNEXURE D NMM Council Charter

1. Membership

Members of the Nelson Mandela Museum Council are appointed by the Minister of Arts and Culture as provided in section s5(5) of the Cultural Institutions Act, 119 of 1998

The Council of the Nelson Mandela Museum shall exercise Powers delegated to it by the executive authority to further the mandate of promoting the legacy of Nelson Rholihlahla Mandela.

This, the Council will do through exercising good stewardship, leadership, integrity and discerning judgement in directing the affairs of the museum.

The following are members of Council for the November 2016 to October 2019 period

- | | | |
|----|-------------------------|--|
| 1. | Mr Vuyani Jarana | (Chairperson) |
| 2. | Mr Kenny Gontse | (Chairperson of Institutional Development Committee) |
| 3. | Mr Khulekani Buthelezi | (Chairperson of audit committee) |
| 4. | Ms Andiswa Vikilahle | (Chairperson of finance committee) |
| 5. | Prof. Bheki Mngomezulu | (Chairperson of Content Committee) |
| 6. | Mr Vuyani Boo | (Councillor) |
| 7. | Ms Rojje Kisten | (Councillor) |
| 8. | Advocate Tokyo Nevondwe | (Councillor) |
| 9. | Dr Bothale Tema | (Chairperson of Community Development Committee) |

2. Role and Functions of the Council

Council is the Accounting Authority of the museum and the highest decision making body when it comes to the affairs of the museum.

The Nelson Mandela Museum Council shall exercise all the powers delegated by the executive authority in line with the provisions of the Constitution, Act 108 of 1996 and other relevant legislative mandates subject only to the limitations in law, such as Cultural Institutions act, 119 of 1998, Public Finance Management Act, 1of 1999 and Treasury Regulations

Council reports to the executive authority through the Minister of Arts and Culture and is charged with:

1. The formulation of policy and ensuring that, it exercises leadership, and sound judgement in directing the affairs of the museum so as to achieve the mandate of promoting the legacy of Nelson Mandela and to act in the best interest of the Nelson Mandela Museum at all times while respecting the principles of transparency and accountability.
2. Determining the museum vision and values, the development and reviewing of the strategy to achieve the mandate of the Nelson Mandela Museum
3. Implementation of the values of the Nelson Mandela museum and to ensure that
4. Preserve and safeguard all movable and immovable property of whatever kind placed in the care of or loaned or belonging to the museum by ensuring that, it is used to promote and determine the museum vision and values by putting into place quality policies, procedures and practices that protect the museum's assets, reputation and successful operation.
5. Receive, hold, preserve and safeguard the museum collections or other movable property placed under its care and management
6. Implement an organisation-wide performance management system
7. Monitor and evaluate the implementation of strategies, policies, management performance and annual performance plans;
8. Ensure that the museum complies with relevant laws, regulations and best practice;
9. Serve the legitimate interests of the museum as outline by the mandate and shareholder's compact ;
10. Ensure that no person or block of persons has unfettered power and that there is an appropriate balance of power and authority on the Nelson Mandela museum council which is, *inter alia*, usually reflected by separating the roles of CEO and chairperson
11. Regularly review processes and procedures to ensure effectiveness of its internal system of control, so that its decision-making capability and the accuracy of its reporting and financial results are maintained at a high level at all times;

12. Ensure the motivation and protection of intellectual capital intrinsic to the museum and ensure that there is adequate training for management and employees as well as a succession plan for senior executives;
13. Ensure that all technology and systems, including Information technology governance used in the company are adequate to properly run and operate the museum and for it to remain effective and successful;
14. Identify risk areas and develop a risk management plan and review this periodically.
15. Exercise sound management of the financial affairs of the museum to ensure that the museum remains a going concern.
16. Delegate sufficient and appropriate authority to the CEO in line with the provisions of the PFMA and other legislative mandates
17. Raise funds for the institution
18. Manage and control the monies received by the institution and to utilise those money's for defraying expenses in connection with the performance of its functions
19. Ensure that proper records of the institution are kept and cause proper books of accounts to be kept

3. Meetings and Procedures

In order to fulfil its functions the council shall:

1. Meet regularly, but not less than four (4) times per year;
2. The meeting could take a form of personal attendance, teleconference and/or video conferencing.
3. Review and approve the strategic plans and facilitate that meaningful business plans for the museum are produced annually in line with the MTEF process.
4. Devote sufficient time to their responsibilities;
5. Track and review organisational performance and that of the museum management
6. Define how the board will operate, including but not limited to:
 - a. What information or reports it requires;
 - b. How and with what data it will monitor management performance and financial progress of the museum;
 - c. How it will evaluate its own performance on an annual basis;
 - d. Ensure that the museum is properly managed; and
 - e. Ensure that the museum complies with all statutory requirements.

Composition of the Council

1. The council will consist of councillors as appointed by the minister. Every effort should be made to ensure that the skills of the members of the council are diverse enough to cover the following areas, finance, heritage and legal expertise.
2. The CEO, CFO, HR manager, head of heritage and conservation will have standing invitation to the council meetings; other seniors managers and managers will be invited by the CEO based on the items on the agenda of the council
3. The role of chairperson and the CEO shall be separated.

Quorum

1. The quorum of the meeting of the council will be achieved if 50% plus one member are in attendance of the meeting.
2. Nelson Mandela Museum officials attending the meeting do not form part of
3. the quorum nor do they have voting powers.

Decision Making

1. Council will make decisions through a process of sufficient consensus, where such consensus cannot be reached, the council will put the issue for decision making into a secrete vote.
2. In the event of a tie during voting, the chairperson shall have a casting vote.
3. For urgent decision to be made in between council meetings, management will prepare round robin resolutions.
4. Round robin resolutions shall be ratified in the next sitting of council

The role of the Chairman is to:

1. Lead the council;
2. Chair meetings of the council and its members ensuring proper order and conduct of meetings;
3. Afford all participants reasonable opportunity to speak;
4. Ensure that decisions are fairly made; and
5. Facilitate effective management of all council meetings and activities.

Role of the Chief Executive Officer is to:

1. Exercise the powers delegated to him/ her by the council in line with PFMA and other mandates to manage the daily operations of the museum and ensure that the agreed performance objectives are met.
2. Develop and recommend business plans, policies and objectives for consideration by the council;
3. Submit reports, financial statements and consolidated budgets for consideration by the council.
4. Ensure that the museum complies with all statutory and shareholder reporting requirements;
5. Implement approved plans, policies and programmes;
6. Oversee effective operation and administration of the museum;
7. Oversee the financial management of the museum including financial planning, cash flow and management reporting
8. Ensure appropriate human resources strategies are in place to meet the organisation's objectives and legal compliance obligations.
9. Maintain personal awareness of industry, economic, and political trends that may affect the operations of the museum;
10. Ensure that support is provided to the council in terms of logistics, timely delivery of council reading material as well as all agenda preparations.
11. Provide council members with sufficient information on each topic to ensure that they can make an informed decision.
12. Ensure that all employees of the organisation have annual performance contract.
13. Deliver against all the objectives as outlined in the annual performance agreement.

Council Committees

1. Institutional Development Committee
The purpose of the Institutional Development Committee is to assist Council in fulfilling its obligation relating to Human Resource and Compensation Policy, and infrastructure and Facility development and maintenance and to establish a plan of continuity and development of the institution
2. Audit and Risk Committee
The Audit and Risk Committee is the committee of Council whose principal objective is to assist the council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the organization's process for monitoring compliance with laws and regulations and the code of conduct.
3. Finance Committee
The Finance Committee is the committee of Council and its principal objective is to assist the council in fulfilling its oversight responsibilities by:
 - a. Undertaking ongoing reviews of financial reporting and performance and advising on actions arising therefrom.
 - b. Advise on financial planning and management of the Nelson Mandela Museum.
 - c. Advising on financially related policy issues.
 - d. Considering internal financial controls, financial risk and financial compliance matters.
 - e. Oversee the investment management activities.
4. Content committee
The committee is charged by Council to advise it on all strategic and policy matters relating to heritage resources of the museum and well as how it markets and communicates its message to the world. It should ensure that policy in these areas supports the mission and vision of the museum, including its desire to play a significant role in the heritage landscape in South Africa and internationally in the advancement of Nelson Mandela's ideals.
5. Community Development Committee
The committee is charged with the establishment and improvement of relations between communities and the museum, as well as fund raising in cash and in kind to argument the Grant received from the National Government.

Notice of meetings

1. Meetings of Council shall be summoned by the secretariat at the request of the chairperson.
2. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall with an agenda of items to be discussed be forwarded to each member of Council, any other person required to attend no later than 5 working days before the date of the meeting.
3. The chairperson and the CEO shall agree on dates and venue in which the meetings shall be held subject to logistics and availability of Councillors and quorum.

Disclosure of information by councillors (declarations of interest)

1. Councillors shall declare any conflicting interests at the point of appointment and at regular intervals
2. Declarations shall be made for purposes of record keeping to the Council secretariat and shall highlight any business or other interest that as per the above are likely to create potential conflict of interest, including:
 - a. All business interest direct or indirect in any other company or institution; partnerships, trusts or other business ventures
 - b. Membership of trade, business or other economic organisation; And
 - c. Shareholding in other businesses, companies or institutions
 - d. A declaration of interest document will be circulated to all council members in each and every council meeting.
 - e. Councillors should recuse themselves from discussion or decisions on matters where they have a conflict of interest, unless the council otherwise agrees.

Supply of information to Councillors

For council members to exercise informed, intelligent, objective and independent judgement on the business and operations of the museum, they shall have access to accurate, relevant and timely information. In this regard:

1. All councillors shall have access to management irrespective of seniority;
2. All councillors shall have unlimited access to the advice and services of the Company Secretary who has a statutory duty to advise the board on matters of procedure, rules and regulation;
3. Round robin resolutions shall at all times be supported by a preamble summarising the reason for the resolution together with copies of other supporting papers such as draft agreements, circulars, letters etc.
4. The Company Secretary shall ensure that the directors are in receipt of their board papers at least 10 days prior to the scheduled board meeting;
5. The CEO shall provide up to date information on the operations of the museum.

Councillor training & development

All councillors, when initially appointed will be inducted by the Department of Arts and Culture and the CEO in respect of the business and operations of the museum and shall undergo a directors briefing with the council Secretary. The briefing to directors shall, *inter alia*, cover the following:

1. Role, duties & responsibilities of the board and directors;
2. Rights & obligations of a director;
3. Statutory liabilities and duties of a director under criminal and company law;
4. Board practices and procedures;
5. Museum strategy and organisational structure and operations;

Annual financial statements

It is the statutory duty of directors, jointly and severally to be responsible for the annual financial statements of the Museum. The council shall in accordance with company's act and provisions of the PFMA approve annual financial statements.

Duration

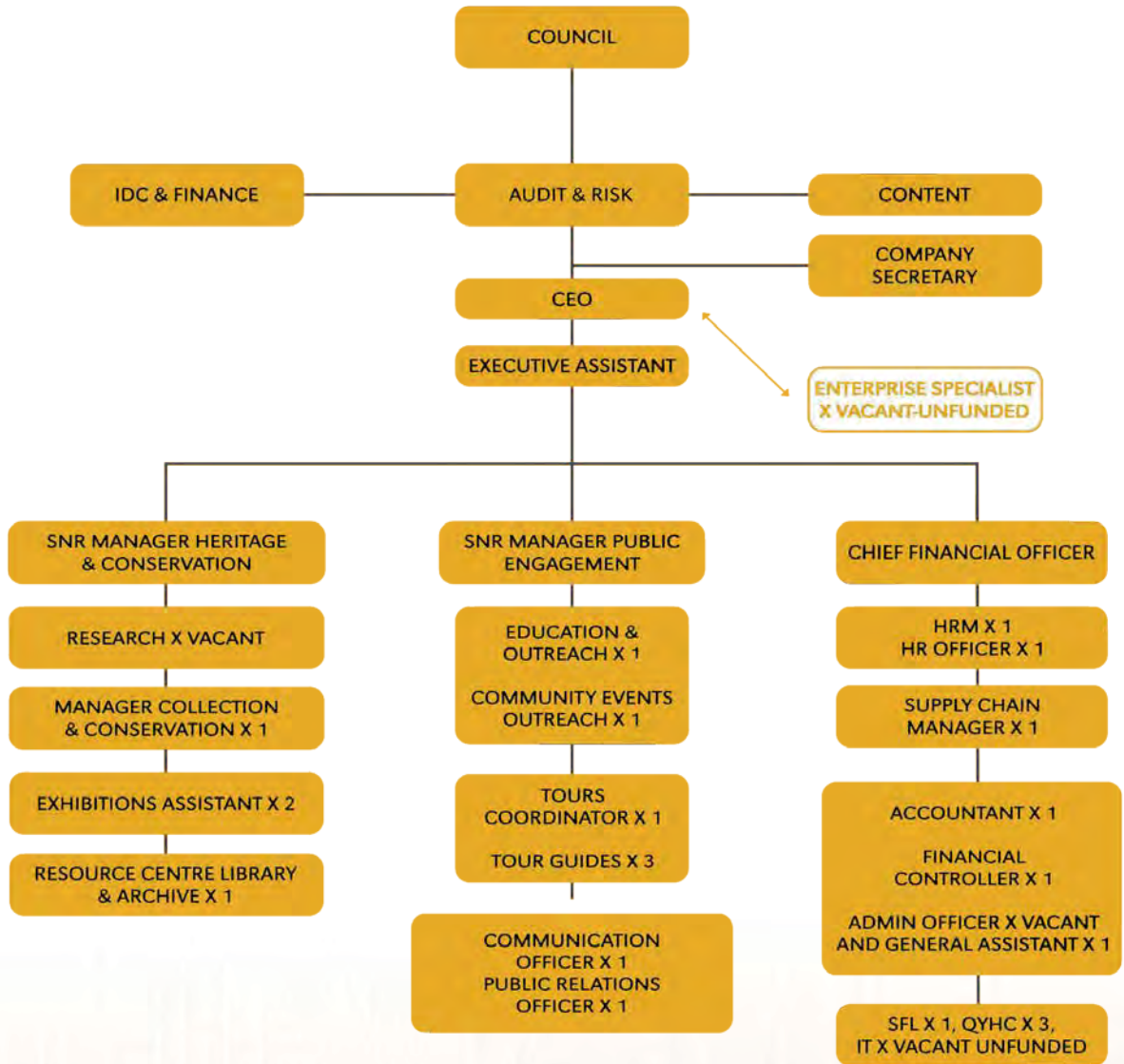
This charter shall be reviewed every three years and shall be approved by Council on the start of the fourth financial year.

Approved

Approved at Council meeting of:

Chairperson of Council:

ANNEXURE E
ORGANISATIONAL STRUCTURE



ANNEXURE F
UAMP

Template 1: Schedule of Accommodation Requirements per Budget Programme Objective

Mission		WHAT IS THE OPTIMAL ACCOMMODATION REQUIRED TO SUPPORT THE MISSION			
The mission of the Nelson Mandela Museum: • A centre of excellence that preserves the legacy, disseminates knowledge, interprets and upholds values of the Nelson Mandela to promote social cohesion and nation building		The activities of the Department are divided into six programmes and their descriptions and strategic objectives are the following:			
PROGRAMME (BUDGET VOTE)	Public Entity	PLANNED OUTPUTS (CORPORATE OBJECTIVES)	Measurable objectives	OPTIMAL ACCOMMODATION (WHAT IS REQUIRED TO MEET CLIENT NEEDS)	RATIONALE
1	2	3	4	5	6
Programme 5: Heritage Promotion	Legacy Projects Nelson Mandela Museum		To facilitate intergenerational learning platforms and conversations that discuss the values of Nelson Mandela	Adequate educational facilities and learners accommodation with appropriate technological facility	To accommodate learners attending school camps
			To use exhibition to drive and entrench the values of Nelson Mandela	Adequate exhibition space	To accommodate local and international tourists as well as learners
			To research museum collections for better understanding and sustainable use	Adequate library space with appropriate technical fittings	To investigate and gather information in the of provancing and accessioning
			To facilitate conversation of sites associated with Nelson Mandela and facilitate their inclusion as part of Liberation Heritage Route	Identification of sites for inclusion in the National Heritage Liberation Route	
			To facilitate focused understanding of the museum through the development of learning material	Adequate storage with appropriate technical fittings	Production of learning material aimed at learners
			To create in- person and digital platforms of community engagement		
			To profile the Nelson Mandela		

PROGRAMME (BUDGET VOTE)	Public Entity	PLANNED OUTPUTS (CORPORATE OBJECTIVES)	Measurable objectives	OPTIMAL ACCOMMODATION (WHAT IS REQUIRED TO MEET CLIENT NEEDS)	RATIONALE
1	2	3	4	5	6
			Museum brand through various markets		
			To ensure a functional Council that provides effective oversight and promotes accountability in accordance with Council Charter	Adequate office space for personnel and council with appropriate technical equipment	
			To create financial stability for the museum	Adequate office space for personnel with appropriate technical equipment	
			To develop policies ,procedures and systems	Adequate office space for personnel with appropriate technical equipment	To accommodate Nelson Mandela Museum administration
			To ensure effective financial management, accountability and administration	Adequate office space for personnel with appropriate technical equipment	
			Financial planning and accounting	Adequate office space for personnel with appropriate technical equipment	
			To optimally develop and manage human capital	Adequate office and parking space with appropriate technical fittings	
			To ensure effective utilisation, safe and clean environment of the museum and infrastructure	Adequate office and storage space with appropriate technical fittings	

Template 2a: Schedule of State Accommodation Currently Occupied or Allocated to User (IAR)

No	Province	Unique ID / Complex Code	Town	Street No	Street address and Suburb	Public Entity	Facility Number	Facility Description	Accommodation Type	Facility - Extent of Improvement (m²)/allocated space	10a	10b	11	12	13	14	15	16	17	18	19	20	21	22	Comments
10	Eastern Cape		Mithatha	n/a	Cnr Nelson Mandela Drive and Owen Street	Nelson Mandela Museum	DACEC001	Bhunga Building	Museum	3017.00	3017.00			5217.00		Yes	100	0				0.00	0.00		
11	Eastern Cape		Idutywa	n/a	n/a	Nelson Mandela Museum	DACEC007	Mvezo Museum	Museum	98.20	60.10			47698.45		Yes	61.2	38.8				0.00	38.10		
12	Eastern Cape	162885	Mithatha	19	Ounu A/A	Nelson Mandela Museum	DACEC012	Nelson Mandela Youth and Heritage Centre	Museum	3932.20	3932.20			0.00		Yes	100	0				0.00	0.00		
13	Eastern Cape		Mithatha	19	Ounu A/A	Nelson Mandela Museum	DACEC018	Nelson Mandela Youth and Heritage Information Centre	Museum	156.50	0.00			1383.44		Yes	0	100				0.00	156.50		

Template 3a: Schedule of Functional Performance (State Owned)

Serial No	Province	Unique ID Code(complex)	Town	Public Entity	Facility Number	Facility Description	Accessibility for Disabled	Accessibility to Site	Condition	Functionality	Legal Compliance	Comments
1	2	3	4	5	6	7	9	8	10	11	12	12
10	Eastern Cape		Mithatha	Nelson Mandela Museum	DACEC0001	Bhunga Building	5	4	5	5		
11	Eastern Cape		Idutywa	Nelson Mandela Museum	DACEC0007	Mvezo Museum	1	2	4	1		
12	Eastern Cape	162885	Mithatha	Nelson Mandela Museum	DACEC0012	Nelson Mandela Youth and Heritage Centre	3	3	3	3		
13	Eastern Cape		Mithatha	Nelson Mandela Museum	DACEC0018	Nelson Mandela Youth and Heritage Information Centre	1	2	3	4		

Template 4a: Schedule of Current Utilisation (State Owned)

No	Province	Public Entity	Facility Number	Facility Number	Current Allocated Space	Total Space Requirement	Difference (Column 3-4=5)	% Utilised	Space Under / Over utilized (m²)	Comments
1	2	3	4	7	5	4	6	7	8	9
10	Eastern Cape	Nelson Mandela Museum	DACEC0001	Bhunga Building	4171,6	4171,6	0,00	100	0,00	
11	Eastern Cape	Nelson Mandela Museum	DACEC0007	Mvezo Museum	98,20	60,10	38,10	61,2	38,10	
12	Eastern Cape	Nelson Mandela Museum	DACEC0012	Nelson Mandela Youth and Heritage Centre	3932,20	3932,20	0,00	100	0,00	
13	Eastern Cape	Nelson Mandela Museum	DACEC0018	Nelson Mandela Youth and Heritage Information Centre	156,50	0,00	156,50	0	156,50	

Template 5: Utilisation Improvement Plan

1 Program Objective	2 Public Entity	3 Facility Number	4 Facility Description	5 Current Allocated Space	6 Current Utilisation Level (Total Space Required i.e. Current & New)	7 m ² Under Utilised	8 Excess of Space (%)	9 Utilisation Improvement Actions
Programme 5: Heritage Promotion	Nelson Mandela Museum	DACEC0001	Bhunga Building	4171,6	4171,6	0,00	0,00	N/A
	Nelson Mandela Museum	DACEC0007	Mvezo Museum	98,20	60,10	38,10	38,80	No clarity on whether Mvezo should still be under Nelson Mandela Museum
	Nelson Mandela Museum	DACEC0012	Nelson Mandela Youth and Heritage Centre	3932,20	3932,20	0,00	0,00	N/A
	Nelson Mandela Museum	DACEC0018	Nelson Mandela Youth and Heritage Information Centre	156,50	0,00	156,50	100,00	

Template 6: Gap Analysis

PROGRAM ME (TEMP E 1)	Public Entity (E 1)	OPTIMAL ACCOM MODATI ON (E 1)	GAP BETWEEN OPTIMAL ACCOMMODATI ON AND CURRENT OCCUPIED ACCOMMODATI ON (TEMPLATES 2,4,5)	QUANTIFICATION OF NEED								PRIORI TY 1 - 10 (1 = high; 10 = low)			
				QUANTIFICATION OF CURRENT ACCOMMODATION REQUIREMENT				QUANTIFICATION OF NEW ACCOMMODATION REQUIREMENT							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
				Facility Number	Current Accommoda tion Requirement	Current Locati on	Accommoda tion Type	Staff / Planni ng Unit	New Accommoda tion requirement	Locati on	Accommoda tion Type	Staff/ Planni ng Unit	Specialised Requireme nts	Applicab le Financia l Year	
Programme 5: Heritage Promotion	Legacy Project S			5	6	7	8	9	10	11	12	13	14	15	16
	Nelson Mande la Museu m			DACEC00 01					Acquisition of leased parking space	Mthath a	Museum			2016/201 7	1
	Nelson Mande la Museu m			DACEC00 12					Construction of the New Exhibition Complex	Nelson Mandel a Youth and Heritag e Centre	Museum			2018/19	1

Template 7: Accommodation Plan

Programme Objectives	Province	Custodian Unique ID Code(Complex)	Public Entity	Projected demand year 3 - 5					Actions from GAP Analysis	Budgeted Full Accommodation Costs						Comments on Implementation	
				Facility Number	Facility Description	Location	Projected Staff	Present allocation / Indicative area sqm		Year 0 2016/2017	Year 1 2017/2018	Year 2 2018/2019	Year 3 2019/2020	Year 4 2020/2021	Year 5 2021/2022		Year 6 2022/2023
1	Eastern Cape		Nelson Mandela Museum	5	Bhunga Building	Mthatha	8	9	Acquisition of leased parking space	R 72 000	R 388 800	R 419 904	R 453 496	R 489 776	R 528 958		17
	Eastern Cape		Nelson Mandela Museum		Nelson Mandela Youth and Heritage Centre	Mthatha		98.20	Construction of the New Exhibition Complex		R 6 000 000	R 40 000 000					

Template 8b: Accommodation in process of being Procured: Procurement instructions issued

Province	Town	Street address and Suburb	Public Entity	Building	Area per m²	Expenditure Estimate (Year 1 2014/2015) Esc @ 10%	Expenditure Estimate (Year 2 2015/2016) Esc @ 10%	Expenditure Estimate (Year 3 2016/2017) Esc @ 10%	Expenditure Estimate (Year 4 2017/2018) Esc @ 10%	Expenditure Estimate (Year 5 2018/2019) Esc @ 10%	Expenditure Estimate (Year 6 2019/2020) Esc @ 10%	Total Estimated Expenditure Years 1 to 6	Comments
1	2	3	4	5	6	8	9	10	11	12	13	14	15
													Still in negotiations with the KSD Municipality for Owen and Victoria street, and Department of Public Works for Plaza

Template 8c: Leased Accommodation in Planning (Options Analysis cash flows)

Province	Town	Street address and Suburb	Public Entity	Building	Area per m ²	Expenditure Estimate (Year 0 2016/2017)	Expenditure Estimate (Year 1 2017/2018)	Expenditure Estimate (Year 2 2018/19) Esc @ 10%	Expenditure Estimate (Year 3 2019/20) Esc @ 10%	Expenditure Estimate (Year 4 2019/20) Esc @ 10%	Total Estimated Expenditure	Comments
1	2	3	4	5	6	10	11	12	13	14		
Eastern Cape	Mthatha	Owen Street	Nelson Mandela Museum		525	R 388 800	R 419 904	R 453 496	R 489 776	R 528 958	2 862 788	Still in negotiations with the KSD Municipality for Owen and Victoria street, and Department of Public Works for Plaza

Template 8e: PROJECTS IN PLANNING (Capital Works-New)

Province	Town	Public Entity	Facility Number	Facility Description	Service Description	Budget Type	WC Status	Status	Expenditure Estimate (Year 0 2015/2016)	Expenditure Estimate (Year 1 2016/2017)	Expenditure Estimate (Year 2 2017/2018)	Expenditure Estimate (Year 3 2018/2019)	Expenditure Estimate (Year 4 2019/2020)	Expenditure Estimate (Year 5 2018/2019)	Expenditure Estimate (Year 6 2019/2020)	Total Estimated Expenditure	Comments
1						7	8	9	14	15						16	17
Eastern Cape	Mithatha	Legacy Projects	4		Construction of the New Exhibition Complex	Capital Works	none		R -	R 6 000 000	R 40 000 000	R -	R -	R -	R -	R 46 000 000	

Template 9a: PROJECTS CURRENTLY IN PROGRESS (Refurbishment & Upgrade)

Province	Town	Public Entity	Facility Number	Facility Description	Service Description	Budget Type	WCS No	Status	Expenditure Estimate (Year 0 2013/2014)	Expenditure Estimate (Year 1 2014/2015)	Expenditure Estimate (Year 2 2015/2016)	Expenditure Estimate (Year 3 2016/2017)	Total Estimated Expenditure Years 0 to 3	Comments
1	2	3	4	5	6	7	8	9	14	15	16	17	18	19
Eastern Cape	Umtata	Nelson Mandela Museum	DACEC0018	Nelson Mandela Museum	Upgrading of Bhunga Building	Upgrade	047546	6A	R 23 385 082	R 4 414 000	R -	R -	R 27 799 082	DPW - The contractor is still busy with snaglist, the building has yet been handed over
									Totals	R 4 414 000	R -	R -	R 27 799 082	

Template 10a: Accommodation Identified for Surrender (State Owned)

No	1	2	3	4	5	7	7	7	8	9	10	11	12	13	14	15	16	17
		Province	Town	Public Entity	Street address and Suburb	Facility Description	Accommodation Type	Extent of Improvement (m ²) - Current Allocated Space	Formal Land Description	Extent of Land (Ha)	Permanent / Temporary Accommodation	Heritage Status	Custodian Unique ID Code (Complex/Property)	Functional Performance Rating	Surrender Rational	Date to be Surrendered to Custodian	Potential Contingent Liabilities (Contractual Obligations)	
		Eastern Cape	Mithatha	Nelson Mandela Museum	Owen Street	Coert Steynberg	Museum				P	Yes				2016/2017		

Template 11: PROJECTS IN PLANNING (Repairs & Maintenance)

No	Province	Town	Public Entity	Facility Number	Facility Description	Service Description	Budget Type	WCS No	Status	Expenditure Estimate (Year 0 2015/2016/2014)	Expenditure Estimate (Year 1 2016/2017)	Expenditure Estimate (Year 3 2017/2018)	Expenditure Estimate (Year 4 2018/2019)	Total Estimated Expenditure Years 1 to 4	Comments
1	2	3	4	5	6	7	8	9	10	15	16	17	18		
17	Eastern Cape	Mthatha	Nelson Mandela Museum	DACEC0001	Bhunga Building	Planned Maintenance	FACILITIES MANAGEMENT		Planning stage	R 437 500				R 17 500 000	DPW has appointed COEGA for Facilities management
21	Eastern Cape	Mthatha	Nelson Mandela Museum	DACEC0012	Nelson Mandela Youth and Heritage Centre	Planned Maintenance	Repair & Maintenance	none	none						none
23	Eastern Cape	Mthatha	Nelson Mandela Museum	DACEC0018	Nelson Mandela Youth and Heritage Information Centre	Planned Maintenance	Ounu maintenance based Project	none	Planning stage						Ounu Maintenance based project is on the planning stage by DPW

TEMPLATE 12: BUDGET SUMMARY 2014/15 - 2019/2020 - Heritage Promotion and Preservation

No	Budget Type	Expenditure Estimate (Year 1 2016/2017)	Expenditure Estimate (Year 2 2017/2018)	Expenditure Estimate (Year 3 2018/2019)	Expenditure Estimate (Year 4 2019/2020)	Expenditure Estimate (Year 5 2019/2020)	Total Estimated Expenditure Years 1 to 5
1	2	4	5	6	7	8	10
1	Existing Leases	0	0	0	0	0	0
2	Leases Being Procured	0	0	0	0	0	0
3	Planned Leases	R 388 800	R 419 904	R 453 496	R 489 776	R 528 958	2 862 788
	Sub-Total (leases)	388 800	419 904	453 496	489 776	528 958	2 862 788
4	Capital Works (New) in Progress	0	0	0	0	0	0
5	Capital Works (New) in Planning		R 6 000 000	R 40 000 000			46 000 000
6	Refurbishment in Progress	0	0	0	0	0	0
7	Refurbishment in Planning						
	Sub-Total (without maintenance & leases)	0	6 000 000	40 000 000	0	0	46 000 000
8	Maintenance	0	0	0	0	0	0
	Total (with maintenance)	388 800	6 419 904	40 453 496	489 776	528 958	48 862 788