



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



2018/19

ANNUAL
PERFORMANCE
PLAN

The centenary year
2018



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FOREWORD

The implementation of the 2018/2019 Annual Performance Plan will coincide with the global celebrations of Nelson Mandela's centennial. With events spreading throughout the year and across the international community, the culmination date will be his birthday on 18 July, where it is expected that Mvezo will host the International Nelson Mandela Day activities. Other sites associated with Nelson Mandela's upbringing like Qunu and Mqhekezweni will also host other activities throughout the month of July. It is also expected that the Centennial year will herald the beginning of pilgrimaging to Qunu and Mvezo as envisaged by the Strategic Plan of 2015-2020. Pilgrimaging will also assist in promoting economic activities, Cultural Revolution while ensuring that the available infrastructure is maintained and utilized. The annual Qunu Arts Festival will be launched in August 2018. The Centenary will also help in discussing the society in the Next 100 Years. Professional volunteers will also be engaged to ensure that the 2018 Centennial year leaves behind a memorable legacy.

The multiple centennial activities will ensure that there is amongst other things provision of: leadership training programmes, travelling exhibitions, sporting activities, infrastructure provided and the continuous feeding of the soul through dialogues and other platforms. The museum will continue to take a center stage, partnering with national and international bodies to take out the values and legacy of Nelson Mandela. The Centennial plan is crafted to provide and allow each person to contribute to how Madiba would have celebrated his 100 years. International partners that include universities and museums will provide opportunities to both the young academics and museologists to interpret his values through: conferences, dialogues, seminars, exhibitions, etc.

The Nelson Mandela Museum Council is satisfied that the APP is in line with the Department of Arts and Culture's vision and mission. The objectives of this APP are also responding to the Minister's 10 Point Plan as well as the National Development Plan's 14 Outcomes, particularly the outcome on Social cohesion and nation building. The APP will also enhance the museum's reach of rural areas as it happened in 2017/2018 financial year.

The APP is a roadmap towards achieving the strategic goals of the 2015-2020 Strategic Plan, a 5 year vision the museum adopted. The museum has achieved the previous targets set out. The reach of far flung communities is evidence that the values of Nelson Mandela are shared with diverse communities.

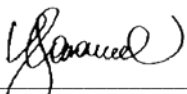
Through its Vision, the museum has indeed become an African museum that inspires positive change in society through the legacy and values of Nelson Mandela. The research on his values is complete and a booklet will be published in which the public will now share and agree on his values.

The 2018/2019 APP is also crafted at the backdrop of an unqualified audit opinion acquired during the 2016/2017 financial year. This achievement though with emphasis, provides a welcome relief and an opportunity to work towards achieving the clean audit. The formulation and approval of policies is a step towards acquiring the clean audit.

The attainment of unqualified audit for 2016/2017 financial year came at an opportune period as the museum prepares to launch its international footprint. This is also due to the strategic leadership and oversight role provided by the Council. The Council therefore commits to maintaining this and enhance its oversight role. The management has bought into the Council's vision and that has enabled implementation of the APP with ease.

The increase in visitor numbers is a consequence of aggressive marketing that the museum adopted, coupled with its programming that involves schools, youth and community structures.

The Nelson Mandela Museum Council presents the Annual Performance Plan for the period 2018/19 and pledges its accountability to the Executive Authority as well as its clientele.



Mr. Vuyani Jarana

Chairperson of Council

On behalf of the Accounting Authority

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

Date: 27 January 2018

INTRODUCTION

This APP for the year 2018/19 is informed by the 14 outcomes identified by the government of South Africa through the National Development Plan, especially the outcomes on social cohesion and nation building.

1. Quality basic education;
2. A long and Healthy life for all;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;
5. Skilled capable workforce to support an inclusive growth path;
6. An efficient, competitive, and responsive economic infrastructure network;
7. Vibrant, equitable, sustainable rural communities contributing to food security and for all;
8. Sustainable human settlements and improved quality of house hold life;
9. Responsive, accountable; effective and efficient local Government system
10. Protect and enhance our environmental assets and natural resources;
11. Create a better South Africa, a better Africa and a better world;
12. An efficient, effective and development oriented public service;
13. Social Protection and
14. Nation building and Social cohesion.

The APP also subscribes to the DAC's vision and the Minister's 10 Point Plan as detailed below:

- Accelerating and amplifying Nation Building and Social Cohesion and dealing with, inter alia, challenges of racism and advancing patriotism through such programmes as affirming constitutional values.
- Focusing on Africa with regards to cultural diplomacy and prioritizing Aspiration 5 of the African Union's Agenda 2063. Deepening of our relations with BRICS member countries as well as North-South relations
- Accelerating the Liberation Heritage Route infrastructure programme, including the national Heroes Acre project.
- Intensification of the programme to promote all Languages through supporting current language museums and building others that will preserve and promote other languages that are currently marginalised and intervening decisively to improve the functioning of the Pan South African Language Board (PanSALB).
- Ensuring that Mzansi Golden Economy benefit the previously disadvantaged artists and those within the sector equitably.
- Libraries programme should ensure that there is accessibility of library infrastructure by all and society should be encouraged to read and visit libraries
- There is a need to utilise available spaces for Community Arts. Create platform for artists to thrive.
- Arts Education programme should ensure that school curriculum teaches correct South African heritage The DAC Schools Programme needs to be effectively implemented
- The need to improve quality of our Reporting and Compliance. There is a need to improve coordination between the DAC and sister departments at national, provincial and local level.
- The need for the department to conduct a Skills Audit within the DAC to ensure that human resources are correctly place within the organisation

The Museum is determined to contribute to this Plan 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 their broad definition.

The Museum is expected 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. The work that we do in these different communities has also demonstrated the importance of artefacts or tangible material.

To deal with the challenge of capacity issues, the museum will opt to use what it calls 'professional volunteers' to work on specific activities. For example, volunteers with the following skills:

- Brand management, marketing and communication
- IT and website management
- Heritage conservation specialists
- Events management
- Administration

The valuation of heritage assets will help the museum to strengthen security issues whilst also developing plans around disaster recovery plans.

During the 2017/2018 financial year, the museum consolidated its international footprint. A Memorandum of Agreement was signed with Winchester University (UK), consolidation of existing partnership with Michigan State University (USA), etc. During the centennial year, the museum will spread its Mandela wings throughout the African continent. A new concept 'Connecting 100 African Museums' will be launched as part of African museums' celebration of Madiba.

There has been a slight increase of visitors to the museum over the years though Qunu site is temporarily closed for maintenance purposes. The increase is a result of the following:

- ✓ Aggressive marketing approach
- ✓ Colloquia staged in different regions
- ✓ Educational programmes which include visits to various schools
- ✓ Travelling exhibitions
- ✓ Outreach programmes

This is a welcome undertaking as it presents an opportunity to meet more people in the wake of sharing the values and legacy of Nelson Mandela. This also presents an opportunity to enhance the capacity of tour guides as they are the face of the museum.



Bonke Tyhulu
CEO

Date: 26 January 2018

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 achieve over a period of 5 years.

Mr Mandisi Msongelwa CA (SA)
Chief Financial Officer

Date: 26 January 2018

Approved: Chairperson of Council

Mr Bonke Tyhulu
Chief Executive Officer

Date: 26 January 2018

Mr V. Jarana

Date: 27 January 2018

MANDATE OF THE NELSON MANDELA MUSEUM

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



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PART A: STRATEGIC OVERVIEW

1. Vision

An African museum that inspires positive change in society through the legacy and values of Nelson Mandela.

2. Mission

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

3. Values

The museum is driven by the following values. It has also comprehensively researched other values and a booklet has been published and circulated for public consumption. These are the values that characterised the life of Nelson Mandela.

Values	Meanings
Ubuntu	To help without looking for personal gain.
Stewardship	Custodians of Nelson Mandela's legacy
Integrity	To inculcate honesty and respect
Service excellence	To ensure qualitative and satisfactory service delivery.
Development and learning	To be the hub of information sharing.
Innovation	To be creative in developing new ideas

Value

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 as amended
- 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

The 2018/2019 APP presents opportunities for the museum to accelerate its reach of the national audience, particularly the rural landscape that have not seen a museum before. Through its travelling exhibitions and colloquia, the museum will increase its audience. Opportunities also include the leadership training programmes, targeting the rural youth and unemployed graduates, working with reputable universities. The centenary year will also provide opportunities for the provision and improvement of infrastructure in Qunu.

Whilst there are general capacity challenges, there is comfortability with skills at both finance and heritage and conservation management will enhance the museum's ability to execute the APP. The completion of a heritage assets valuation is a welcome relief. This has enabled the museum to be GRAP 103 compliant.

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.

There are emerging trends throughout the heritage and museum sector such as:

- Virtual tours, travelling exhibitions, App development, Social media, Active citizenry, Growing demand for heritage, expectation for museums to contribute to economic activities, Partnerships with national and international institutions, youth engagements, etc.

The White Paper Policy review may have an impact on all heritage institutions. 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. This also impacts on institutional flexibility on the kind of projects the Museum can participate in.

For the Financial Year 2016/17 the Nelson Mandela Museum has obtained an unqualified audit opinion with Emphases of matter in relation to Restatement of Corresponding Figures, Underspensing in Conditional Grants and Irregular expenditure. However, the museum management has drawn up a Governance Improvement plan with the aim of addressing these and other findings by the Auditor General. The museum has started implementing aspects that were of major emphasis during this audit period and also development of systems and standard operating procedures.

The museum has also increased its dialogues from quarterly to bi-monthly. This has also allowed space for many other South Africans an opportunity to discuss not only Madiba, but many other South Africans who have impacted our lives.

The museum also operates under strict financial environment which affects planning and implementation of various programmes. The issue of skills is another matter that has received much attention. Though museums generally have skills challenges due to ageing workforce, Nelson Mandela Museum is affected by lack of skills of lower levels. The restructuring process also misplaced those with particular skills to areas they had no prior knowledge of.

The non-completion of Qunu maintenance by the Department of Public Works has brought some financial strain to the museum as it was a revenue generating facility. Since its closure the museum had to terminate contracts of other employees. Furthermore, the programmes that were arranged for the facility are no longer taking place and therefore, the community is suffering.

The museum has received numerous calls from the media regarding the opening to the public of Nelson Mandela's grave in Qunu. The museum is also inundated with the same calls from its clientele. The museum is aware that this is a family affair and therefore cannot make any comment to that effect.

5.2 Organisational environment

The museum's Accounting Authority is the Council. The stable Council has allowed the museum to function effectively and with management team to run the museum on a daily basis. The Council also plays its oversight role while also providing strategic direction. It is fully functional with its five committees which are:

- ✓ Content development
- ✓ Finance
- ✓ Audit and Risk
- ✓ Institutional Development
- ✓ Community Development and Fundraising

The functioning of the Committees ensures that there is accountability at management whilst the Council is able to deal with Strategic issues and policies. The symbiotic relationship between the Council and the management will enhance the organization and improve performance. It will also ensure accountability, transparency and respect while adhering to the values of Nelson Mandela.

Of the three campuses of the Nelson Mandela Museum, only Bhunga is fully operational while Mvezo has its challenges. Moreover, the closure of Qunu has limited the museum to execute its mandate effectively as other programmes earmarked for the Youth Centre cannot be performed.

The museum invests in its employees and thereby increase its revenue generating capacity. Nelson Mandela is a brand and such the museum has to, whilst respecting the brand, creatively find ways of generating income out of the brand. The museum has to be sensible and with great caution. As an international brand, it also needs to manage it effectively and guide against any brand misuse.

Maintenance of facilities is a necessary undertaking and when it is not done that impacts on the collections. Damaged collections cannot be used again, and that would be a loss to the generation to come.

Furthermore, the use of and enhancement of security services especially that there is likely to be an increased number of visitors in 2018 and beyond needs to be given a priority.

5.3 Strengths

One of the strengths of the Nelson Mandela Museum is that it has a strong brand name, the Nelson Mandela name. In addition to this, we are situated in an area where Nelson Mandela was born, grew up and buried. The grave of Nelson Mandela is at the doorsteps of the Museum and it strengthens our narrative. If properly planned, the pilgrimage that can result from this will also add value to the Museum programming. The newly upgraded Nelson Mandela Museum Bhunga building has an increased exhibition space. Located within the KSD and OR Tambo District Municipalities, the museum is in a rich area. Tourism packaging and comprehensive liberation heritage route. The corporate appeal of the Brand Mandela is also strength. Furthermore, its location in the centre of the Eastern Cape provides a platform in which visitors would eager to explore the location. Furthermore to the strengths that are explain above, below are other additional ones of the Museum:

- One of the few museums who managed to value and verify heritage asset;
- Improved financial controls that had led the museum to obtain an unqualified audit opinion in year 2016/17;
- Collections and upgraded collections storage are one of the areas that make the museum being fulfilled with the security of artefacts;
- Diverse Exhibitions that the museum exhibit to its visitors;
- Diverse Programming ranging from colloquiums, travelling exhibitions, events etc.
- There is a leadership stability as all Council and committees and Management are operating effectively;
- Brand identity
- Proximity to Nelson Mandela's home and grave
- Links with other legacy projects like Robben Island Museum

5.4 Weaknesses

An incorrect base line funding resulted in an inadequate resourcing (human capital, infrastructure and operational) of the Museum. Today, the Museum should consider critical positions that form the core of the Museum's mandate and funding thereof. The latter should also be elucidated in the Human Resources Plan. ICT infrastructure is still a standing problem, however the appointment of Senior ICT specialist is considered despite the budget constraints.

Poor security around displayed objects/collections is still a risky area within the museum and lack of detectors contribute to this risk. However, the museum is considering to install an alarm system that is directly linked to the artefacts.

Furthermore, by not charging entrance fee to the visitors, the Museum is losing out on generating its own income. This is also compounded by the closure of the Youth Centre in Qunu. It must be remembered that the main source of increasing own revenue by the Museum is the Centre. To ensure that the above materializes, the pricing strategy must be developed and incorporated

into the Revenue policy. Another ongoing challenge relates to the Mvezo site which the Museum has lost control over. However, the Museum Council has resolved to open negotiations with the Chief of Mvezo and his traditional council. Additional weaknesses that the museum will need to consider are:

- Capacity;
- No disaster recovery plan;
- Inadequate Signage;
- Ownership of heritage objects;
- Salary disparities;
- Our display cases are not best cases to exhibit the type of our artefacts;
- Misinterpretation of content by tour guides and;
- Inadequate document management system;

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. Once the decision to open the grave to the public, Nelson Mandela Museum will benefit by exhibiting Nelson Mandela in his entirety. The Nelson Mandela Museum is also one of the sites that 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.

Additionally, it is a well-known fact that the weaknesses can be turned into opportunities. The pricing strategy, the refurbishment of the Qunu Youth Centre, provide audio guides, as well as the rental of the spaces in the Bhunga building, e.g., the boardroom, will assist in terms of own revenue generation. The re-opening of the facility will also see the introduction of new programmes that promote youth participation, arts and culture and other programmes.

The long walk to freedom film set donation is one of the outstanding opportunities which when assembled and exhibited would attract a lot of visitors.

2018/19 is the Nelson Mandela centenary year, the expectation is that all stakeholders that hold and preserve Nelson Mandela values and legacy should make the year as a memorable one through human empowerment, restoring human dignity, advocating importance of heritage through values of Mandela. Some additional opportunities with the Nelson Mandela museum are:

- Tour operation business
- Events and conferencing
- Hospitality services
- Packaging cultural experience
- Publication of content
- Infrastructure development
- Research and more archival material

5.6 Threats

The Nelson Mandela name is associated with many sites such as street names, other museums and foundations. These have a potential of creating brand confusion and location. For example, some visitors met and spoken to during tourism exhibition shows think that the Museum is situated at the Nelson Mandela Bay, which is in Port Elizabeth instead of Mthatha.

Presence of identical exhibitions in other museums is also a challenge as the audience is shown same material though at different places. People may not see the need to visit the Museum, as they will be seeing the same things that are in other museums. It is important to ensure that the Museum is very distinct and unique from other museums. To solve this the museum needs to diversify its exhibitions and artefacts.

Lack of parking space for tourists and visitors constitutes one of the challenges to the Bhunga Building operations. Lack of access to the Nelson Mandela's Grave site is also one of the discouraging factors to potential visitors as well as tour operators.

Reclaiming the brand will be one of the mitigating factors to consider through registration with the Commissioner of Intellectual Property and Companies (CIPC).

Below are additional threats

- Flooding and other disasters
- Encroachment
- Inadequate maintenance
- Qunu closure
- Crime around Mthatha
- Lack of control over Mvezo site
- Mandela Family disputes
- Political interference

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 establishment and development of the ICT infrastructure at both the Bhunga Building and Qunu Youth and Heritage Centre constitute one of the priorities of the Museum in the period under consideration.

The User Asset Management Plan remains an important indicator of the museum's development. The project management team assists the museum to ensure that it responds to the general needs of the museum. The 2018/2019 APP priorities the following areas:

- Financial Sustainability through revenue generation strategy i.e. entrance fees, audio guides, leasing opportunities etc.
- Successful implementation of planned Nelson Mandela centenary activities;
- Obtain documentation from the Minister that assures ownership of heritage objects;
- Development of alarm system to secure collections against theft;
- Development of disaster recovery plan;
- Continue to engage KSD to demarcate Museum visitor Parking space outside the Museum;
- Continuous Capacity building;
- Maintain positive audit outcomes;
- Re-opening of Qunu facility and;
- Re-positioning and re-profiling of Nelson Mandela Museum within the Museum space;
- ICT infrastructure

5.8 Links to other Plans

The APP is linked to the National Development Plan as developed by the national government. It is also linked to the Minister's 10 Point Plan. The APP preparation particularly on Centenary activities is linked to the Inter-Ministerial Committee's Resolutions.

In order to capture the spirit of the Centenary celebrations, the APP is linked to the development of infrastructure around Bhunga and Qunu through the User Asset Management Plan.

6. Museum Programmes

6.1 The following are the Museum programmes:

Number	Museum Programmes	Sub programme	Strategic Goal
1.	Business Development	Curation and Conservation of Collections Research	Improve and maintain heritage development and conservation
2.	Public Engagement	Marketing and communication Tourism services Education and Public Scholarly Initiatives	Improved public profile and access Vibrant programming that promotes the economic opportunities for the community
3.	Administration	Chief Executive and Finance Offices HR Support Services	Sound and effective governance

6.2 Description of the strategic planning process

This Annual Performance Plan was first developed in August 2017 by museum staff, where a 1st draft was produced. On 25 November 2017, the 2nd draft was presented to Council for its consideration and approval. With the inputs from various stakeholders the 2nd Draft APP 2018/2019 was produced.

This Annual Performance Plan is based on the museum's 5-year Strategic Plan which ends during 2020/2021 financial year. It has also incorporated the Madiba's centennial programmes. This APP is developed with cognizance of the existing financial challenges, the centenary year of Nelson Mandela, the infrastructure needs of the museum as well as public interest to the brand.

7. Overview of 2018/19 Budget and MTEF estimates

For 2018/19 financial year there was loss in budgeting due to centennial activities that are planned but not funded as yet in celebration of legendary Nelson Mandela centenary year. The multiple centennial activities will ensure that there is amongst other things provision of: leadership training programmes, sporting activities, infrastructure development and the soul continues to be fed using various platforms.

Some of planned activities for 2018/19 are as followed:

- New Exhibitions,
- Young Pioneers for Change,
- Young Voices Festival,
- Women's Dialogue, Qunu Arts Festival,
- International Conferences and,
- International Concert

The above activities will only be implemented provided that there are funds available.

Additional funding for capital works will also be required for years 2018/19 until 2021 due to following reasons:

- Additional requests for amphitheatre and additional packing space required by museum;
- Development of statues of Legendary Nelson Mandela;
- Machinery and equipment will need to be replaced at the end of their useful lives hence budgeting and;
- Renewal and payments of licences and software which NMM use in its business;

Reconciling Expenditure Trends to Strategic Goals

Key Objectives	Audited Outcome			Estimated outcome	Medium Term Estimates	
	2014/15 R	2015/16 R	2016/17 R		2018/19 R	2019/20 R
OPERATIONAL BUDGET						
INCOME						
State Contribution	20 124 000	23 041 315	22 309 317	24 877 000	25 091 000	26 496 000
State Grant- Municipal Services	0	0	1 737 995	1 902 000	2 012 000	2 129 000
Business Ventures	772 128	300,588	nil	nil	nil	638 505
Interest from Investments	169 404	1 606 676	1 933 811	885 000	900 000	99 346
Total	21 065 532	24 948 579	25 981 123	27 664 000	28 003 000	29 362 851
Improved public profile and access	1 135 051	926 213	936 000	1 236 000	1 368 920	1 437 366
Improve and Maintain Heritage Development and Conservation	1 895 215	1 553 251	1 195 959	947 825	1 049 754	1 102 242
Sound and effective Governance	18 035 266	20 340 202	25 706 059	25 480 175	25 584 326	26 823 243
GRAND TOTAL	21 065 532	22 819 666	27 838 018	27 664 000	28 003 000	29 362 851
SURPLUS/ (Deficit)	nil	2 128 913	(1 856 895)	nil	nil	nil
SPECIAL BUDGET						
Centennial Budget					(36 000 000)	nil
CAPITAL BUDGET						
Capital budget allocated					4 000 000	6 000 000
Capital requirements					(79 862 320)	(13 400 000)
OVERALL TOTAL					(111 862 320)	(7 400 000)
SURPLUS/(DEFICIT)	Nil	2 128 913	(1 856 895)	Nil	(111 862 320)	(2 540 000)

Reconciliation to economic classification

	Audited outcomes			Estimated outcome			Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Current payments	9 213 338	8 957 477	9 777 027	12 761 819	14 750 000	15 635 000	16 573 100		
Compensation to employees	9 213 338	8 957 477	9 777 027	12 761 819	14 750 000	15 635 000	16 573 100		
Goods and services	11 852 194	13 393 053	16 322 996	11 500 181	47 241 000	11 598 851	12 290 900		
of which:									
Communication services	834 187	918 004	438 384	436 000	457 800	480 690	504 725		
Computer services	669 317	216 860	205 063	210 000	220 500	231 525	243 101		
Consultants, contractors and special services	2 799 144	1 353 933	4 234 299	4 446 013	4 668 314	4 901 729	5 146 816		
Inventory	17 402	-	-	-	-	-	-		
Maintenance repair and running costs	4 837 423	5 442 201	4 553 234	2 578 265	1 726 660	2 066 478	2 448 520		
Operating leases	351 287	351 287	166 498	174 823	183 564	192 742	202 379		
Travel and subsistence	-	-	535 109	561 864	589 958	619 456	650 428		
Other expenses	1 988 699	5 110 768	6 190 409	3 093 216	39 394 205	3 106 231	3 094 930		
Transfers and subsidies	354 735	469 135	1 737 995	1 902 000	2 012 000	2 129 000	2 235 000		
Provinces and municipalities	354 735	469 135	1 737 995	1 902 000	2 012 000	2 129 000	2 235 000		
Total operational budget cost					28 003 000	29 362 851	31 099 000		
Centenary activities					36 000 000				
Events					21 000 000				
Exhibitions					15 000 000				
Payments for Capital assets				1 500 000	79 862 320	13 400 000	12 540 000		
Building and other fixtures					78 782 320	12 000 000	11 000 000		
Machinery and equipment					1 000 000	1 300 000	1 400 000		
Software and other intangible assets				1 500 000	80 000	100 000	140 000		
Overall expenditure	21 065 532	22 819 665	27 838 018	27 664 000	143 865 320	42 762 851	43 639 000		



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PART B
PROGRAMMES AND SUB-PROGRAMME PLANS

The centenary year
2018

PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

8. Programme 1: Business development

8.1. Purpose of the programme

Improve and maintain heritage development and conservation

Key sub-programmes

The Business development Branch has been organised to carry out its work according to the following sub-programmes:

- Curation and Conservation of Collections
- Research

8.2. Strategic objectives for 2018 MTEF

Strategic outcome Oriented goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes				Estimated outcome 2017/18	Medium-term expenditure estimate		
				2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
Improve and maintain heritage development and conservation	To facilitate intergenerational learning platforms and conversations that discuss the values of Nelson Mandela	Seminars, dialogues or colloquia are held in different provinces to promote the values which Nelson Mandela represented.	Number of learning platforms and conversations held	4	5	4	4	9	4	4	
	To develop and interpret values of Nelson Mandela through exhibitions	Travelling exhibitions are used as an educational tool to promote a society based on equality, freedom and dignity	Number of geographical locations reached	4	12	8	8	8	8	8	
	To use exhibitions to drive and entrench the values of Nelson Mandela	To maintain cleanliness within exhibition spaces and to develop new educational tools to promote the values of Nelson Mandela.	Number of exhibitions maintained or developed.	0	N/A	N/A	N/A	5	2	2	
	To research museum collections for better understanding and sustainable use	To investigate and gather information on the objects that were donated to Nelson Mandela by the international community for their	Number of collections researched	0	N/A	100	100	100	100	100	

Strategic outcome Oriented goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes				Estimated outcome 2017/18	Medium-term expenditure estimate			
				2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21	
		better understanding and to understand their significance in the country of origin.										
	To conduct research interviews on gaps identified and unrecorded theme related topics	To fill in the gaps that exist in the Nelson Mandela storyline	Number of research interviews conducted	0	N/A	N/A	N/A	24	24	24	24	24
	To collect and properly record library and archives material for easy retrieval.	Promoting access to information	Number of library and archives material acquired, catalogued and classified	0	N/A	N/A	N/A	60	60	60	60	60
	To interpret items of collection and record information on database for auditing purposes.	Retrieval and access	Number of artefacts labelled and entered into the Inventory	0	N/A	N/A	N/A	800	800	800	800	800
	To facilitate conservation of sites associated with Nelson Mandela and facilitate their inclusion as part of the Liberation Heritage Route	To create heritage awareness in the associated sites	Number of sites included in the Liberation Heritage Route	0	1	1	1	N/A	N/A	N/A	N/A	N/A

8.3. Quarterly Targets for the 2018/19 Financial Year

Performance Indicator	Reporting period	Annual Target 2018/19			
		1 st	2 nd	3 rd	4 th
Number of learning platforms and conversations held	Annually	9 platforms	4	2	1
Number of geographical locations reached	Annually	8 locations	2	2	2
Number of exhibitions maintained/ developed	Annually	5 exhibitions	1	2	1
Number of collections researched	Annually	100 items	25	25	25
Number of research interviews conducted	Quarterly	24 interviews	6	6	6
Number of library and archives material acquired, catalogued and classified	Quarterly	60 items	15	15	15
Number of artefacts labelled and entered into the Inventory	Quarterly	800 items	200	200	200

8.4. Technical Indicator Description

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 colloquia are held in different provinces to promote the values which Nelson Mandela represented.	Programme, Attendance register and signed report /Expenditure data	Simple Count	None	Output	Cumulative per Annum	Quarterly	No	High	Senior Manger Heritage and Conservation
Travelling Exhibitions	Number of geographical locations reached	Travelling exhibitions are used as an educational tool to promote a society based on equality, freedom and dignity	Loan agreement, signed report /Expenditure data.	Simple Count	None	Output	Cumulative per Annum	Quarterly	No	High	Senior Manager Heritage and Conservation
Development / Maintenance of Exhibitions	Number of exhibitions maintained or developed.	To maintain cleanliness within exhibition spaces and to develop new educational tools to promote the values of Nelson Mandela.	Signed report	Simple count	None	Output	Cumulative per annum	Quarterly	New	High	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 understanding and to understand their significance in the country of origin.	Signed research report	Simple Count	None Communication with third party for confirmation during provenance	Output	Cumulative per Annum	Quarterly	No	High	Senior Manager Heritage and Conservation
Research projects undertaken	Interviews conducted	To fill in the gaps that exist in the	Consent form from	Simple count	None	Output	Cumulative per annum	Quarterly	New	High	Senior Manager:

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
Expand library and archives collection	Number of library and archives material acquired, catalogued and classified	Nelson Mandela storyline Promoting access to information	interviewee and report List of acquired library material.	Simple count	None	Output	Cumulative per annum	Quarterly	New	High	Heritage and Conservation Senior Manager: Heritage and Conservation
Document museum collection for proper accountability	Number of artefacts labelled and entered into the inventory	Retrieval and access	Updated Metadata and approved report	Simple count	None	Output	Cumulative per annum	Quarterly	New	High	Senior Manager: Heritage and Conservation

8.5. Budget and MTEF estimates

SUMMARY OF ACTUAL AND BUDGET PAYMENTS

	Audited outcomes				Estimated outcome	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
Curation and Conservation of collection	3 493 746	3 073 759	3 219 293	1 837 825	17 009 254	2 132 715	2 371 320	
Research	360 469	363 492	366 666	370 000	373 500	377 175	381 034	
TOTAL	3 854 215	3 437 251	3 585 959	2 207 825	17 382 754	2 509 890	2 752 354	

SUMMARY OF ACTUAL AND BUDGET PAYMENTS BY ECONOMIC CLASSIFICATION

	Audited outcomes			Estimated outcome	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
Compensation of employees	1 959 000	1 884 000	2 390 000	1 260 000	1 333 000	1 407 648	1 595 000
Operating expenditure	1 895 215	1 553 251	1 195 959	947 825	16 049 754	1 102 242	1 157 354
Learning platforms	887 373	673 584	592 263	411 876	432 470	454 093	476 798
Research	60 469	63 492	66 666	70 000	73 500	77 175	81 034
Libraries	86 384	90 703	95 238	100 000	105 000	110 250	115 763
Exhibitions	860 989	725 472	441 792	365 949	438 785	460 724	483 760
Centennial Activities	-	-	-	-	15 000 000	-	-
TOTAL	3 854 215	3 437 251	3 585 959	2 207 825	17 382 754	2 509 890	2 752 354

8.6. Reconciling performance targets with expenditure

Overall Overview

From 2017/18 to 2018/19 will see the Museum increasing expenditure towards heritage development and conversation by a huge margin, of which 88% relating to centennial Activities that will leave the legacy and 12% going towards development or preservation of exhibitions, hosting of learning platforms and conversations throughout the country and lastly human capital of the unit. There will also be spending towards research on collections associated with Nelson Mandela. Over the MTEF period the Museum will see an increase of around 5% of its overall expenditure towards heritage development.

Centennial Activities

The following activities are additional planned activities specifically for the year 2018/19 to celebrate the Iconic Nelson Mandela as he would have been 100 years in the current year had he alive:

- 1 additional colloquium, as much as we always celebrate this day but for 2018/19 it will be extremely bigger than ever;
- 4 International Conferences;
- 3 New exhibitions.

All the above activities will be dependent on availability of funds through DAC grant and/or fundraising.

9. Programme 2: Public Engagement

9.1. Purpose of the programme

To improve public profile and access
To ensure vibrant programming that promotes the economic opportunities for the community

Key sub-programmes

The Public engagement Branch has been organised to carry out its work according to the following sub-programmes:

- Marketing and communication
- Tourism services
- Education and public scholarly initiatives

9.2. Strategic objectives for 2018 MTEF

Strategic outcome Oriented goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes			Estimated outcome			
				2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Improved Public Profile and Access	To facilitate intergenerational learning platforms and conversations that discuss the values of Nelson Mandela	To hold youth camps and other activities that seek to inculcate Nelson Mandela Values.	Number of learning engagements and conversations held	4 Engagements	6 Engagements	5 Engagements	4 Engagements	4 Engagements	4 Engagements	4 Engagements
	To facilitate various learner engagement activities	The project is aimed at reaching out to diverse audiences more especially those who are not a position	Number of learning material produced	5 learning material	1 learning material	1 learning material	1 learning material	1 learning material	1 learning material	1 learning material

Strategic outcome Oriented goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes			Estimated outcome					
				2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
		to visit the museum										
	To profile Nelson Mandela Museum brand through various markets	To brand and market museum activities	Number of marketing activities and expos	15 marketing activities	3 Marketing activities	3 Marketing activities	3 Marketing activities	3 Marketing activities	3 Marketing activities	3 Marketing activities	3 Marketing activities	3 Marketing activities
	To profile Nelson Mandela Museum brand through various markets	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.	Number of events implemented (18 July, 5 December, 11 February, young voices, Qunu Arts Festival and international concert)	18 events	3 events	3 events	3 events	6 events	3 events	3 events	3 events	3 events

9.3. Quarterly Targets for the 2018/19 Financial Year

Performance indicator	Reporting period	Annual Target 2018/19	1 st	2 nd	3 rd	4 th
Number of learning engagements and conversations held	Annually	4 platforms	1	1	1	1
Number of learning material produced	Annually	1 material	0	0	1	0
Number of branding, marketing activities and expos	Annually	3 expos and shows	1	1	1	0
Number of events implemented (18 July, 5 December, 11 February, young voices, Qunu Arts Festival and international concert))	Annually	6 events	0	3	2	1

9.4. Technical Indicator Description

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 engagements	Number of learning engagements held	To hold youth camps and other activities that seek to inculcate Nelson Mandela Values.	Signed report, attendance register, programme and or expenditure data	Simple Count	None	Output	Cumulative per Annum	Annually	No	High	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	Copy of produced material	Simple Count	None	Output	Cumulative per Annum	Annually	No	High	Senior Manager Public Engagement
Events implemented	Number of events implemented	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.	Programme, attendance register and report and or expenditure data	Simple Count	None	Output	Cumulative per Annum	Annually	No	High	Senior Manager Public Engagement
Branding and marketing	Number of marketing activities and expos	To brand and market museum activities	Signed report	Simple count	None	Output	Cumulative per Annum	Annually	No	High	Senior Manager Public Engagement

9.5. Budget and MTEF estimates

SUMMARY OF ACTUAL AND BUDGET PAYMENTS

	Audited outcomes			Estimated outcome			Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Marketing and Communication	2 273 889	2 055 843	2 494 333	1 816 000	22 915 500	2 016 947	2 118 829		
Tourism Services	106 384	115 703	128 238	140 000	147 000	154 350	162 068		
Education and public Scholarly	107 778	110 667	189 429	266 000	350 420	367 941	386 338		
TOTAL	2 488 051	2 282 213	2 812 000	2 222 000	23 412 920	2 539 238	2 667 234		

SUMMARY OF ACTUAL AND BUDGET PAYMENTS BY ECONOMIC CLASSIFICATION

	Audited outcomes			Estimated outcome			Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Compensation of employees	1 353 000	1 356 000	1 876 000	986 000	1 044 000	1 101 872	1 158 000		
Total operating expenditure	1 135 051	926 213	936 000	1 236 000	22 368 920	1 437 366	1 509 234		
Expos and Tradeshows	302 343	269 843	263 333	350 000	367 500	385 875	405 169		
Events	513 546	320 000	240 000	360 000	21 378 000	396 900	416 745		
Advertising	105 000	110 000	115 000	120 000	126 000	132 300	138 915		
Marketing and Branding	86 384	90 703	95 238	100 000	105 000	110 250	115 763		
Community Beneficiation/SCI	20 000	25 000	33 000	40 000	42 000	44 100	46 305		
Conferences	23 000	26 000	28 000	40 000	42 000	44 100	46 305		
Learning platforms	-	-	69 779	132 267	210 000	220 500	231 525		
Learning material	45 000	45 000	50 000	50 000	52 500	55 125	57 881		
Community Engagements	39 778	39 667	41 650	43 733	45 920	48 216	50 626		
TOTAL EXPENDITURE	2 488 051	2 282 213	2 812 000	2 222 000	23 412 920	2 539 238	2 667 234		

9.6. Reconciling performance targets with expenditure

Overall Overview

In 2018 the whole world will be joining forces in celebrating the centenary of Nelson Mandela, it is for this reason that the Museum will in 2017/18 and 2018/19 spend 8% of its total allocation in positioning the Museum through campaigns, adverts and brand promotion throughout the country. Over the MTEF period we will see an increase of 5.3% in budget allocation towards marketing and communications programmes of the Museum. The Museum will continue engaging community and youth through programmes like Youth Camps, dialogues, seminars and expos around the country.

Centenary Activities

The following activities are additional planned activities specifically for the year 2018/19 to celebrate the Iconic Nelson Mandela as he would have been 100 years in the current year had he alive:

- 18 July, as much as we always celebrate this day but for 2018/19 it will be extremely bigger than ever;
- Young voices choir;
- Qunu Arts Festival;
- Ending a year at a high note by a Concert.

All the above activities will be dependent on availability of funds through DAC funding and fundraising.

10. Programme 3: Administration

10.1. Purpose of the programme

To ensure sound and effective governance

Key sub-programmes

The Public engagement Branch has been organised to carry out its work according to the following sub-programmes:

- Chief Executive and Finance Offices
- Human Resources
- Support Services

10.2. Strategic objectives for 2018 MTEF

Strategic Goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes					Medium-term expenditure estimate			
				2014/15	2015/16	2016/17	Estimated Outcome 2017/18	2018/19	2019/20	2020/21		
Sound and Effective Governance	To ensure a functional Council that provides effective oversight and promotes accountability in accordance with the Council Charter	This objective aims to ensure a functional Council that provides effective oversight and promotes Accountability in accordance with Council Charter and relevant statutes	Number of Council meetings held	4	5	9	4	4	4	4	4	4
	To create financial stability for the museum	To provide guidelines for the raising of funds to	Number of Committee meetings held	3	19	16	20	20	20	20	20	20
	To provide guidelines for the raising of funds to		Number of fundraising initiatives to be held	0	0	0	0	1	N/A	N/A	N/A	N/A

Strategic Goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes				Estimated Outcome 2017/18	Medium-term expenditure estimate		
				2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
		finance museum programmes	Number of fundraising strategies developed	0	0	0	N/A	1	N/A	N/A	
	To develop policies, procedures and systems	To promote good corporate governance	Number of policies, procedures and systems developed	0	0	0	6	2	2	2	
	To ensure effective financial management, accountability and administration	To enhance sound management and administrative systems	Improved audit outcomes	1	0	0	1	1	1	1	
	Financial Planning and accounting	The aim of this objective is to ensure sound financial management	Compliance with SCM PFMA and Treasury Regulations	100%	100%	100%	100%	100%	100%	100%	
	To optimally develop and manage human capital	The aim of this objective is to develop and strengthen internal capacity through an integrated human capital development strategy within the museum	Compliance with budget and supply chain management	100%	100%	100%	100%	N/A	N/A	N/A	
		To develop and put in place Performance contracts for all employees entered into between the museum as the institution and the museum Staff in order to regulate their employment and monitor their work performance	Number of human capital initiatives- Approved work skills plan- Signed performance agreements	1	1	1	1	1	1	1	
				1	1	0	1	100%	100%	100%	

Strategic Goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes			Estimated Outcome 2017/18	Medium-term expenditure estimate			
				2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
	Ensure effective utilisation, safe and clean environment of the Museum infrastructure	To develop and put in place a User Asset Management plan for the development and maintenance of the museum Infrastructure and Facilities	User Asset Management Plan Completed (UAMP)	1	1	1	1	1	1	1	1
	Improving management and IT controls	To align IT goals with business strategic goal	IT Governance Manual	0	0	N/A	N/A	1	1	1	1

10.3. Quarterly Targets for the 2018/19 Financial Year

Performance Indicator	Reporting period	Annual Target 2018/19			
		1 st	2 nd	3 rd	4 th
Number of Council and Committee meetings held	Quarterly	4 Council meetings	1	1	1
		20 Committee meetings	5	5	5
Number of fundraising strategies developed	Annually	1 strategy	1	0	0
Number of fund raising initiatives to be held	Annually	1 Fund raising initiative	0	0	1
Number of policies, procedures and systems developed	Annually	2 policies and procedures	0	0	2
Improved audit outcomes	Annually	1 Unqualified Audit Outcome	0	1	0
Compliance with SCM, PFMA and Treasury Regulations	Annually	100% Compliance	100%	100%	100%
Number of human capital initiatives	Annually	1 Workplace skills plan	1	0	0
	Annually	100% Performance contracts	100%	0	0
User Asset Management Plan Completed	Annually	1 UAMP		1	
IT governance manual Developed	Annually	1 IT governance manual			1

10.4. Technical Indicator Description

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
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	Signed minutes of Council Meetings and Expenditure Vouchers	Simple Count	None	Output	Cumulative per Annum	Quarterly	No	High	Chief Executive Officer
Committee meetings held	Number of Committee meetings held	To ensure functional Council committees that provide effective oversight and promote accountability in accordance with respective Council committee Charters and relevant statutes	Signed minutes of Council Committee Meetings and or Expenditure Vouchers	Simple Count	None	Output	Cumulative Per Annum	Quarterly	No	High	Chief Executive Officer
Fundraising strategies developed	Number of fundraising strategies developed	To provide guidelines for the raising of funds to finance museum programmes	Approved Fundraising Strategy	Simple Count	None	Output	Cumulative per Annum	Annually	No	High	Chief Executive Officer
Fund Raising Initiative	Number of fund raising initiatives to be held	To create financial stability for the museum	Cash receipt vouchers kept by finance and or fund raising strategy document kept by CEO	Simple Count	None	Output	Cumulative per Annum	Annually	No	High	Chief Executive Officer
Policies, procedures and systems developed	Number of policies, procedures and systems developed	To promote good corporate governance	Council resolution and signed policies	Simple Count	None	Output	Cumulative per Annum	Annually	No	High	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	To enhance sound management and administrative systems	Audit report issued by the Auditor-General	Opinion as per the report	None	Output	Opinion as per the report	Annually	No	High	Chief Financial Officer
Compliance with SCM, PFMA and Treasury Regulations	Achievement of Compliance with PFMA and Treasury Regulations	The aim of this objective is to ensure sound financial management	PFMA and Treasury regulations compliance report	Simple Count	None	Output	Cumulative per Annum	Annually	No	High	Chief Financial Officer
Human capital initiatives	Number of human capital initiatives	The aim of this objective is to develop and strengthen internal capacity through an integrated human capital development strategy within the museum	Museum Budget and expenditure vouchers maintained by the finance department and SETA funding documents maintained by Human Resource department	Simple count	None	Output	Cumulative per Annum	Annually	No	High	Human Resource Manager
Human capital initiatives	Number of Staff Performance Contracts	To develop and put in place Performance contracts for all employees 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	High	Human Resource Manager
User Asset Management Plan Completed (UAMP)	Number of User Asset Management Plans completed	To develop and put in place a User Asset Management plan to plan for the maintenance and development of the museum Infrastructure and Facilities	User Asset Management plan and reports	Simple Count	None	Output	Cumulative per annum	Annually	No	High	Security, Facilities and Logistics Manager

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
IT Governance Manual developed	Number of IT Governance developed	To align IT goals with business strategic goal	IT Governance Manual	Simple count	None	Output	Cumulative per annum	Annually	Yes	High	Security, Facilities and Logistics Manager

10.5. Budget and MTEF estimates

SUMMARY OF ACTUAL AND BUDGET PAYMENTS

	Audited outcomes					Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Chief Executive and Finance Offices	3 785 222	3 442 083	3 064 366	5 682 371	6 264 745	6 908 998	7 511 272	
Human Resources	2 116 116	2 275 394	2 446 661	2 630 818	2 814 975	3 012 023	3 222 865	
Support Services	8 821 928	11 382 724	15 372 392	13 420 986	14 127 606	14 392 703	14 945 275	
Capital expenditure				1 500 000	79 862 320	13 400 000	12 540 000	
TOTAL	14 723 266	17 100 201	20 883 419	23 234 175	103 069 646	37 713 724	38 219 412	

SUMMARY OF ACTUAL AND BUDGET PAYMENTS BY ECONOMIC CLASSIFICATION

	Audited outcomes					Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Compensation of employees	5 901 338	5 717 477	5 511 027	10 515 819	12 373 000	13 125 480	13 820 100	
Operating expenditure	8 821 928	11 382 724	15 372 392	11 218 356	10 834 326	11 188 244	11 859 312	
Audit and statutory fees	1 864 389	2 041 309	1 959 553	2 004 000	2 104 200	2 209 410	2 319 881	
Communication	186 589	195 918	205 714	216 000	226 800	238 140	250 047	
Computer services	669 317	216 860	205 063	210 000	220 500	231 525	243 101	
Consultants, contractors and special services	1 223 343	3 094 862	5 145 238	4 462 463	4 342 789	4 445 808	4 668 098	
Inventory	17 402	-	-	-	-	-	-	
Maintenance repair and running costs	2 473 616	3 583 790	3 762 980	1 713 961	819 141	1 113 583	1 321 350	
Operating leases	351 287	351 287	166 498	174 823	183 564	192 742	202 379	
Travel and subsistence	1 681 250	1 094 773	689 351	535 109	925 332	628 036	619 455	
Municipal services	354 735	469 135	1 737 995	1 902 000	2 012 000	2 129 000	2 235 000	
Other expenses		334 790	1 500 000					
Total operating expenditure	14 723 266	17 100 201	20 883 419	21 734 175	23 207 326	24 313 724	25 679 412	
Payments for Capital assets	-	-	-	1 500 000	79 862 320	13 400 000	12 540 000	
Building and other fixtures	-	-	-	-	78 782 320	12 000 000	11 000 000	
Machinery and equipment	-	-	-	-	1 000 000	1 300 000	1 400 000	
Software and other intangible assets	-	-	-	1 500 000	80 000	100 000	140 000	
TOTAL	14 723 266	17 100 201	20 883 419	23 234 175	103 069 646	37 713 724	38 219 412	

10.6. Reconciling performance targets with expenditure

Overall overview

The Museum's operational budget has increased from R27 664 000 in 2017/18 to R28 003 000 in 2018/19, and with about R11 500 000 going towards compensation of employees. There is slight decrease in revenues as a result of Qunu Heritage and Youth Centre temporarily closed due to maintenance. The centre was augmenting the budget with an estimated amount of R900 000 per annum and that will have a direct impact in operational budget. Hence there will be a temporal request from DAC to augment the NMM budget by said amount plus inflation until the facility is up and running again.

Skills development

There is still skills gap like ICT that are required in museum environment and our staff majority who still have gaps in their current positions are still a big challenge to the Museum. However we've engaged DAC to support the museum in establishing the ICT department and also through our limited skills development budget we are promoting our staff to attend on job training instead of boardroom training.

Inflationary Increase

Over the MTEF period, the Museum will continue adjusting compensation of employees in line with National Treasury Guidelines and goods and services by an inflationary increase to ensure the realisation of NMM mandate without challenges.



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PART C
LINKS TO OTHER PLANS

The centenary year
2018



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ANNEXURE A
UAMP

The centenary year
2018

ANNEXURE A
UAMP

TEMPLATE 1: SCHEDULE OF ACCOMMODATION REQUIREMENTS

PROGRAMME	PROGRAMME OBJECTIVE	DESCRIPTION OF REQUIREMENT	DETAILS OF CURRENT ACCOMMODATION	ACCOMMODATION REQUIRED (What is required to meet the need?)		GAP BETWEEN OPTIMAL ACCOMMODATION AND CURRENTLY OCCUPIED ACCOMMODATION (m ²)	DETAILS OF NEW ACCOMMODATION REQUIRED	PRIORITY
				OPTIMAL (m ²)	CURRENT (m ²)			
1	2	3	4	5	6	5 - 6 = 7	8	1 - 10
1	To provide Project Management support for the implementation of the Nelson Mandela Museum infrastructure programme	Project Management	Location: Mithatha : Bhunga Building; Qunu: Nelson Mandela Youth & Heritage Centre and Information Centre. Type of accommodation : Office accommodation, Overnight accommodation for guests, Exhibition spaces, Conference space, Dining halls, Sport Hall, Sport grounds and Boardrooms space		4171.60; 3932.20; 156.50		None	1
2	To monitor and protect flow of information and interconnecting of systems within the institution	Information Communication Technology	Location: Mithatha Bhunga building	n/a	4171.60	n/a	None	1
3	Upgrading of Laundry , CCTV, Gate and Guardhouse	Qunu Conditioned Based Maintenance - Co funding	Location : Qunu: Nelson Mandela Youth & Heritage Centre	n/a	3932.20; n/a	n/a	None	1
4	NMMI need parking space for staff, visitors and tourists	Parking Space	None	n/a	n/a	n/a	Acquisition of leased parking space for 30 vehicles	1
5	To house Long Walk to Freedom exhibition that was donated	Long Walk to Freedom	None	n/a	n/a	n/a	To house the Long Walk to Freedom	1

TEMPLATE 2: PROPERTY(LEASING) REQUIREMENTS

1	2	3	4	5	6	7	8	9	EXPENDITURE ESTIMATE				TOTAL ESTIMATED EXPENDITURE 10 + 11 + 12 = 13
									2018/2019	2019/2020	2020/2021	10 + 11 + 12 = 13	
PROVINCE / DISTRICT	MUNICIPALITY	PROPERTY CODE / FILE NUMBER	TOWN	STREET ADDRESS/ERF NO/ FARM NO	BUILDING/FACILITY	LEASE EXPIRY	LETTABLE AREA PER M ²	STATUS TYPE: 1. COMMITMENTS (EXISTING LEASES) OR 2. IN PROGRESS (IN THE PROCESS OF BEING PROCURED) OR 3. IN PLANNING (PROPOSED NEW / ADDITIONAL / ALTERNATIVE)	EXPENDITURE ESTIMATE	EXPENDITURE ESTIMATE	EXPENDITURE ESTIMATE	EXPENDITURE ESTIMATE	
									1) 2018/2019	2) 2019/2020	3) 2020/2021	10 + 11 + 12 = 13	
									R	R	R	R	
Eastern Cape	OR Tambo	n/a	Mthatha	n/a	n/a	n/a	30 vehicles	Planning	R 419 904.00	R 453 496.00	R 489 776.00	R 1 363 176.00	
Eastern Cape	OR Tambo		Qunu	Housing of Long Walk to freedom	Building	n/a		Planning	R 6 700 000.00			R 6 700 000.00	
TOTAL									R 7 119 904.00	R 453 496.00	R 489 776.00	R 8 063 176.00	

TEMPLATE 3: INFRASTRUCTURE REQUIREMENTS

1	2	3	4	5	6	7	9	10	11	12	
PROVINCE/DISTRICT	MUNICIPALITY	PROPERTY CODE	TOWN/AREA	PROJECT DESCRIPTION	UNIQUE SERVICE NUMBER (e.g. WCS no, SCM)	INFRASTRUCTURE CLASSIFICATION (CONSTRUCT/REFURBISHMENT/UPGRADE/RECONFIGURATION)	PROJECT STATUS TYPE (e.g. IN PLANNING, UNDER CONSTRUCTION, PRACTICAL COMPLETION, FINAL DELIVERY ETC.)	EXPENDITURE ESTIMATE (YEAR 1) 2018/2019	EXPENDITURE ESTIMATE (YEAR 2) 2020/2021	EXPENDITURE ESTIMATE (YEAR 3) 2021/2022	TOTAL ESTIMATED EXPENDITURE
Eastern Cape	OR Tambo		Qunu	Housing of Long Walk to freedom		Construction	6 700 000.00				6 700 000.00
Eastern Cape	OR Tambo		Mthatha	Parking		Lease	1 353 176.00				1 353 176.00
TOTAL							R	R	R	R	R 8 053 176.00

TEMPLATE 4: BUDGET REQUIREMENTS

MEDIUM TERM EXPENDITURE ESTIMATE										
	MTEF ALLOCATION 2018/2019	UAMP PROJECTION 2018/2019	SOURCE OF FUNDING	MTEF ALLOCATION 2018/2019	UAMP PROJECTION 2019/2020	SOURCE OF FUNDING	MTEF ALLOCATION 2021/2022	UAMP PROJECTION 2021/2022	SOURCE OF FUNDING	
CAPITAL: INFRASTRUCTURE										
Projects in planning (new construction, upgrading, refurbishment, acquisition)	R 7 119 904.00	R 7 119 904.00	DAC	R 7 153 496.00	R 7 153 496.00	DAC	R 7 189 776.00	R 7 189 776.00	DAC	
Commitments (existing projects: new construction, upgrading, refurbishment, acquisition)	R 20 000 000.00	20 000 000	DAC	-	-	-	-	-	-	
TOTAL CAPITAL	R27 119 904.00	R 27 119 904.00		R 7 153 496.00	R 7 153 496.00		R 7 189 776.00	R 7 189 776.00		
% DEVIATION										
CURRENT: PROPERTY										
Leases: (Planning & In progress)	R 419 904.00	R 419 904.00	DAC	R 453 496.00	R 453 496.00	DAC	R 489 776.00	R 489 776.00	DAC	
Leases: Commitments (existing)	-	-	-	-	-	-	-	-	-	
Municipal services										
Municipal services management fee (5% of municipal services costs)										
State-owned accommodation charges										
Day to day maintenance (under R 100 000)										
Cleaning and gardening										
TOTAL CURRENT										
% DEVIATION										
TOTAL CAPITAL AND CURRENT										
% DEVIATION										

*Source of funding - indicate whether funds exceeding MTEF allocation will be based on a reprioritisation of budget or additional funding required.



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ANNEXURE B
CHANGES TO THE STRATEGIC
ORIENTATION FOR THE MUSEUM

The centenary year
2018

ANNEXURE B:

CHANGES TO THE STRATEGIC ORIENTATION FOR THE MUSEUM

NMM agreed to make amendments on the 5 year strategic plan as outlined by the table below:

Strategic goal	Performance indicator	What has changed	Reason for the change
Improve and maintain heritage development and conservation	Number of sites that must be included in the Liberation Heritage Route	Removed as an indicator since 2017/18	NMM Council and DAC had met and agreed to drop the indicator due to financial constraints; It is a mandate of another institution to ensure that all heritage liberation route are identified and declared as so and; The indicator lacks on smart principle for NMM.
	Number of learning platforms and conversations held	The number has been reduced from 6 as per strategic plan to 4 since 2016/17. However for 2018/19 the number has increased to 9 as it is the centenary year	Due to budget constraints
	Number of geographical locations reached	The number has been reduced from 6 as per strategic plan to 4 since 2016/17	Due to budget constraints
	Number of exhibition maintained, research interviews conducted, number library and archives material acquired, catalogued and classified, Number of artefacts labelled and entered into inventory	These are new indicators for 2018/19 onwards.	These are not allude to an additional cost to the Museum and these indicators are strategically to the core business.
	Number of Exhibition developed	It's a new indicator for 2018/19 as a centenary year.	Our exhibitions are old, there is a plan to develop 3 new exhibitions to complete our story.
Improved Public Profile and Access	Number of learning platforms and conversations held	The number has been reduced from 6 as per strategic plan to 4 since 2016/17 Also the Number of learning platforms and conversations held has changed to Number of Learning engagements and conservations held.	Due to budget constraints
	Number of Events implemented	The number has increased from 3 to 6 for 2018/19 to cater for centenary year	Centenary year of Madiba
Sound and Effective Governance	Compliance with budget and supply chain management	It has been removed	It's a duplication as there is compliance with the supply chain and PFMA prescript indicator.
	IT Governance Manual	New Indicator	Development of ICT unit within the Museum



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ANNEXURE C
STRATEGIC RISK REGISTER

The centenary year
2018

ANNEXURE C: STRATEGIC RISK REGISTER

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 Risk (Likelihood)	Residual Risk (Impact)	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Action Plan	End Date
1	Sound and effective government management, accountability and administration.	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.	No IT infrastructure (Servers, etc.) No official responsible for IT security breaches Lack of IT Governance Framework	Loss of data Data integrity is compromised Information security breaches Inefficient service delivery by programs	5	25	1. None	5	5	1. Chief Executive Officer.	1. ICT tender in progress	1. Security Facilities and Logistics Manager.	31-Jan-17	ICT Officer employed DAC will provide IT Governance Framework	1. Completed 2. 31-Dec-17
2	Sound and effective government management.	To ensure effective utilisation, safe and clean environment of the museum infrastructure	Inadequate safety and security control measures for artefacts	Inadequate security systems (alarm, metal detectors not linked to artefacts) Number of security personnel guarding the artefacts	Theft of heritage assets Reputational damage	5	25	Security cameras Security company patrolling g. locking up Controlled access to the basement	5	25	1. Chief Executive Officer.	Analysing of videos before they are recycled. Backup the videos Alarm system	1. Security Facilities and Logistics Manager.	Immediately 31 January 2017 December 2016	Cameras installed Security personnel Continue search for funding	Done As soon as funding is available

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 Risk (Likelihood)	Residual Risk Level	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	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.)	Inability to identify potential sources of income. Failure to comply with Grants fund requirements. The partnership fails and external funding is lost or needs to be repaid	Sole reliance on government funding. Financial inability to fund strategic activities. Accounts may become uncollectable if not properly pursued. Inaccurate financial reporting.	5	20	1. Ensure that performance of the partners hip is appropriately reported back to each authority and the effects of	4	20	1. Chief Executive Officer.	Draft revenue enhancement strategy Pricing structure to be developed and included in revenue policy. Qunu renovations by DPW	1-3. Chief Executive Officer.	1-2. March 2017 3. Ongoing	1-2. Draft pricing structure and fund raising strategy to be signed. 3. Ongoing	1-2. 30-Nov-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 Level (This is rated assuming that there are no controls in place)	Current Controls	Residual Risk (Impact)	Residual Risk Level	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Action Plan	End Date
4	Improve and maintain heritage development and conservation.	To facilitate intergenerational learning platforms and develop conversations that discuss the values of Nelson Mandela.	Inadequate stakeholder management.	1. No stakeholder management plan in place	<p>Misappropriation of funds.</p> <p>Entrance fee</p> <p>Loss of revenue of conference facility and accommodation</p> <p>Unable to meet some of the planned targets.</p> <p>Inability to achieve the strategic objectives, resulting in poor performance.</p> <p>Poor audit outcomes.</p> <p>Reputational damage.</p> <p>Lack of informed public.</p> <p>Lack of integrating our stakeholder management plan with our provincial (national) political calendars and its dynamics</p>	5	20	withdrawing are understood.	4	16	Develop a stakeholder management plan	1. Senior Manager: Public Engagement	1-2. March 2017.	Draft plan developed and will be approved.	30-Nov-17

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 Risk (Impact)	Residual Risk (Likelihood)	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Action Plan	End Date
5.	Improve Public Profile and Access	To profile the Nelson Mandela Museum brand through various markets	Leaking of NMM institutional information to the media	Communication policy not known by all staff Museum employee talking to the media Inadequate classification of information	Reputational damage	5	5	25	Partnerships are contributing administratively and financially on the learning platform s.	4	5	1. Chief Executive Officer.	Workshop on review of policies Workshops to improve the staff morale	1. Senior Manager: Public Engagement	1-2. March 2017.	Workshop on policies completed. Confidentiality signed.	Completed
6	Sound and effective governance.	To ensure a functional Council that provides effective oversight and	Inadequate oversight on Council structure; such as Council	Lack of evaluation tools (questionnaire) for the Audit Committee and	The Museum may not achieve its objectives. Negative outcomes in the	4	5	20	There are Council Committees which	4	4	1. Chief Executive Officer.	Management will develop an evaluation questionnaire for Council Committees.	1-3. Chief Executive Officer.	December 2017. January 2017. November 2016.	In progress	01-Mar-18

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 Risk (Impact)	Residual Risk (Likelihood)	Risk Owner	Actions to Improve Management of the Risk	Action Plan Date	Action Plan Owner	End Date
		promotes accountability in accordance with the Council Charter commitment).	Committees (experience, expertise and meetings not synchronised with deadlines/submission dates to relevant internal stakeholders).	External Audit report					meet regularly and report to Council. The Head of Departments report to Council Committeees, who thereafter report to Council. Draft evaluation tool developed (Audit Committee only)							
7	Improve and maintain heritage development and conservation.	To facilitate intergenerational learning platforms that discuss the values of	Insufficient resources to meet the number of platforms (Budget/internet connectivity and other	Incorrect baseline funding. Lack of fundraising initiatives/strategy. Lack of alignment of strategy and the budget	Unable to meet some of the planned targets. Inability to achieve the strategic objectives, resulting in poor performance.	4	5	20	Budget planning to minimise costs Sharing of costs with partners	4	16	1. Senior Manager: Heritage .	Facilitate approval and implementation of the Fundraising Strategy. Funding the ICT position and	1. March 2017 and 3. January 2017. 4. Immediately.	1-2. Chief Executive Officer Financial Officer Manager: Security, Facilities	30-Nov-17

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 Risk (Impact)	Residual Risk (Likelihood)	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Action Plan	End Date
		Nelson Mandela	tools of trade/transport)	Lack of capacity (persons) to meet the platform plans. Lack of internet connectivity and other tools of trade Irregular electricity supply No telephone lines	Poor audit outcomes. Reputational damage. Lack of informed public.			from other institutions. (Cost cutting measures) Reduce the number of platforms from 12 to 8. Back-up generator for 3g cards as per policy Telkom landlines internet connectivity				appointing an ICT official Reprioritisation of resources (budget) Installation process of telephone lines	Logistics			
8	Sound and effective governance.	To create financial stability for the museum	Fraud and Corruption	Inadequate Financial Management Inadequate Supply Chain Management practices	Irregular expenditure Financial misappropriation 3)Qualified Audit Report	4	16	Fraud Prevention Policy Whistle-blower hotline	4	3	1. Chief Executive Officer.	Fraud risk assessment and fraud risk management strategy. Fraud awareness workshops	1. Chief Financial Officer	1. March 2017	To be completed in March 2018	01-Mar-18

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 Risk (Impact)	Residual Risk (Likelihood)	Risk Owner	Actions to Improve Management of the Risk	Action Plan Owner	Action Plan Date	Action Plan	End Date
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	Inadequate oversight Emergencies (recruitment & repairs) Non-implementation of Pastel Evolution Insufficient time allocated for the budgetary process	Unauthorised expenditure Deficit in financial statements Qualification Funds returned to Treasury Overdrawn bank account. Budget not used for intended purposes	4	5	20	Ring fencing Reconciliations Review of the budget to spending Checking the requisition form for available budget before procurement.	4	4	1. Chief Financial Officer	1. Implement Pastel Evolution	1. Chief Financial Officer	Immediately	Managed through requisitions Funding	Completed
10	Sound and effective governance.	To optimally develop and manage human capital	Non-filling of vacant positions and appointments of unsuitable candidates	Budgetary constraints Lack of vetting processes Lack of appropriate skills	Poor service delivery Financial loss Integrity and credibility of the entity	4	5	20	Recruitment process and procedures in place	4	4	1. Chief Executive Officer	1. Review the organogram	1. Human Resource Manager.	1. March 2017	Organogram has been reviewed	Completed



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ANNEXURE D
MATERIALITY/SIGNIFICANCE FRAMEWORK

The centenary year
2018

ANNEXURE D: MATERIALITY/SIGNIFICANCE FRAMEWORK

1. Definitions and standards

- Audited financial statements: 2016/2017 **(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:	(a) Any loss of which the amount exceeds 2% of the total value of assets per AFS	Any unplanned loss per the ASP that may affect the core purpose or mandate of the entity
(i) any material losses through criminal conduct and,	(b) Any loss of a National Estate as defined in section 3 of the National Heritage Resources Act , 1999(Act no 25 of 1999)	All
(ii) any irregular expenditure and fruitless and wasteful expenditure that occurred during the year	All	All
(iii) any losses recovered or written off	All	

4.4 Section 66: Restrictions on borrowing, guarantees and other commitments	Value(Quantitative)	Nature of event(Qualitative)
(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 27 103 000 X	1%
		R
The Museum's materiality is therefore:		276 103

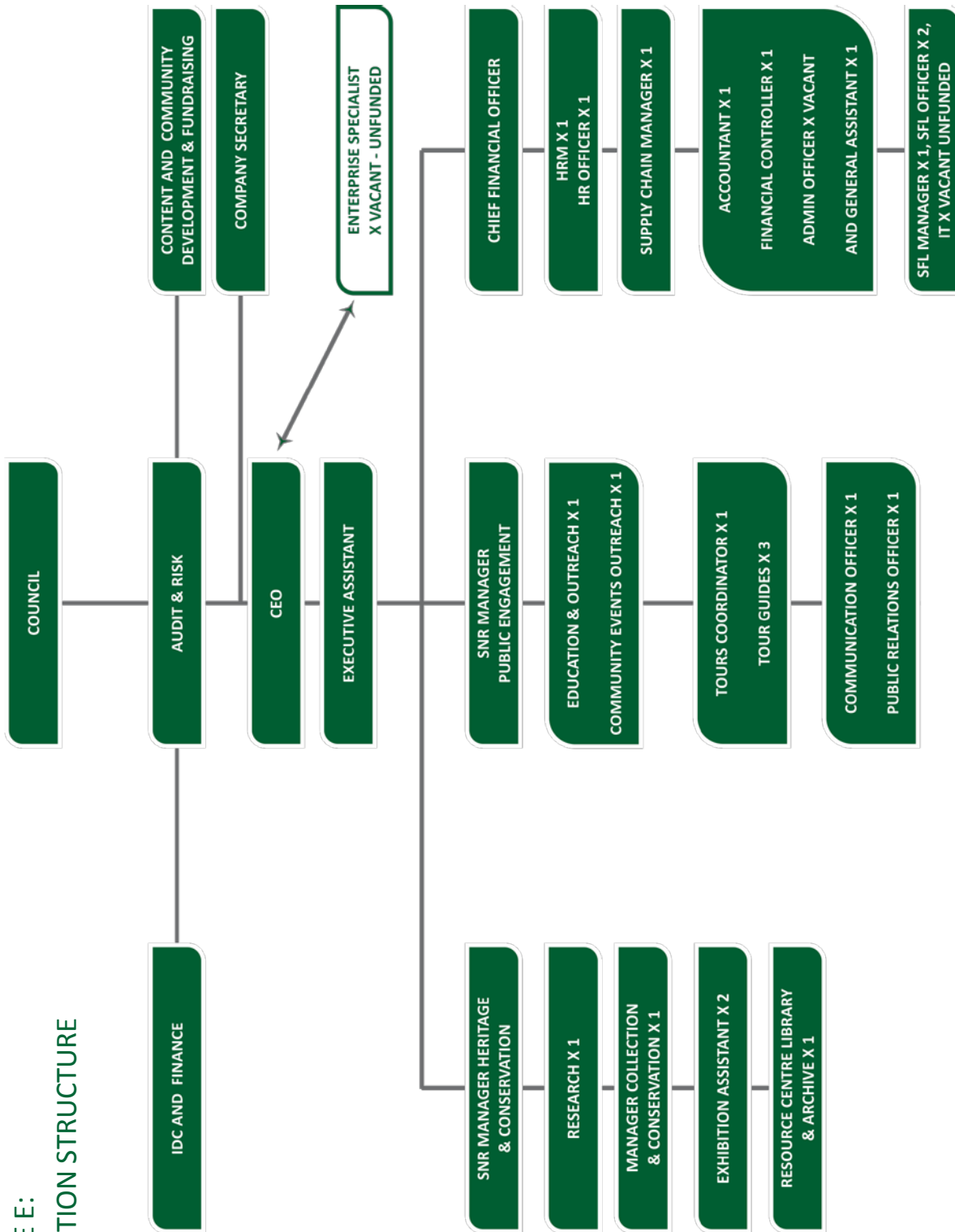


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ANNEXURE E
ORGANISATION STRUCTURE

The centenary year
2018

ANNEXURE E: ORGANISATION STRUCTURE





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ANNEXURE F
NMM COUNCIL CHARTER

The centenary year
2018

ANNEXURE F

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. | Advocate Tokyo Nevondwe | (Councillor) |
| 8. | Dr Bothale Tema | (Chairperson of Community Development Committee) |
| 9. | Mr Sizwe Mzamo | (Councillor) |
| 10. | Mr Monwabisi Kobese | (Councillor) |
| 11. | Ms Kolekile Ngqila | (Councillor) |
| 12. | Ms Ndileka Mandela | (Councillor) |

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, Senior Manager: Heritage and Conservation, Senior Manager: Public Engagement and Marketing will have standing invitation to the council meetings; other 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. Nelson Mandela Museum officials attending the meeting do not form part of 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 and Fundraising 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;
 - 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 Council members are in receipt of their board papers at least 10 days prior to the scheduled Council 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 Council members 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 by:



Mr Vuyani Jarana
Chairperson of Council

*There is no
passion to be found playing
small - in settling for a life that is
less than the one you are capable of living.*

nelson mandela

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