



## ANNUAL PERFORMANCE PLAN 2019/20

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**Legal form of entity**

Public Entity

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Bunga Building  
Mthatha, 5100

**Controlling entity**

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**External Auditors**

Auditor General of South Africa

[www.nelsonmandelamuseum.org.za](http://www.nelsonmandelamuseum.org.za)

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## FOREWORD

The Museum Council has wittingly considered the imperatives of the National Development Plan, the Cultural Institutions Act. In particular, Outcome 14 of the National Development Plan which talks about Nation building and social cohesion.

In order to align objectives and targets with finances, the Public Finance Management Act was considered.

This APP is also developed in recognition of the anticipated White Paper on Arts and Culture which is still under development. The White Paper on Arts and Culture will certainly affect the operations of the museums across the country. The museum is ready to implement the White Paper on Arts and Culture.

Museums in the 21<sup>st</sup> century have shifted from the conventional ones that the world was always accustomed to. Use of technology, social media are new trends of engagement whilst virtual tours have also become new platforms of creating exhibitions. Access to technology has also enhanced and challenged museums to use technology more often than originally was the case. Working with international ICT organizations, the museum has been part of the new museum model across the world. The Expedition programme is an example of the fusion of technology and history.

Throughout its history of existence, the museum has prioritised sharing of Nelson Mandela's values with various communities, especially, the rural based communities where access to a museum is limited. Through these endeavours, the museum visited these communities. The museum also used its educational programmes to engage learners and provide opportunities for them to work with international organizations.

The 2019/2020 Annual Performance Plan is presented mindful of the achievements done in the museum's 19 years of existence. The museum is also aware of the challenges that are ahead. It is also clear on how to negotiate those challenges. The Council has provided a strategic direction which has stabilised the museum both at the oversight and administrative levels. The experience brought by Council has enabled the museum to develop a progressive Annual Performance Plan that takes into cognizance the changing economic climate throughout the world. These changes have an influence on the visitor trends, with small places being worst hit. However, the museum has maintained its growing visitor trends.

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.

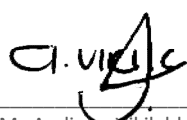
This APP is a roadmap towards achieving the strategic goals of the 2016-2020 Strategic Plan, a 5 year vision the museum adopted. This APP is prepared as the last leg APP for the 5-year strategy, it gives an opportunity to close gaps in the 5-year plan to ensure that the 5-year achievement is realised. 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.

During 2019/2020 financial year, the museum will work hard to consolidate and maintain its unqualified audit report. The first step towards that has been achieved with the attainment of the unqualified audit opinion for 2017/2018 financial year. The museum consolidated position since the 2016/2017 audit rating. With internal systems in place, the museum is fully in track to achieve a better audit outcome.

The 2019/2020 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 Nelson Mandela Museum Council is delighted to present the Annual Performance Plan for the period 2019/2020 and pledges its accountability to the Executive Authority as well as its clientele. It has satisfied all the requirements of the Public Finance Management Act as well as the Cultural Institutions Act. It is also in compliance with the Constitution of the Republic of South Africa, as amended.



Ms Andiswa VikiLahle

**Chairperson of Council**

On behalf of the Accounting Authority  
In terms of section 49 (2) (b) of the PFMA

Date: 30<sup>th</sup> January 2019



## INTRODUCTION

The Nelson Mandela Museum has significantly evolved over the last 19 years of its establishment. This evolution has enabled the museum to carry international significance. As such its programming required additional personal to enable the changing museum trends. In marking its evolution new unique programmes are being introduced. The dynamic nature of the museum requires constant relook of its programmes to ensure that the museum is still relevant to its clientele both domestic and international.

Nelson Mandela is often described as a 'bigger' than life figure. With such a description, Nelson Mandela Museum is given a mammoth task of preserving that legacy. This complex task is compounded by a number of factors which include dwindling infrastructure, limited financial resources, competition with other basic services for limited resources, etc. However, through the 5-year Strategy, the museum has strategically placed emphasis on 'inspiring society through the values of Nelson Mandela. This ethos encourages society to not only embrace Mandela's values but to inspire others and become agents of change.

The 2019/2020 Annual Performance Plan is presented at the backdrop of the successful centennial programme celebrating the legacy and values of the liberation struggle stalwarts Mama Albertina Nontsikelelo Sisulu and Tata Nelson Rolihlahla Mandela. During this period the museum extended its reach of international audiences. Through these programmes the museum went to new areas like Serbia, where a conference organized by the International Foundation for Sustainable Peace and Development was held in June. The museum also participated in three other conferences that were held in Kenya, University of Winchester and Michigan State University. Thus ensuring that students also have access to the narratives that are generated about Nelson Mandela.

Throughout the Centennial year of both Mama Albertina Sisulu and Tata Nelson Mandela, the museum has seen an increased number of schools. This has enabled the museum to reach out and share Nelson Mandela's values with a wider leader audience. Domestic and international visitors have also increased. This increase also has a bearing on the economy of the region.

The 2019/2020 APP will be implemented during the year in which the museum would be celebrating its 20<sup>th</sup> anniversary since its establishment. This monumental milestone will consolidate on the impact achieved on the Centennial year of Nelson Mandela. The anniversary year in February 2020 will also see new exhibitions being unveiled to mark the period of the museum's existence. Of the many achievements that the museum can highlight would be its consistent approach to educational programmes, community development and international partnerships. The museum's publishing of Nelson Mandela's values in February 2018 helped the South African public to better understand these values. The Leadership Training Programme that was introduced in June 2018 will go a long way in cementing leadership responsibilities to the learners that are likely to go through it in the future years.

The 2019/2020 APP will carry on programmes that were introduced as part of celebrating the Centennial of both Mama Albertina Sisulu and Tata Nelson Mandela. The Qunu Arts Festival, the Mthatha Golf Challenge will both have economic, developmental approach whilst also improving infrastructure.

Through international partnerships, the museum has sent more than 50 learners to the International Youth Work Camp in Germany over the past nine years. This life time opportunity has changed lives of many of these learners. Even in 2019 learners will be sent to Germany to participate in this youth camp. Taken from the impoverished areas of South Africa, some of these learners have continued with their academic and professional life. Some of the learners have become ambassadors of the museum while others became pioneers.

The museum is also excited to have consolidated its unqualified audit opinion from the Auditor-General, though there is still more work to be done. Working with both the Internal Auditors and Audit and Risk Committee the museum will eventually achieve a clean audit. Internal systems have also improved.

With the skill it acquired in its staff compliment, the museum will be able to maintain the brand standard and continue designing other programmes that benefit the local community while also ensuring that Mandela's legacy is preserved. The museum is also aware that capacity is still a challenge that needs to be addressed in order to allow optimum operation of the facilities.

This APP for the year 2019/20 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;



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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 placed 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. Through the education and outreach programmes, the museum will be able to engage fully on public scholarly initiatives. The museum has also been able to avail an opportunity to learners to do experiential training to enable them to graduate. Various universities and FET colleges have used these services.

The APP is crafted in such a way that it responds to the national agenda and is aligned with the government's plan of action. The issues of 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 public deliberation platforms afford the public an opportunity to discuss pertinent issues affecting the socio, cultural, political and economic spaces. Through travelling exhibitions, the museum has also created awareness in most remote areas of the country.

The museum is also aware that its capacity challenge needs to be looked at in order to align with the brand development and maintenance. For example, volunteers with the following skills:

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

The maintenance of heritage inventory remains a high priority. The valuation of heritage assets during 2016/2017 financial year has enhanced the museum's capacity to preserve Nelson Mandela's legacy. Coupled with the museum's decision to manage its facilities, these remain major priorities to align with the need to preserve and also promote the Mandela legacy.

The absence of a dedicated parking space for the museum is still a challenge we are grappling with. The local authority is being engaged on the matter. The lack of access has discouraged other visitors to visit the museum.

Lastly, this APP is presented with a clean conscious that renovations at the Nelson Mandela Youth and Heritage Centre are not complete. This has also killed a revenue generating stream the museum relied on to augment its financial position. The challenge has also contributed to the non-implementation of programmes that were run at this facility.

  
Bonke Tyhulu  
CEO

Date: 30<sup>th</sup> January 2019





## 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: 30<sup>th</sup> January 2019

Approved: Chairperson of Council

Mr Bonke Tyhulu  
**Chief Executive Officer**

Date: 30<sup>th</sup> January 2019

Ms A. Vikahele

Date: 30<sup>th</sup> January 2019





## 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



## 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 and interprets the legacy and values of Nelson Mandela.

### 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



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In 2018/19 year there were no significant policy changes that had a direct impact in achieving the targets as planned. Still at a draft stage, the White Paper on Arts and Culture is expected to have influence on museums and heritage in general. The museum is already in anticipation of this impact and it is ready for any such.

## 5. Situational Analysis

The museum has developed policies that enable it to effectively serve and deliver on the mandate it was established for. All the approved policies are in concurrency with Constitutional and legislative mandates that are to be adhered to. All the policies are in recognition of interdependence. The policies are also in recognition of both infrastructure development, utilization of ICT, human development, preservation of the legacy etc.

### 5.1 Performance environment

There is a growing demand from the museum's clientele to access and share with them the Nelson Mandela's legacy. Both domestic and international, the museum remains an important educational resource and tourist destination. This APP is recognition of that need and for the 2019/2020 financial year, the APP will look at accelerating and consolidating the achievements made thus far, whilst also breaking new grounds. The centennial experience will also be used to do more programming that profiles the museum. This APP will be implemented mindful of the financial challenges that affected the country. The petrol price increases which led to general increase of prices of goods has affected tourism and travelling as it also affected other activities.

The capacity remains a challenge that is being addressed through various means. The ideal museum organogram includes active ICT with reliable infrastructure, conservation specialists to enable conservation of artefacts. This challenge is also compounded by the fact that the museum is unable to attract highly qualifying individuals because of its salary levels. However, the filling of vacant positions during the 2018/2019 financial year will curb the challenges faced. There is however, comfort with the Finance and heritage sections where skilled individuals are engaged. Stability has enabled the museum to maximize its national and international footprint.

The active citizenry that has characterized the South African public has enabled the museum to establish relations with various institutions of higher learning and museums in order to reinvigorate public discourses. The museum has managed to create a local reliable base for its programmes. This has also seen partnerships with both provincial and national departments.

The 2019/2020 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 20<sup>th</sup> anniversary will help the museum to rebrand. This rebranding will be through programmes that are unique and that carry a relevant meaning.

As the Nelson Mandela Museum presents and implements the APP, there are major trends that are taking place in South Africa with regards to the legacy of Nelson Mandela.

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

- Virtual tours, travelling exhibitions, NMM 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 two consecutive Financial Years 2016/2017-2017/2018 the Nelson Mandela Museum has obtained an unqualified audit opinion with Emphases of matter in relation to Irregular expenditure, this has shown a huge improvement from the previous year. 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 also operates under tight 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.

The burning of a Brazilian museum in 2018 has highlighted the importance of disaster management systems. To that effect the museum has increased its fire safety measures, engaging with nearby facilities’ owners to create awareness about the dangers of fire not only to their buildings, but to the heritage estate of the country.

## 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.

There is stability at Executive Management level and with capable executives. This allows execution of the museum’s mandate to be carried without any fears or doubt. The Executive Management does not only provide leadership and strategic direction it also ensures that there is growth within the ranks of the museum.

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.

## 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 has 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 a 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 explained above, below are other additional ones:

- One of the few museums who managed to value and verify heritage assets;
- Improved financial controls that had led the museum to again obtain an unqualified audit opinion in year 2017/18;
- Collections and upgraded collections storage are one of the areas that makes the museum being fulfilled with the security of artefacts;
- Diverse Exhibitions;
- Diverse Programming ranging from colloquiums, travelling exhibitions, events etc.
- Proximity to Nelson Mandela’s home and grave
- Links with other legacy projects like Robben Island Museum
- Potential for partnerships
- University Town

## 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 has been successful despite the budget constraints.



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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:

- No disaster recovery plan: For business operation, due to the nature of the business the museum would consider making replicas for all key artefacts and gifts. While for information purposes, there has been a backup strategy that is under development that will focus on backup and recovery plan.
- Misinterpretation of content by tour guides - The museum however, had considered to develop a tourist guide manual, enforce the workplace skill plan and source audio guides and;
- Inadequate document management system- The Museum had considered procuring the document management system aiming at ensuring that all documents would have a soft copy duplicate that is stored outside NMM premises and secondly, the development of archiving manual is underway;

### 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. The museum is working on plans to get funds to provide infrastructure that would house this exhibition.

Some additional opportunities with the Nelson Mandela museum are:

- Technological advances to improve the museum packaging
- Tour operation business
- Events and conferencing
- Hospitality services
- Packaging cultural experience
- Publication of content
- Infrastructure development
- Research and more archival material
- Harvest Water
- Solar Energy

### 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.

Below are additional threats

No	Threat	Mitigation
1	Flooding and other disasters	To develop a disaster management plan. Talking with nearby businesses about fire safety.
2	Encroachment	To engage with local government and police.



No	Threat	Mitigation
3	Inadequate Maintenance	To appoint own facilities management team.
4	Qunu Closure	To partially open Qunu for visitors to access the Sliding Stone.
5	Political Interference	To remain apolitical within a political environment.
6	Lack of Visitor Parking	Engage local government to acquire space to build one.

### 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 2019/2020 APP prioritises the following areas:

- Financial Sustainability through revenue generation strategy i.e. entrance fees, audio guides, leasing opportunities etc.
- Obtain documentation from the Minister that assures ownership of heritage objects;
- Development of disaster recovery plan;
- Continuous Capacity building;
- Maintain positive audit outcomes;
- Re-positioning and re-profiling of Nelson Mandela Museum within the Museum space and;
- 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.

This APP is also 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	Collection and Conservation Research Exhibitions Library and Archives	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  Knowledge sharing and debates to advance values of Nelson Mandela
3.	Administration	Chief Executive and Finance Offices Human Resources Support Services	Sound and effective governance

### 6.2 Description of the strategic planning process

This Annual Performance Plan was first developed in August 2018 by museum staff, where a 1<sup>st</sup> draft was produced in November 2018, the 2<sup>nd</sup> draft was presented to Council for its consideration and approval. With the inputs from various stakeholders the final APP 2019/2020 was produced.

This Annual Performance Plan is based on the museum’s 5-year Strategic Plan which ends during 2019/2020 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 2019/20 Budget and MTEF estimates

Extra programmes were implemented during the 2018/19 financial year because of the Centennial year of both Tata Nelson Mandela and Mama Albertina Nontsikelelo Sisulu. Some of these programmes were not funded but had to be implemented though as they were reiterating the relevance of the Museum to the international icons. The museum planned new programmes to augment the existing ones in celebrating Madiba in the Centenary year. The reliance was placed on Department of Arts and Culture for funding but nothing. Some of new activities that were planned and actioned successfully in 2018/19 were as follows:

- Women’s Dialogue,
- Qunu Arts Festival,
- Nelson Mandela Mthatha Golf Challenge
- Leadership Training Programme

Based on the message and success of the above events, NMM realised that it would be unjust not to continue and host the above programmes and had took a decision to host the above events yearly.

The Museum spending for 2019/20 is anticipated to be in line with the budget allocation as all the additional activities would be actioned only when there are fundraised funds and also partnerships arrangements.

Additional funding for capital works will also be required for years 2019/20 until 2021 due to following reasons:

- Additional requests for amphitheatre and additional parking space required by museum;
- Development of statues of Legendary Nelson Mandela;
- Machinery and equipment needed to be replaced at the end of their useful lives and;
- Renewal and payments of licences and software’s which NMM.



Reconciling Expenditure Trends to Strategic Goals

Key Objectives	2015/16		2016/17		2017/18		2018/19		2019/20		2020/21		2021/22	
	R	R	R	R	R	R	R	R	R	R	R	R	R	R
<b>OPERATIONAL BUDGET</b>														
<b>INCOME</b>														
State Contribution	23 041 315		22 309 317		24 877 000		25 091 000		26 054 000		27 488 000			
State Grant- Municipal Services	0		1 737 995		1 902 000		2 012 000		2 129 000		2 246 000			
Business Ventures	300,588		nil		nil		Nil		30 000		900 000			
Interest from Investments	1 606 676		1 933 811		885 000		900 000		300 000		104 900			
<b>Total</b>	<b>24 948 579</b>		<b>25 981 123</b>		<b>27 664 000</b>		<b>28 003 000</b>		<b>28 513 000</b>		<b>30 738 900</b>			<b>32 500 700</b>
Improved public profile and access	926 213		936 000		1 236 000		1 368 920		1 453 091.00		1 509 234			1 580 168
Improve and Maintain Heritage Development and Conservation	1 553 251		1 195 959		947 825		1 049 754		1 347 828.00		1 159 354			1 223 118
Sound and effective Governance	20 340 202		25 706 059		25 480 175		25 584 326		25 712 081		28 070 312			29 674 414
<b>GRAND TOTAL</b>	<b>22 819 666</b>		<b>27 838 018</b>		<b>27 664 000</b>		<b>28 003 000</b>		<b>28 513 000</b>		<b>30 738 900</b>			<b>32 500 700</b>
<b>SURPLUS/ (Deficit)</b>	<b>2 128 913</b>		<b>(1 856 895)</b>		<b>Nil</b>		<b>Nil</b>		<b>nil</b>		<b>nil</b>			<b>nil</b>
<b>CAPITAL BUDGET</b>														
Capital budget allocated							4 000 000		6 000 000		10 000 000			
Capital requirements							(79 862 320)		(6 000 000)		(10 000 000)			nil
<b>OVERALL TOTAL</b>							<b>(111 862 320)</b>		<b>nil</b>		<b>nil</b>			<b>nil</b>
<b>SURPLUS/(DEFICIT)</b>			<b>(1 856 895)</b>		<b>Nil</b>		<b>(111 862 320)</b>		<b>nil</b>		<b>nil</b>			<b>nil</b>



Reconciliation to economic classification

	Audited outcomes			Estimated outcome			Medium-term expenditure estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
<b>Current payments</b>	<b>8 957 477</b>	<b>9 777 027</b>	<b>12 761 819</b>	<b>14 750 000</b>	<b>14 536 348</b>	<b>16 506 100</b>	<b>17 487 900</b>		
Compensation to employees	8 957 477	9 777 027	12 761 819	14 750 000	14 536 348	16 506 100	17 467 900		
Goods and services of which:	<b>13 393 053</b>	<b>16 322 996</b>	<b>11 500 181</b>	<b>47 241 000</b>	<b>13 976 652</b>	<b>11 986 800</b>	<b>12 642 800</b>		
Communication services	918 004	438 384	436 000	457 800	1 453 091	1 117 000	1 321 542		
Computer services	216 860	205 063	210 000	220 500	231 525	243 101	255 216		
Consultants, contractors and special services	1 353 933	4 234 299	4 446 013	4 668 314	4 210 540	4 977 123	5 102 314,00		
Exhibition expenses	-	-	-	-	-	-	-		
Maintenance repair and running costs	5 442 201	4 553 234	2 578 265	1 726 660	1 059 479	1 047 513	1 113 558		
Operating leases	351 287	166 498	174 823	183 564	192 742	202 379	213 308		
Travel and subsistence	-	535 109	561 864	589 958	1 225 131	1 097 639	1 151 837		
Other expenses	5 110 768	6 190 409	3 093 216	39 394 205	648 888	694 310	742 912		
Council Expenses					440 000	349 691	370 672		
Insurances and licenses					488 251	517 546	548 599		
Printing and consumables					550 177	583 188	618 179		
Exhibition expenses					1 347 828	1 157 310	1 212 663		
<b>Transfers and subsidies</b>	<b>469 135</b>	<b>1 737 995</b>	<b>1 902 000</b>	<b>2 012 000</b>	<b>2 129 000</b>	<b>2 246 000</b>	<b>2 370 000</b>		
Provinces and municipalities	469 135	1 737 995	1 902 000	2 012 000	2 129 000	2 246 000	2 370 000		
<b>Total operational budget cost</b>				<b>28 003 000</b>	<b>28 513 000</b>	<b>30 738 900</b>	<b>32 500 700</b>		
<b>Centenary activities</b>				<b>36 000 000</b>					
Events				21 000 000					
Exhibitions				15 000 000					
<b>Payments for Capital assets</b>			<b>1 500 000</b>	<b>79 862 320</b>	<b>6 000 000</b>	<b>10 000 000</b>	<b>10 000 000</b>		
Building and other fixtures				78 782 320	6 000 000	10 000 000	10 000 000		
Machinery and equipment				1 000 000					
Software and other intangible assets			1 500 000	80 000					
<b>Overall expenditure</b>	<b>22 819 665</b>	<b>27 838 018</b>	<b>27 664 000</b>	<b>143 865 320</b>	<b>34 513 000</b>	<b>40 738 900</b>	<b>32 500 700</b>		







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# PART B

PROGRAMMES AND  
SUB-PROGRAMME PLANS



## PART B: PROGRAMMES AND SUB-PROGRAMME PLANS

### 8. Programme 1: Heritage and Conservation

#### 8.1. Purpose of the programme

Improve and maintain heritage development and conservation

#### Key sub-programmes

Heritage and conservation 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 2019/20 MTEF

Strategic outcome Oriented goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes			Estimated outcome 2018/19	Medium-term expenditure estimate		
				2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
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	5	4	4	9	4	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	12	8	9	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.	N/A	N/A	N/A	5	2	2	2
To research museum collections for better	To research museum collections for better	To investigate and gather information on the objects that were donated to Nelson Mandela by the	Number of collections researched	0	265	100	100	100	100	100



Strategic outcome Oriented goal	Strategic Objective	Output(s)	Performance Indicator	Audited outcomes				Estimated outcome	Medium-term expenditure estimate				
				2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22		
	understanding and sustainable use	international community for their 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	N/A	N/A	N/A	24	24	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 archival material acquired, catalogued and classified	N/A	N/A	N/A	60	60	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	N/A	N/A	N/A	800	800	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	1	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**8.3. Quarterly Targets for the 2019/20 Financial Year**

Performance Indicator	Reporting period	Annual Target 2019/20			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of learning platforms and conversations held	Annually	4 platforms	1	1	1
Number of geographical locations reached	Annually	8 locations	2	2	2
Number of exhibitions maintained/ developed	Annually	2 exhibitions	0	1	1
Number of collections researched	Annually	100 items	25	25	25
Number of research interviews conducted	Annually	24 interviews	6	6	6
Number of library and archives material acquired, catalogued and classified	Annually	60 items	15	15	15
Number of artefacts labelled and entered into the Inventory	Annually	800 items	200	200	200



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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/or 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 agreements and/or 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 and/or expenditure data	Simple count	None	Output	Cumulative per annum	Quarterly	No	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 forms from	Simple count	None	Output	Cumulative per annum	Quarterly	No	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 signed report List of acquired library material.	Simple count	None	Output	Cumulative per annum	Quarterly	No	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	No	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		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Curation and Conservation of collection	3 073 759	3 219 293	1 837 825	17 009 254	3 902 880	3 855 158	4 059 647
Research	363 492	366 666	370 000	373 500	377 175	381 034	385 796
<b>TOTAL</b>	<b>3 437 251</b>	<b>3 585 959</b>	<b>2 207 825</b>	<b>17 382 754</b>	<b>4 280 055</b>	<b>4 236 192</b>	<b>4 445 443</b>



## SUMMARY OF ACTUAL AND BUDGET PAYMENTS BY ECONOMIC CLASSIFICATION

	Audited outcomes			Estimated outcome			Medium-term expenditure estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
Compensation of employees	1 884 000	2 390 000	1 260 000	1 333 000	2 932 227	3 078 838	3 232 780		
<b>Operating expenditure</b>	<b>1 553 251</b>	<b>1 195 959</b>	<b>947 825</b>	<b>16 049 754</b>	<b>1 347 828</b>	<b>1 157 354</b>	<b>1 212 663</b>		
Learning platforms	673 584	592 263	411 876	432 470	504 093	476 798	502 545		
Research	63 492	66 666	70 000	73 500	77 175	81 034	85 409		
Libraries	90 703	95 238	100 000	105 000	130 650	115 763	122 014		
Exhibitions	725 472	441 792	365 949	438 785	635 910	483 760	502 694		
Centennial Activities	-	-	-	15 000 000	-	-	-		
<b>TOTAL</b>	<b>3 437 251</b>	<b>3 585 959</b>	<b>2 207 825</b>	<b>17 382 754</b>	<b>4 280 055</b>	<b>4 236 192</b>	<b>4 445 443</b>		

## 8.6. Reconciling performance targets with expenditure

## Overall Overview



In 2018/19 to 2019/20 we saw the Museum increasing its operating expenditure and budget by the same margin averaging at five percent. However, this increase far from being enough for operations of the core business. This has a negative impact on size, audience, and geographical location etc. of our activities.

With the size of our allocation it makes it difficult to leave Eastern Cape and be part of other National Museums in the National and International Sphere, but we also promote and lobby for sponsorships in order for the Museum to reach other areas that are outside Eastern Cape.

## Unfunded Projects

As the museum will be celebrating its 20<sup>th</sup> anniversary since the establishment, there are important programmes that really have to be part of the activities. However, these programmes are unfunded as they appear below. The museum plans to use the anniversary to rebrand the museum and hereby entrench its domestic and international relevance. As to be shown below, the programmes that are unfunded are not only domestically important, they carry an international relevance. This is also in keeping with the calibre of Nelson Mandela.

Below are plans for the 20<sup>th</sup> Anniversary of the Museum:

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NO	ITEM	PURPOSE	AMOUNT
1.	20 <sup>th</sup> anniversary Publication	This booklet will detail the museum's achievements of the past 20 years. Contributions by its initial leaders will also feature.	235 700.00
2.	Centennial Conferences Book	The museum organized three conferences (Kenya, USA and UK) as part of celebrating Madiba's Centenary. A publication from the Conference proceedings will be published and launched on 11/02/2020. This will be sold where the contributors and the museum both financially benefit through proceeds. A publisher has already been obtained.	490 000.00
3.	Museum Summit	An international summit will be organized to take place in Qunu in 2020. The Summit will be used to celebrate this important milestone. National and international museums that are similar to NMM will attend the Summit. These museums will share lessons that have sustained them.	900 000.00
4	New exhibition	The Museum will design and develop unique exhibition that will highlight joy, pain and sorrow which will form part of 20/30 year, celebration of the museum and the release of Mandela	3 870 000
<b>Total</b>			<b>5 495 700</b>



## 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 2019/20 MTEF

Strategic outcome Oriented goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes			Estimated outcome			Medium-term expenditure estimate		
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	6 Engagements	5 Engagements	5 Engagements	4 Engagements	4 Engagements	4 Engagements	4 Engagements	4 Engagements	4 Engagements
	To facilitate focused understanding of the museum through the development of learning material	The project is aimed at reaching out to diverse audiences more especially those who are not a position to visit the museum	Number of learning material produced	1 learning material	1 learning material	1 learning material	1 learning material	1 learning material	1 learning material	1 learning material	1 learning material	1 learning material
	To create in-person and	To brand and market museum	Number of Community	7 Community engagements	4 Community engagements	6 Community engagements	0 Community engagements	1 Community engagements	3 Community engagements	3 Community engagements	3 Community engagements	3 Community engagements





Strategic outcome Oriented goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes			Estimated outcome			Medium-term expenditure estimate		
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
	digital platforms of community engagements	activities domestic and international trade shows and create economic opportunities for the local communities as well as create access to the museum	engagement platforms									
			Number of marketing activities and expos attended	3 Expos and shows	4 Expos and shows	3 Expos and shows	3 Expos and shows	3 Expos and shows	3 Expos and shows	3 Expos and shows	3 Expos and shows	3 Expos and shows
	To profile the Nelson Mandela Museum Brand through various markets	Production of marketing material and advertising in prominent publications Position the NMM as a leading museum in the heritage sector.	Number of marketing strategies developed	0 Strategies	0 Strategies	0 Strategies	1 strategy	1 strategy	1 strategy	1 strategy	0 strategy	0 strategy
			Number of events implemented (18 July, 5 December, 11 February, Qunu Arts Festival and Nelson Mandela Golf Day)	2 events	3 events	3 events	6 events	5 events	5 events	5 events	5 events	5 events

9.3. Quarterly Targets for the 2019/20 Financial Year

Performance Indicator	Reporting period	Annual Target 2019/20	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of learning engagements and conversations held	Annually	4 platforms	1	1	1	1
Number of learning material produced	Annually	1 material	0	1	0	0
Number of community engagements	Annually	1 community engagement	0	1	0	0
Number of marketing activities and expos attended	Annually	3 expos and shows	1	1	1	0
Number of marketing strategies developed	Annually	1 Strategy	0	1	0	0
Number of events implemented (18 July, 5 December, 11 February, Qunu Arts Festival and Nelson Mandela Golf day))	Annually	5 events	0	2	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.	Attendance register and/or Signed report, 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 in a position to visit the museum	Copy of produced material	Simple Count	None	Output	Cumulative per Annum	Annually	No	High	Senior Manager Public Engagement
Community Engagements	Number of Community engagements	To build and strengthen the NMIM brand, its profile and image, nationally and internationally. To develop youth and community members through programmes	Attendance register and/or Signed report, and/or expenditure data	Simple Count	None	Output	Cumulative per Annum	Annually	No	High	Senior Manager Public Engagement
Marketing Strategy	Number of marketing strategies developed	To brand and market museum activities	Approved marketing strategy	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.	Attendance register and/or Signed 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	To brand and market museum activities	Attendance register and/or Signed report,	Simple count	None	Output	Cumulative per Annum	Annually	No	High	Senior Manager Public Engagement



Indicator Title	Short Definition	Purpose / Importance	Source / Collection of data and/or expenditure data	Method of calculation	Data Limitations	Type of Indicator	Calculation type	Reporting Cycle	New indicator	Desired Performance	Indicator Responsibility
	activities and expos attended										

9.5. Budget and MTEF estimates

SUMMARY OF ACTUAL AND BUDGET PAYMENTS

	Audited outcomes			Estimated outcome			Medium-term expenditure estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
Marketing and Communication	2 055 843	2 494 333	1 816 000	22 915 500	4 159 538	4 456 003	4 650 410		
Tourism Services	115 703	128 238	140 000	147 000	254 350	162 068	182 600		
Education and public Scholarly	110 667	189 429	266 000	350 420	367 941	386 338	417 092		
<b>TOTAL</b>	<b>2 282 213</b>	<b>2 812 000</b>	<b>2 222 000</b>	<b>23 412 920</b>	<b>4 781 829</b>	<b>5 004 409</b>	<b>5 250 102</b>		

SUMMARY OF ACTUAL AND BUDGET PAYMENTS BY ECONOMIC CLASSIFICATION

	Audited outcomes			Estimated outcome			Medium-term expenditure estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
Compensation of employees	1 356 000	1 876 000	986 000	1 044 000	3 328 738	3 495 175	3 669 934		
<b>Total operating expenditure</b>	<b>926 213</b>	<b>936 000</b>	<b>1 236 000</b>	<b>22 368 920</b>	<b>1 453 091</b>	<b>1 509 234</b>	<b>1 580 168</b>		
Expos and Tradeshows	269 843	263 333	350 000	367 500	385 875	405 169	425 600		
Events	320 000	240 000	360 000	21 378 000	410 150	416 745	473 720		
Advertising	110 000	115 000	120 000	126 000	152 300	138 915	141 605		
Marketing and Branding	90 703	95 238	100 000	105 000	120 250	115 763	120 511		
Community Beneficiation/SCI	25 000	33 000	40 000	42 000	44 100	46 305	48 315		
Conferences	26 000	28 000	40 000	42 000	44 100	46 305	48 310		
Learning platforms	-	69 779	132 267	210 000	225 600	231 525	243 200		
Learning material	45 000	50 000	50 000	52 500	55 125	48 216	57 961		
Community Engagements	39 667	41 650	43 733	45 920	48 216	50 626	59 211		
<b>TOTAL EXPENDITURE</b>	<b>2 282 213</b>	<b>2 812 000</b>	<b>2 222 000</b>	<b>23 412 920</b>	<b>4 781 829</b>	<b>5 004 409</b>	<b>5 250 102</b>		



## 9.6. Reconciling performance targets with expenditure

### Overall Overview

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. This increase however it doesn't incorporate the budget for the additional 2 events i.e. Golf day and Qunu Arts Festival as these 2 activities their success will solely dependent on the positive outcome of fundraising.

### Unfunded Projects

The museum will also be celebrating the 20<sup>th</sup> anniversary of its existence by inviting other national and international museums to its base in Mthatha to share the experiences of its existence. Also the Museum is planning activities ranging from sport, concert. The success of the 20<sup>th</sup> anniversary celebrations as listed below will depend solely on availability of funding by DAC. An advocacy of Nelson Mandela's fight for Justice and triumph Nelson Mandela Museum, will be celebrating its 20<sup>th</sup> year of existence on the 11<sup>th</sup> of February 2020. 11<sup>th</sup> of February also marks 30 years of Nelson Mandela's release from prison after 27 years of incarceration. The Nelson Mandela Museum will host series of activities in commemorating the legacy of Nelson Mandela and other struggle icons during the 20<sup>th</sup> anniversary year. The commemoration activities will highlight the role that is played by the museum in the King Sabata Dalindyebo that include Mthatha and Qunu, the country itself and the globe. It will also outline its achievements and the impact of this brand internationally. A new Logo marking the anniversary will be developed to be used in conjunction with the museum Logo. It will assist to promote identification and recognition of the museum around the 20<sup>th</sup> anniversary.

### Financial Estimates

No	Activity	Description	Estimated budget
1.	The life and times of Nelson Mandela: The Musical.	A musical about the life of Nelson Mandela will be used to bring the arts and culture in honouring this achievement. Composed by professional composers and professional operas, the musical will also have strong voices from rural Mthatha. These will be the voices that have never participated in any musical activity before.	1 230 000
2.	Sport	As sport played an important role in uniting the country again, the museum will use sport to get the nation behind the national agenda of reconciliation and nation building. Sporting activities will include soccer, boxing, rugby. In soccer a match pitting Bush Bucks and Thembu Royals will be organized. This will also be used to reconnect the people of the former Transkei with the past and revive these soccer teams. Amateur boxing tournament will also be organized.	1 500 000
3.	Branding	A 20 <sup>th</sup> anniversary material will be produced. This will be to create memories about this important milestone. A 20 <sup>th</sup> anniversary logo will be produced to be used concurrently with the current logo of the museum.	410 250
<b>Total</b>			<b>3 140 250</b>



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## 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 2019/20 MTEF

Strategic Goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes				Medium-term expenditure estimate			
				2015/16	2016/17	2017/18	Estimated Outcome 2018/19	2019/20	2020/21	2021/22	
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	5	9	5	4	4	4	4	4
	To create financial stability for the museum	To ensure functional Council committees that provide effective oversight and promote accountability in accordance with respective Council committee Charters and relevant statutes To provide guidelines for the raising of funds to	Number of Committee meetings held Number of fundraising initiatives to be held	19	16	27	20	20	20	20	1



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Strategic Goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes			Estimated Outcome 2018/19	Medium-term expenditure estimate		
				2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	finance museum programmes	Number of fundraising strategies developed	N/A	N/A	1	0	1	0		
	To develop policies, procedures and systems	Number of policies, corporate governance procedures and systems developed	0	0	10	2	2	2		
	To ensure effective financial management, accountability and administration	Improved audit outcomes	0	1	1	1	1	1		
	Financial Planning and accounting	The aim of this objective is to ensure sound financial management	100%	100%	100%	100%	100%	100%	100%	
	To optimally develop and manage human capital	Compliance with PFMA and Treasury Regulations	100%	100%	100%	N/A	N/A	N/A	N/A	
	To optimally develop and manage human capital	Compliance with budget and supply chain management	0	1	1	1	1	1	1	
	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	0	1	1	1	1	1	1	
	To optimally develop and manage human capital	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	25	16	25	100%	100%	100%	100%	



Strategic Goal	Strategic Objective	Output(s)	Programme Performance Indicator	Audited outcomes			Estimated Outcome	Medium-term expenditure estimate		
				2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	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
	Improving management and IT controls	To align IT goals with business strategic goal	IT Governance Framework that is approved/reviewed	0	N/A	N/A	1	1	1	1

10.3. Quarterly Targets for the 2019/20 Financial Year

Performance Indicator	Reporting period	Annual Target 2019/20	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of Council and Committee meetings held	Quarterly	4 Council meetings 20 Committee meetings 1 strategy	1	1	1	1
Number of fundraising strategies developed	Annually	1 Fund raising initiative	0	0	0	0
Number of fund raising initiatives to be held	Annually	2 policies and procedures	0	0	2	0
Number of policies, procedures and systems developed	Annually	1 Unqualified Audit Outcome	0	1	0	0
Improved audit outcomes	Annually	100% Compliance	100%	100%	100%	100%
Compliance with SCM, PFMA and Treasury Regulations	Annually	1 Workplace skills plan	1	0	0	0
Number of human capital initiatives	Annually	100% Performance contracts	100%	0	0	0
User Asset Management Plan Completed	Annually	1 UAMP	0	1	0	0
IT governance framework Developed	Annually	1 IT governance framework	0	0	0	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 for the development and maintenance 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

x x



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 Framework developed	Number of IT Governance developed	To align IT goals with business strategic goal	IT Governance Framework	Simple count	None	Output	Cumulative per annum	Annually	No	High	Security, Facilities and Logistics Manager

10.5. Budget and MTEF estimates

SUMMARY OF ACTUAL AND BUDGET PAYMENTS

	Audited outcomes				Medium-term expenditure estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Chief Executive and Finance Offices	3 442 083	3 064 366	5 682 371	6 264 745	7 421 933	7 444 272	7 921 858
Human Resources	2 275 394	2 446 661	2 630 818	2 814 975	853 450	896 123	940 929
Support Services	11 382 724	15 372 392	13 420 986	14 127 606	11 175 733	13 157 965	12 811 668
Capital expenditure			1 500 000	79 862 320	6 000 000	10 000 000	
<b>TOTAL</b>	<b>17 100 201</b>	<b>20 883 419</b>	<b>23 234 175</b>	<b>103 069 646</b>	<b>25 451 116</b>	<b>31 498 300</b>	<b>21 674 455</b>

SUMMARY OF ACTUAL AND BUDGET PAYMENTS BY ECONOMIC CLASSIFICATION

	Audited outcomes				Medium-term expenditure estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Compensation of employees	5 717 477	5 511 027	10 515 819	12 373 000	8 275 383	8 340 395	8 862 787
<b>Operating expenditure</b>	<b>11 382 724</b>	<b>15 372 392</b>	<b>11 218 356</b>	<b>10 834 326</b>	<b>11 175 733</b>	<b>13 157 965</b>	<b>12 811 688</b>
Audit and statutory fees	2 041 309	1 959 553	2 004 000	2 104 200	1 615 874	1 970 864	2 435 875
Communication	195 918	205 714	216 000	226 800	248 598	250 047	262 549
Computer services	216 860	205 063	210 000	220 500	232 119	243 101	255 256
Consultants, contractors and special services	3 094 862	5 145 238	4 462 463	4 342 789	4 445 808	4 668 098	4 901 502
Inventory	-	-	-	-	-	-	-
Maintenance repair and running costs	3 583 790	3 762 980	1 713 961	819 141	1 613 583	1 321 350	1 375 727
Operating leases	351 287	166 498	174 823	183 564	192 742	202 379	208 950
Travel and subsistence	1 094 773	689 351	535 109	925 332	698 036	619 455	650 427
Municipal services	469 135	1 737 995	1 902 000	2 012 000	2 129 000	2 246 000	2 370 000
Other expenses	334 790	1 500 000					
<b>Total operating expenditure</b>	<b>17 100 201</b>	<b>20 883 419</b>	<b>21 734 175</b>	<b>23 207 326</b>	<b>19 451 116</b>	<b>21 498 300</b>	<b>21 674 455</b>
<b>Payments for Capital assets</b>	<b>-</b>	<b>-</b>	<b>1 500 000</b>	<b>79 862 320</b>	<b>6 000 000</b>	<b>10 000 000</b>	<b>nil</b>
Building and other fixtures	-	-	-	78 782 320	6 000 000	10 000 000	
Machinery and equipment	-	-	-	1 000 000			
Software and other intangible assets	-	-	1 500 000	80 000			
<b>TOTAL</b>	<b>17 100 201</b>	<b>20 883 419</b>	<b>23 234 175</b>	<b>103 069 646</b>	<b>25 451 116</b>	<b>31 498 300</b>	<b>21 674 455</b>



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## 10.6. Reconciling performance targets with expenditure

### Overall overview

The Museum's operational budget has increased from R28 003 000 in 2018/19 to R28 576 999 in 2019/20 financial year, this represents an increase of 2%. The increase in our budget is actually way below the inflationary increase of 6%. This will lead to a belt tightening in most areas as there would be no increase to match the inflation. This has been caused by the fact that the Museum used to augment the budget with an estimated amount of R900 000 per annum generated from Qunu. Since the closure of the centre, there will be a deficit that will be equal to R900 000 and we are forced to request DAC to augment our budget with the said amount in order for the Museum to operate smoothly.

### Skills development

The Museum had managed to source an ICT specialist in 2018/19 Financial year but there are still skills gap at ICT department as there is only one person. Our staff majority who still have gaps in their current positions are still a big challenge to the Museum. However, through engagements with DAC we have managed to establish 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 for goods and services by an inflationary increase to ensure the realisation of NMM mandate without challenges.



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## Acronyms

<b>AIDS</b>	Acquired immunodeficiency syndrome
<b>AGSA</b>	Auditor General of South Africa
<b>APP</b>	Annual Performance Plan
<b>AFS</b>	Annual Financial Statements
<b>CCMA</b>	Commission for Conciliation, Mediation and Arbitration
<b>CCTV</b>	Close Circuit Television
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>DAC</b>	Department of Arts and Culture
<b>DSRAC</b>	Department of Sports, Recreation, Arts and Culture
<b>HIV</b>	Human Immunodeficiency Virus
<b>HOD</b>	Head of Department
<b>ICT</b>	Information Communication Technology
<b>KSD</b>	King Sabata Dalindyebo Municipality\
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NGO</b>	Non- Governmental Organisation
<b>NMM</b>	Nelson Mandela Museum
<b>N/A</b>	Not applicable
<b>ORT</b>	OR Tambo District Municipality
<b>UAMP</b>	User Asset Management Plan
<b>PFMA</b>	Public Finance Management Act
<b>SABC</b>	South African Broadcasting Corporation
<b>SCM</b>	Supply Chain Management
<b>PFMA</b>	Public Finance Management Act





# PART C

LINKS TO OTHER PLANS



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# ANNEXURE A

UAMP



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TEMPLATE 1: SCHEDULE OF ACCOMMODATION REQUIREMENTS										
PROGRAMME	PROGRAMME OBJECTIVE	DESCRIPTION OF REQUIREMENT	DETAILS OF CURRENT ACCOMMODATION			ACCOMMODATION REQUIRED (What is needed?)		GAP BETWEEN OPTIMAL ACCOMMODATION CURRENTLY OCCUPIED AND ACCOMMODATION (m <sup>2</sup> )	DETAILS OF NEW ACCOMMODATION REQUIRED	PRIORITY
			4	5	6	7	8			
1	Improve and maintain heritage development and conservation	Adequate heritage and conservation facilities with the required fittings and equipment in accordance with national standards.	<p><b>Location: Mthatha</b> : Bhunga Museum Building; Qunu:Nelson Mandela Youth &amp; Heritage Centre and Information Centre. Type of accommodation : Office accommodation, Overnight accommodation for guests,Exhibition spaces,Conference space,Dinning halls,Sport Hall, Sport grounds and Boardrooms space</p> <p><b>Bhunga Museum Building</b></p>	<p>Bhunga Building = 4700; Qunu = 4656,50</p>	<p>Bhunga Building = 4171,60; Qunu = 4088,70</p>	<p>5 - 6 = 7</p>	<p>Bhunga Building: Parking Facility for staff and guests for about 60 vehicles</p>	<p>9</p>	1	
			<p><b>Qunu:Nelson Mandela Youth &amp; Heritage Centre</b></p>				<p>Facilities Management Service including getting lift functional</p>	1	1	
			<p><b>Qunu:Nelson Mandela Youth &amp; Heritage Centre</b></p>				<p>Qunu Condition Based Maintenance</p>	1	1	
			<p><b>Bhunga Museum Building &amp; Qunu: Nelson Mandela Youth &amp; Heritage Centre</b></p>				<p>Exhibition Facility for the Long Walk to Freedom Set Exhibition and Amphitheatre</p>	1	1	



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TEMPLATE 2: PROPERTY(LEASING) REQUIREMENTS												
1	2	3	4	5	6	7	8	9	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 <sup>2</sup>	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 (YEAR 1) 2018/2019	EXPENDITURE ESTIMATE (YEAR 2) 2019/2020	EXPENDITURE ESTIMATE (YEAR 3) 2020/2021	TOTAL ESTIMATED EXPENDITURE 10 + 11 + 12 =
1				5	6	7	8	9	10	11	12	13
TOTAL									R 0.00	R 0.00	R 0.00	R 0





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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, SCMI no etc.)	INFRASTRUCTURE CLASSIFICATION (CONSTRUCT/REFURBISHMENT/UPGRADE/RECONFIGURATION)	PROJECT STATUS TYPE (e.g. IN PLANNING, UNDER CONSTRUCTION, PRACTICAL COMPLETION, FINAL	EXPENDITURE ESTIMATE (YEAR 1) 2019/2020	EXPENDITURE ESTIMATE (YEAR 2) 2020/2021	EXPENDITURE ESTIMATE (YEAR 3) 2021/2022	TOTAL ESTIMATED EXPENDITURE
Eastern Cape	OR Tambo	DACEC0012	Qunu	Development of New Exhibition Facility for the Long Walk to Freedom Set Exhibition and Amphitheatre		Construction	R 6,000,000.00	R 10,000,000.00	R 24,000,000.00	R 40,000,000.00	
Eastern Cape	OR Tambo	DACEC0012	Qunu	Implementation of Qunu Condition Based Maintenance		Refurbishment	R 2,000,000.00	R -	R -	R 2,000,000.00	
Eastern Cape	OR Tambo	DACEC0001	Mthatha	Development of New Parking Facility for staff and guests for 60 vehicles		Construction	R 10,000,000.00	R -	R -	R 10,000,000.00	
Eastern Cape	OR Tambo	DACEC0001	Mthatha	Facilities Management Service		Refurbishment	R 1,000,000.00	R 1,000,000.00	R -	R 2,000,000.00	
Eastern Cape	OR Tambo	DACEC0001/ DACEC0002	Qunu/ Mthatha	Development of Nelson Mandela Statues - 1 at Bhunga Building & 1 at Qunu		Upgrade	R 10,000,000.00	R -	R -	R 10,000,000.00	
<b>TOTAL</b>							<b>R 29,000,000.00</b>	<b>R 11,000,000.00</b>	<b>R 24,000,000.00</b>	<b>R 64,000,000.00</b>	



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TEMPLATE 4: BUDGET REQUIREMENTS									
MEDIUM TERM EXPENDITURE ESTIMATE									
	MTEF ALLOCATI ON 2019/2020	UAMP PROJECTION 2019/2020	SOURCE OF FUNDING	MTEF ALLOCATION 2019/2020	UAMP PROJECTION 2019/2020	SOURCE OF FUNDIN G	MTEF ALLOCATION 2020/2021	UAMP PROJECTION 2020/2021	SOURCE OF FUNDIN G
<b>CAPITAL: INFRASTRUCTURE</b>									
Projects in planning (new construction, upgrading, refurbishment, acquisition)	R - R 29,000,000.00	R 29,000,000.00	DAC	R -	R 11,000,000.00	DAC	R 6,000,000.00	R 24,000,000.00	DAC
Commitments (existing projects: new construction, upgrading, refurbishment, acquisition)	R -	R -	DAC	R -	R -	DAC	R -	R -	DAC
<b>TOTAL CAPITAL</b>	R -	R 29,000,000.00		R -	R 11,000,000.00		R 6,000,000.00	R 24,000,000.00	
<b>% DEVIATION</b>		100%			100%			55%	
<b>CURRENT: PROPERTY</b>									
Leases: (Planning & In progress)	R -	R -	DAC	R -	R -	DAC			DAC
Leases: Commitments (existing)	R -	R -	DAC	R -	R -	DAC	R -	R -	DAC
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									
<b>TOTAL CURRENT</b>	R -	R -		R -	R -		R -	R -	
<b>% DEVIATION</b>		100%			0%			0%	
<b>TOTAL CAPITAL AND CURRENT</b>	R -	R 29,000,000.00		R -	R 11,000,000.00		R 6,000,000.00	R 24,000,000.00	
<b>% DEVIATION</b>		100%			100%			0%	
*Source of funding - indicate whether funds exceeding MTEF allocation will be based on a reprioritisation of budget or additional funding required.									





# ANNEXURE B

CHANGES TO THE STRATEGIC  
ORIENTATION FOR THE MUSEUM

## 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 learning platforms and conversations held	The number has been reduced from 9 to the normal number of 4.	The 9 was prepared for the centenary year and the 4 is the reasonable number for each year.
	Number of exhibition maintained, research interviews conducted, number library and archives material acquired, catalogued and classified, Number of artefacts labelled and entered into inventory	This indicator has been reduced from 6 to 2.	The 6 was prepared for the centenary year and the 2 is the reasonable number for each year.
Improve public profile and access.	Number of Events implemented	The number has decreased from 6 to 5 for 2019/20.	The 6 was prepared for the centenary year and the 2 is the reasonable number for each year.





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# ANNEXURE C

STRATEGIC RISK REGISTER

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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)	Inherent Risk Magnitude	Current Controls	Perceived Control Effectiveness	Residual Risk Magnitude	Risk Owner	Action Plan Owner	Action Plan	Timelines
1	Sound and effective governance.	To ensure effective financial management and accountability and administration	Lack of well established ICT systems with appropriate IT governance framework that supports and enables financial management, accountability, performance and administration of the business.	1. No IT infrastructure (Servers, etc.) 2. Lack of IT Governance Framework	1. Loss of data 2. Data integrity is compromised 3. Information security breaches 4. Inefficient service delivery by programs	5	5	25	Maximum	1. IT Specialist appointed 2. Draft governance framework developed 3. Procured software licenses	Satisfactory	16 Maximum	1. Chief Executive Officer.	1. Draft framework, strategy and policy to be approved 2. Awarding the ICT Tender	1. Q4 2. October 2018	
2	Sound and effective governance.	To ensure effective utilisation, safe and clean environment of the museum infrastructure	Loss of artefacts	1. Inadequate security systems (alarm, metal detectors not linked to artefacts)	1. Theft of heritage assets 2. Reputational damage	5	5	25	Maximum	1. Security cameras 2. Security company patrolling, locking up 3. Controlled access to the basement through a register.	Satisfactory	16 Maximum	1. Chief Executive Officer.	1. Research the alarm system that is linked to artefacts. 2. To take pictures of artefacts, include them in the fixed asset	1. Nov 2018 2. Q4	



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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)	Inherent Risk Magnitude	Current Controls	Perceived Control Effectiveness	Residual Risk Magnitude	Risk Owner	Action Plan Owner	Action Plan	Timelines
										4. Control room for surveillance of daily activities 5. Register of people that come into the Museum					register and Backup of data to be linked up with server access control.	
3	Sound and effective governance.	To ensure effective financial management, accountability and administration	Insufficient funding	1. Inability to identify potential sources of income. 2. Failure to comply with Grants fund requirement 3. Lack of revenue generation schemes (no charge/ tariff for tour guiding in the Museum, entrance fee, facilities rental.)	1. Sole reliance on government funding. 2. Financial constraints. 3. Inability to fund strategic activities. 4. Misappropriation of funds.	5	4	20	Maximum	1. Compliance with grant conditions 2. Project Management Team for Grant infrastructure projects. 3. Sponsored Events	Satisfactorily	13	1. Chief Executive Officer.	1. Approval of revenue enhancement pricing structure and fund raising strategy to be signed. 2. Engage Council to escalate the Qunu Development Project to DPW.	1. February 2019 2. Ongoing	



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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)	Inherent Risk Magnitude	Current Controls	Perceived Control Effectiveness	Residual	Residual Risk Magnitude	Risk Owner	Action Plan Owner	Action Plan	Timelines
4	Improve and maintain heritage development and conservation.	To facilitate intergenerational learning platforms and conversations that discuss the values of Nelson Mandela.	Poor stakeholder management.	4. Dependency on Public Works resulted on closure of Qunu 5. Low rate of debtors collection 1. No stakeholder management plan in place	1. Unable to meet some of the planned targets. 2. Inability to achieve the strategic objectives, resulting in poor performance. 3. Poor audit outcomes. 4. Reputational damage. 5. Lack of informed public. 6. Lack of integrating our	5	5	25	Maximum	1. Communication and coordination with other Museums and other similar institutions for assistance. 2. Taking the museum to schools through learning material. 3. Existing provincial partnerships are contributing	Satisfactorily	16	Maximum	1. Chief Executive Officer.	1. Senior Manager: Public Engagement	1. Draft plan developed and will be approved. 2. Integration of Program Plans between Heritage and Public Engagement	1. 2/28/2019 2. Nov 2018





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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)	Inherent Risk Magnitude	Current Controls	Perceived Control Effectiveness	Residual	Residual Risk Magnitude	Risk Owner	Action Plan Owner	Action Plan	Timelines
5	Improve Public Profile and Access	To profile the Nelson Mandela Museum brand through various markets	Absence of communication strategy	1. Lack of approved Communication policy 2. Museum employee talking to the media 3. Lack of classification of information 4. Unauthorised release of information	stakeholder management plan with our provincial (national) political calendars and its dynamics	5	5	25	Maximum	administratively and financially on the learning platforms. 4. Advertising and media briefings through different media platforms using the available budget.	Weak	20	Maximum	1. Chief Executive Officer.	1. Senior Public Engagement to be approved	1. Draft communication strategy	1. February 2019



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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)	Inherent Risk Magnitude	Current Controls	Perceived Control Effectiveness	Residual Risk Magnitude	Risk Owner	Action Plan Owner	Action Plan	Timelines
				5. Draft communication strategy developed						5. Confidentiality agreement signed for protection of information.						
6	Sound and effective governance.	To ensure a functional Council that provides effective oversight and promotes accountability in accordance with the Council Charter	Ineffective Council	1. Lack of evaluation for Council. 2. Council not receiving documents timely 3. Lack of commitment by the Council Members 4. Unstable Council (internal conflicts and vacancies). 5. Poor attendance of Council members into committee	1. The Museum may not achieve its objectives. 2. Negative outcomes in the External Audit report 3. Not signed policies and strategies 4. Failure to meet deadlines for DAC 5. Failure to meet quorum 6. Fruitless and Wasteful expenditure	5	5	25	Maximum	1. Council date are circulated by the start of financial year for the whole year. 2. Alignment of reporting dates and Council meetings	Weak	20	Maximum	1. Chief Executive Officer. 1. To seek and appoint an independent party to evaluate Council. 2. Organise governance workshop (IOD) for Council Members and Council Committees. 3. Development of code of conduct and ethics policy for Council 4. Council charter should have	1 - 3 March 2019 4. Q4	



x x

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)	Inherent Risk Magnitude	Current Controls	Perceived Control Effectiveness	Residual Risk Magnitude	Risk Owner	Action Plan Owner	Action Plan	Timelines
7	Improve and maintain heritage development and conservation.	To facilitate intergenerational learning platforms and conversations that discuss the values of Nelson Mandela	Insufficient resources to meet the number of learning platforms for community beneficiaries (Budget/internet connectivity and other tools of trade/transport)	meeting 6. Lack of consequence management 7. No incentive for remuneration	1. Inability to meet some of the planned targets. 2. Inability to achieve the strategic objectives, resulting in poor performance. 3. Poor audit outcomes. 4. Reputational damage. 5. Lack of informed public.	5	5	25	Maximum	1. Budget planning to minimise costs 2. Sharing of costs with partners from other institutions. (Cost cutting measures) 3. Reduce the number of platforms from 12 to 8. 4. 3G cards as per policy and Internet connectivity	Satisfactory	16	1. Chief Executive Officer.	1. Senior Manager: Public Engagement	consequence management.	1. 30/07/2018 2. 30/09/2018



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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)	Inherent Risk Magnitude	Current Controls	Perceived Control Effectiveness	Residual Risk Magnitude	Risk Owner	Action Plan Owner	Action Plan	Timelines
8	Sound and effective governance.	To create financial stability for the museum	Fraud and Corruption	1) Ineffective internal controls	1) Irregular expenditure misappropriation 2) Financially Qualified Audit Report	4	5	20	High	1. Suggestion box 2. Financial Management Policy 3. Financial Misconduct Committee in place.	Satisfactory	13 Maximum	1. Chief Executive Officer.	1. Chief Financial Officer	1. Draft Fraud Prevention Policy to be approved. 2. To have own Fraud Hotline	1-2 Q4
9	Sound and effective governance.	To ensure a functional Council that provides effective oversight and promotes accountability in accordance with the Council Charter.	Overspend on operational budget	1. Inadequate oversight 2. Emergencies (recruitment & repairs)	1. Unauthorised expenditure 2. Deficit in financial statements 3. Qualified Audit outcome 4. Budget not used for intended purposes	4	5	20	High	1. Reconciliation 2. Review of the budget to spending 3. Checking the requisition form for available budget before procurement	Good	8 High	1. Chief Executive Officer.	1. Chief Financial Officer	1. Implementaion of Pastel Evolution.	1. Nov 2018
10	Sound and effective governance.	To optimally develop and manage human capital with limited skills and experience	Appointment of candidates with limited skills and experience	1. Budgetary constraints 2. Attraction of candidates with competitive skills and	1. Average performance by the institution 2. Poor service delivery	5	4	20	High	1. Training and study aid 2. Skills Development Plan in place	Good	8 High	1. Chief Executive Officer.	1. Human Resource Manager.	1. Source funding from Skills Levy 2. To establish Training and Development Committee	1. March 2019 2. Nov 2018



x x

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 there are no controls in place)	Inherent Risk Magnitude	Current Controls	Perceived Control Effectiveness	Residual	Residual Risk Magnitude	Risk Owner	Action Plan Owner	Action Plan	Timelines
				experience because of geographical location													
11	Sound and effective governance.	To ensure effective financial management, accountability and administration	Lack of risk management framework	1. Absence of Risk Champion	1. Risks facing the entity could not be detected. 2. Lack of monitoring of risk action plans	5	5	25	Maximum	1. CFO champions the risk management	Satisfactorily	16	Maximum	1. Chief Executive Officer.	1. Chief Financial Officer	1. To assign responsibility to a designated official	1. Q4





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# ANNEXURE D

## MATERIALITY/SIGNIFICANCE FRAMEWORK



## ANNEXURE D: MATERIALITY/SIGNIFICANCE FRAMEWORK

### 1. Definitions and standards

- Audited financial statements: 2017/2018 (AFS)
- Approved annual budget: 2018/2019 (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



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4.2 Section 54: Information to be submitted by the Accounting Authority	Value(Quantitative)	Nature of event(Qualitative)
(2) before a public entity concludes any of the following transactions, the Accounting Authority for the entity must promptly and in writing inform the relevant treasury of the transaction 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 still have gaps within its internal controls, which makes it a moderate risk, therefore the high % is used.

Total revenue:		%
Government Grant	R 28 247 000 X	1%
The Museum's materiality is therefore:		R 282 470





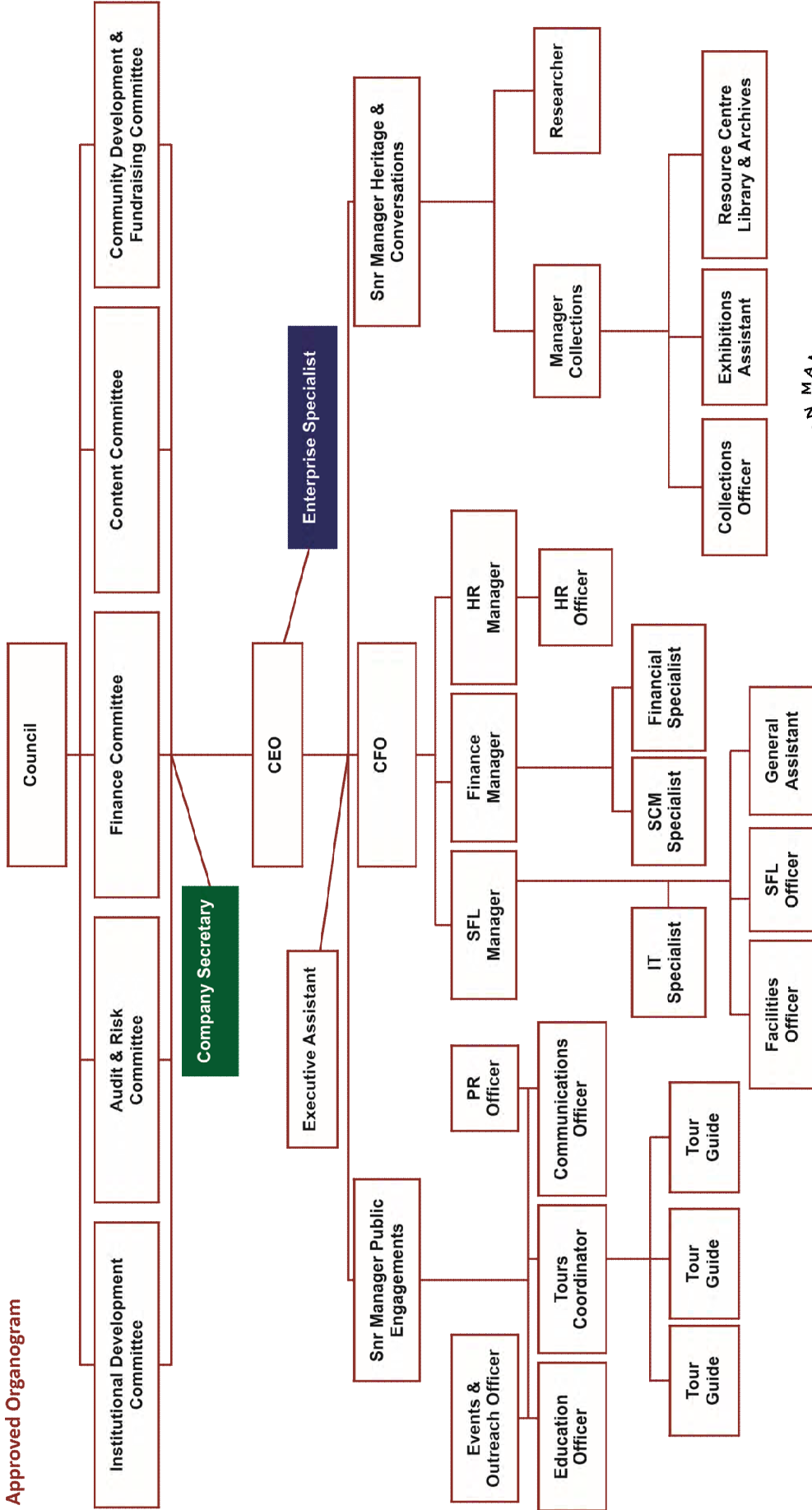
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# ANNEXURE E

## ORGANISATION STRUCTURE



Approved Organogram



■ Services are outsourced  
■ Vacant and unfunded

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# ANNEXURE F

NMM COUNCIL CHARTER

## DRAFT REVIEW OF NELSON MANDELA MUSEUM COUNCIL CHARTER

(Reviewed by Council Secretary)

WHEREAS Nelson Mandela Museum is established in terms of the Cultural Institutions Act 119 of 1998;

Whereas the Minister of Arts and Culture has duly appointed the members of council to serve members of council for the Nelson Mandela Museum which is listed as a Schedule 3 , Part A , as a National Public Entity;

And now hereof, the Council of Nelson Mandela Museum recognises its establishment and hereby wishes to adopt a charter which will guide its activities as mandated within the legislative framework of the Department of Arts and Culture in the following terms:

### 1. PURPOSE

- 1.1. The Nelson Mandela Museum is declared and established by the Minister of Arts and Culture (Minister) in terms of sections 3 and 4 of the Cultural Institutions Act 119 of 1998 with specific purpose being delegated to promote and enhance the legacy of Dr Nelson Rolihlahla Mandela.
- 1.2. The Nelson Mandela Museum is constituted of Council Members (Council) who are duly appointed by the Minister of Arts and Culture (Minister) in terms section 5 (5) of the Cultural Institutions Act, 119 of 1998(Act).
- 1.3. The Nelson Mandela Museum shall be under the control, management and direction of the Council as duly appointed and delegated by the Minister from time to time.
- 1.4. This charter shall apply to the all members of the Council of Nelson Mandela Museum as prescribed in the Act.

### 2. MISSION

- 2.1. The Council will exercise its functions with due diligence, proficient stewardship according to individual skills and profession, leadership, integrity , discerning judgement ,observing and adhering to ethics and in good faith when directing the affairs of the museum.

### 3. MEMBERSHIP

- 3.1. The Council shall be constituted of at least seven council members and not more than twelve council members duly appointed as prescribed by the Minister in the Government Gazette.
- 3.2. The Council of the Nelson Mandela Museum shall subsequent to their appointment to the council and at the first council meeting, appoint the chairperson of council in terms of S 7(1) of the Cultural Institutions Act 119 of 1998 for the duration of council unless indicated and declared otherwise by the Minister in the Government Gazette.
- 3.3. Council shall nominate and elect from the Council members a deputy chairperson of council to preside on the functions of the chairperson of council should the incumbent not be available to perform his or he legal duties and functions in terms of this charter.
- 3.4. The Minister has duly appointed fit and proper the persons to serve as Council members of the Nelson Mandela Museum in their respective appointments initially from November 2016 to October 2019. The names of Councillors appear as follows:

3.4.1	Ms Andiswa Vikilahle	(Chairperson)
3.4.2	Advocate Tokyo Nevondwe	(Deputy Chairperson)
3.4.3	Mr Vuyani Booi	(Councillor)
3.4.4	Mr Khulekani Buthelezi	(Councillor)
3.4.5	Mr Kenny Gontse	(Councillor)
3.4.6	Ms Kim M Gustafson	(Councillor)
3.4.7	Mr Monwabisi Kobese	(Councillor)



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- 3.4.8 Dr Kholekile Hazel Ngqila (Councillor)
- 3.4.9 Mr Siphelele Madikizela (Councillor)
- 3.4.10 Ms Ndileka Mandela (Family Representative)
- 3.4.11 Professor Bheki Mngomezulu (Councillor)
- 3.4.12 Mr Sizwe Mzamo (Councillor)
- 3.4.13 Dr Bothale Tema (Councillor)

**4. INVITEES TO COUNCIL MEETINGS**

- 4.1. The Chief Financial Officer shall be invited to attend all council meetings by virtue of his responsibilities and functions as the head of the administration.
- 4.2. The Chief Financial Officer shall be responsible for all council activities in line with his delegation of authority in terms of the Public Finance Management Act 1 of 1999 and the legislative framework policy that governs the Nelson Mandela Museum.
- 4.3. The Chief Financial Officer and two senior managers within heritage and marketing shall be invited to attend council meetings and present reports in line with their delegations of authority within the legislative policy framework governing the Nelson Mandela Museum.

**5. ROLE AND FUNCTIONS OF THE COUNCIL**

- 5.1. Council as the Accounting Authority of the museum shall be the highest decision making body , provide corporate governance, leadership, maintain legislative compliance and order , uphold good ethics and professional standards in handling of its business objectives and the values bestowed on it.
- 5.2. When exercising its fiduciary duties and functions, Council shall be expected to apply the laws upon which it is established in consistence with the Constitution of the Republic, other relevant legislative mandates which are not limited to the Cultural Institutions Act, 119 of 1998, Public Finance Management Act, 1 of 1999 , Treasury Regulations and the principles of King IV.
- 5.3. Council has a duty to report its activities to the executive authority through the Minister of Arts and Culture according to its mandate and delegation.
- 5.4. Council shall approve a developed annual schedule of ordinary and special council and committee meetings which are aligned to the statutory obligations and functions of the Nelson Mandela Museum.
- 5.5. Council shall ensure that, there is development, formulation and review of policies of the council, its committees and approve all administration policies of the museum within the prescribed legislative policy framework.
- 5.6. At all times material thereto, Council shall ensure that, when exercising its leadership in directing the affairs of the museum, it carries the mandate of promoting and enhancing the legacy and the values of Nelson Rolihlahla Mandela. Furthermore, in so doing, it shall act in the best interest of the Nelson Mandela Museum by applying the principles which shall be fair, reasonable, transparent, legally sound, and be accountable for its conduct.
- 5.7. Council shall ensure that a strategy is adopted to enhance the vision, mission and values of the museum. Furthermore, when necessary in line with the strategic review process as adopted by council, it shall develop and review the strategy of the museum to achieve its mandate by virtue of its mandate.
- 5.8. Council shall establish sub committees of council and allocate council members with requisite skills and expertise to serve as members of those committees.
- 5.9. Council shall appoint chairpersons of the established council sub committees to lead and submit reports or recommendation to council for noting and approval of requisite documentations within the legislative policy framework of the Nelson Mandela Museum.



## NELSON MANDELA MUSEUM 2019/20 ANNUAL PERFORMANCE PLAN

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- 5.10. Council shall establish a committee of chairpersons of council who shall be the executive committee of Council who shall exercise ad hoc duties and functions as prescribed in this charter.
- 5.11. Council shall ensure that the values of Nelson Mandela Museum are preserved to safeguard, promote and determine its vision and values by approving developed policy guidelines and principles to protect the assets, reputation and successful operation of the museum.
- 5.12. Council shall ensure that all collections and conservation items received shall be preserved and safeguarded in the designated sites of the museum and are under the care and guard of a designated official employed by the museum collections.
- 5.13. Council shall monitor and evaluate the implementation of approved strategies, policies, system of performance management and annual performance plans and annual report.
- 5.14. Council shall ensure that the museum complies with relevant laws, regulations and best practice in executing its mandate and that it acts to the best interests of the shareholder.
- 5.15. Council shall ensure that, a policy for a conflict of interest is developed in order to make sure that, all councillors perform their duties with duty to care, diligence, integrity, apply their respective professional skills and probity, ethics and conduct themselves in good faith.
- 5.16. On regular intervals annually, the council shall be review its processes and procedures in order to ensure that they are aligned with current legislative and or developed governance policy framework.
- 5.17. Council shall ensure and approve effective internal processes, internal controls and procedures to ensure effectiveness of its decision-making capability and accuracy of its reporting.
- 5.18. Where internal controls are identified to lack within the museum, Council shall motivate for 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.
- 5.19. Council shall ensure that any defect or challenges in the information technology systems, including Information technology governance are reported by management in order to avoid collapse of operations within the museum.
- 5.20. Council shall identify risk areas and develop a risk management plan and review it periodically.
- 5.21. Council shall ensure that, the financial affairs of the museum are sound and that the museum solvent.
- 5.22. Council shall delegate sufficient and appropriate authority to the Chief Executive Officer in line with the provisions of the PFMA and other legislative mandates all administrative functions unless indicated otherwise in the delegation matrix.
- 5.23. Council has a responsibility to raise funds for the institution through donations and other forms of raising funds to retain financial health and probity. Councillors are not expected to benefit from this process in whatsoever.
- 5.24. A council member shall be prohibited from receiving any undue enrichment or benefit or gift from any person or proceeds acquired when exercising his or her duty as a member of council.
- 5.25. All council members shall have a duty to report to the Council any gifts or benefits which they have received or acquired while exercising their duties and functions of the Nelson Mandela Museum including the awards and accolades bestowed to them in the name of the Nelson Mandela Museum.
- 5.26. Council shall keep proper records of all the gifts and benefits which the council members have received or awarded in a separate register of list for gifts and benefits. The register shall be updated annually at the end of the first quarter financial year of the Nelson Mandela Museum.
- 5.27. Council members shall not use their position in council to influence the decisions of other members of council outside the prescribed and approved council meetings.



## 6. ESTABLISHMENT OF COUNCIL COMMITTEES

Council recognise the delegation and decentralisation of powers. All the established committees shall have a duty to report and submit written recommendations to council for approval and noting of all the reports falling within the statutory and policy framework of the Nelson Mandela Museum.

Council has approved to establish the following committees:

### 6.1 AUDIT AND RISK COMMITTEE

The Audit and Risk Committee is a committee of Council whose principal objective is to assist Council in fulfilling its oversight responsibilities for financial reporting processes, established legal systems of internal controls, the audit processes and the processes for evaluating and monitoring legislative and corporate governance compliance of the Nelson Mandela Museum.

### 6.2 CONTENT COMMITTEE

This Committee shall have a duty to advise Council on all strategic and policy matters relating to heritage and conservations resources of the Nelson Mandela Museum. 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 advancement of the values and ideals of Nelson Mandela.

### 6.3 COMMUNITY DEVELOPMENT AND FUNDRAISING COMMITTEE

This committee shall have a duty to establish and improve relations between communities and the Nelson Mandela Museum, advance education activities about the values of Nelson Mandela, and establish partnerships for fundraising in cash or kind to augment the grant received and allocated by the national Department of Arts and Culture.

### 6.4 FINANCE COMMITTEE

The Finance Committee is the committee of Council and with its principal objective to assist and advise council in fulfilling its oversight responsibilities on the following duties:

- (i) Undertaking ongoing reviews of financial reporting and performance and advising on actions arising therefrom.
- (ii) Advise on financial planning and management of the Nelson Mandela Museum.
- (iii) Advising on financially related policy issues.
- (iv) Considering internal financial controls, financial risk and financial compliance matters.
- (v) Oversee the investment management activities.

### 6.5 INSTITUTIONAL DEVELOPMENT COMMITTEE

The purpose of the Institutional Development Committee is to assist and advise Council in fulfilling its obligation relating to Human Resource Management and remuneration Policies, infrastructure and Facility development and maintenance and to establish a plan of continuity and development of the institution.

## 7. MEETINGS AND PROCEDURES

- 7.1 In order to fulfil its functions and obligations, Council shall convene and hold approved scheduled ordinary and special council meetings regularly.
- 7.2 The Council Secretary in consultation with the Chairperson of Council and office of the Chief Executive Officer shall issue a notice of a meeting in terms of the approved schedule, five days prior to the meeting, requesting all council members to attend a council meeting at a particular date, time and venue as stipulated in the notice.
- 7.3 The Chairperson of Council shall declare the meeting opened on the day, time and venue where the meeting is held.





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- 7.4 All council members present in the meeting shall be required to sign the attendance register and the declaration of interest form.
- 7.5 In the case or event where the meeting is held by telecom or video conferencing, all council members and attendees of the meeting will be required to declare their interest orally and soon after sign a declaration form which shall be sent by the Council Secretary.
- 7.6 All members of council are expected to attend the council meetings as scheduled and approved by council.
- 7.7 A council member who will not be able to attend any council meeting must submit an apology either in writing or orally to the Chairperson of Council, Council Secretary and to the office of the CEO advising about non- attendance at least before the commencement of the meeting.
- 7.8 A Council member who failed or neglected to attend three consecutive council meetings without submitting an apology shall be required to submit written reasons to the Chairperson of Council or his delegated authority within seven days upon discovery of failure to attend meetings as required.
- 7.9 Upon expiry of the days specified in clause 6.8 above, the Chairperson of Council shall submit a written report about the conduct of the concerned Council member to the Minister and request a directive about such conduct.
- 7.10 The Chairperson shall inform the concerned Council member about the decision of Minister in respect the conduct.

**8. QUORUM OF THE MEETINGS**

- 8.1. Any scheduled meeting shall commence where there is 50 + 1 percent of the majority of council members in attendance and Council shall make resolutions and approve all necessary documents which were submitted for any decision in line with the legislative policy framework that governs the Nelson Mandela Museum.
- 8.2. Where Council lacks majority in terms of clause 7.1 to commence with meeting and but has only 50 percent of the members in attendance, council meeting shall commence with the business of the day as scheduled to discuss items in the agenda and make recommendations to the next council meeting for ratification but cannot make any decision.
- 8.3. Council shall discourage non-attendance of schedule of council meetings by council members.

**9. MINUTES OF COUNCIL MEETINGS**

- 9.1. The Council Secretary shall be responsible for recording of all council minutes at the venue, date and time where the council meetings are held.
- 9.2. The council secretary shall within 7 days upon conclusion of the meeting circulate to all council members the draft minutes and resolutions of council for perusal and corrections thereof.
- 9.3. All council minutes shall be included in the council perks by the designated official of the Nelson Mandela Museum in preparation for the next council meeting.
- 9.4. The Council may accept in part or whole, the minutes of previous meeting and correct any material amendments to the minutes.
- 9.5. Council shall upon perusal thereof, adopt and approve the minutes of previous meeting as a true reflection of the discussions and resolution of that meeting.
- 9.6. Council shall differ the minutes of the previous meeting at the request appropriately made by any Council Member or Council Secretary in exceptional circumstances.
- 9.7. The minutes of all council meetings shall be signed by the Chairperson of Council once they are approved by council at a council meeting and where they were part of the agenda items for the proposed meeting.



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**10. COUNCIL PERKS AND LOGISTICS**

- 10.1. The designated official of the Nelson Mandela Museum in the office of the CEO shall be responsible to arrange delivery of all council perks to the respective Council members either by sending them an email or by hand delivery at the addresses provided by the council members or whichever manner that may be more appropriate in the circumstances.
- 10.2. The Chairperson of Council in consultation with the CEO and the Council Secretary shall approve the Agenda of Council at least fourteen days prior to the approved scheduled council meetings unless indicated otherwise by way of notice, the changes shall not be less than 7 days prior to issuing of a notice to attend an approved scheduled meeting in terms of the meeting schedules.
- 10.3. The Council Secretary shall issue the agenda of a council meeting subsequent to approval of the agenda by the Chairperson of Council.

**11. DUTIES OF THE CHAIRPERSON**

- 11.1 The Chairperson of Council shall have the duty to preside on all approved scheduled council meetings and determine the processes of conducting meetings in line with the provisions of this charter.
- 11.2 The Chairperson shall be the leader of the Council of Nelson Mandela Museum and must exercise his or her powers in a fair, reasonable, transparent and equitable manner.
- 11.3 The Chairperson of Council shall conduct meetings by ensuring that, there is order during the proceedings of the meeting and avoid any disruptive conduct or behaviour which may be displayed by any council member or attendee of the scheduled meeting.
- 11.4 The Chairperson shall ensure that there is restoration of order and composure during the meeting sessions of council.
- 11.5 The Chairperson shall afford all participants in the meeting a reasonable opportunity to speak and participate in the meeting in line with the items which are tabled before the agenda of the council meeting.
- 11.6 The Chairperson of Council shall ensure that the matters and items in the council agenda are disposed of within the time constraints of the meeting and that decisions are made within the agenda items as adopted by the council at the commencement of the meeting.
- 11.7 The Chairperson of council shall disallow after careful consideration, a matter raised by a council member which is outside and not included the approved agenda items has been adopted by council at the commencement of the council meeting.
- 11.8 The Chairperson of Council shall ensure that the decisions made by council are fair and sound. That the decisions of Council comply with the standards and principles of corporate governance and are within the legislative policy framework of the Nelson Mandela Museum.
- 11.9 The Chairperson of `council shall ensure that there is effective management of all council decisions which were approved by council.
- 11.10 The Chairperson of Council shall ensure that the effective internal controls of council committees are adhered to at all material times.

**12. DISCLOSURE OF INFORMATION BY COUNCILLORS (DECLARATIONS OF INTEREST)**

- 12.1 All members of Council shall be required to declare any conflicting interests at the point of appointment and at regular intervals.
- 12.2 Declarations of interest submitted by the Council members shall be made available for inspection and verification by the Council Secretary for record keeping in the Council register of declarations of interest.



x x

- 12.3 Council members shall declare amongst other things all or any business or other interest which are likely to create potential conflict of interest, including:
- 12.3.1 All business interest direct or indirect in any other company or institution partnerships, trusts or other business ventures which he or he is involved in either as a member, director or trustee.
  - 12.3.2 All membership of trade, business or professional memberships in economic organisations;
  - 12.3.3 Shareholding in other businesses, companies or institutions with profit making.
- 12.4 All council members shall be required to sign declaration of interest document prior to the commencement of al. council and committee meetings and the declarations shall be circulated to all council members in each and every council meeting.
- 12.5 A Council member with an interest on an item in the agenda items of the approved scheduled council meeting shall request voluntarily to be excused from the meeting proceedings in line with the provisions of this charter.
- 12.6 A council member who has failed to recuse himself where he knew that a conflict of interest exists in a matter to be discussed in the agenda items of the meeting, shall be in breach of the code of ethics and conduct. Formal procedures in this regard shall be conducted in line with a prescribed procedure as laid down in the code of conduct and the code of ethics. The code of ethics is annexed to this Charter.

### 13 COUNCILLOR TRAINING & DEVELOPMENT

- 13.1 All council members, when initially appointed will be inducted by the Department of Arts and Culture.
- 13.2 The CEO shall ensure that, the logistics for induction are organised timeously.

### 14 ANNUAL FINANCIAL STATEMENTS

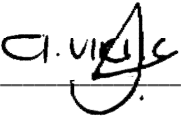
Council has a statutory duty to approve the annual financial statements of the Nelson Mandela Museum for the year ending in 31 March of each financial year in line with the provisions of the Public Finance Management Act 1 of 1999.

### 15 APPROVAL AND REVIEW

This charter shall be approved by Council and reviewed every three years or when it is necessary to do so or on advice of the Council Secretary which shall be occasioned by development in legislative framework policy that governs the Nelson Mandela Museum.

### APPROVED

CHAIRPERSON OF COUNCIL: Andiswa Vikilahle

SIGNATURE: 



x x

