



FINAL STRATEGIC PLAN

For the Fiscal Year
2016/17 to 2020/21

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FOREWORD

DITSONG: Museums of South Africa (DMSA) is a schedule 3A public entity, accountable to the Department of Arts and Culture (DAC) and Parliament, in terms of financial and performance management, as required by legislation. DMSA develops, manages and administers some of the largest and most significant Southern African heritage assets in the fields of fauna, palaeontology, cultural history, anthropology, archaeology and military history; which require constant monitoring of the sustainable and responsible custodianship of these irreplaceable national heritage assets as required by policy and legislation.

As an accounting authority, the DMSA Council has fiduciary responsibilities towards the Institution. Council is accountable for the development of a five year Strategic and Annual Performance Plan in line with government's five Medium Term Strategic Frameworks (MTSF). It is the Council's responsibility to ensure that management implements the approved Strategic Plan and Annual Performance Plans in line with the annual Medium Term Expenditure Framework (MTEF) budgets. The Annual Performance Plan focuses on the implementation of the Institution's Strategic Goals, Strategic Objectives and Key Performance Areas, with clear targets and performance indicators. Management submits quarterly reports to Council, DAC and National Treasury on progress made in the implementation of its strategic objectives outlined in its Annual Performance Plan.

The DMSA's 2017/2018 Annual Performance Plan is a road map for the period of 1 April 2017 to 31 March 2018 and is aligned to Government's National Development Plan 2030 Vision.

The repositioning of DMSA has presented the Institution with an opportunity to deliver transformation objectives such as fostering of constitutional values, presenting equal opportunities to all South Africans, while ensuring inclusion and redress. DMSA's access to collections, research, exhibitions, education and public programmes promotes nation building, social cohesion and raises awareness of South Africa's diverse history, culture and heritage. This is achieved through the presentation of public and outreach programmes, publications, exhibitions and empowerment of young graduates.

In developing the 2017 to 2021 Strategic Plan, Council and Senior Management met to reposition the Institution, retained the existing vision, and enhanced the mission. Council further emphasised the following:

- An urgent need to develop a comprehensive transformation strategy
- Reduce personnel budget to 60% over a three year period
- Re-focus efforts and agenda towards the core mandate of DMSA
- Financial sustainability and address post retirement obligations
- Drive towards clean audit and good governance
- Collaborations and partnerships with private and public sector
- Renewed focus on marketing and branding
- Human capital development
- Enforcement of performance and consequence management
- Embracing ICT modernisation

The vision of DMSA, “Sustainable museums accessible to all” resonates with the above in ensuring that the museums embrace cultural diversity and promote the nation’s democracy and sustainable socio-economic development. The Annual Performance Plan presents innovative ways of unlocking the potential of the heritage assets, whilst parallel development of new audiences and market niches to ensure that DMSA’s museums and heritage sites are accessible to all. The museums are thus windows that reflect the entire nation’s heritage. They play a critical educational role in redressing the skewed narrative history of the country and aim to display the heritage of all the people of our country, utilising social narratives and personal histories. Museums have the potential of contributing to the building of a united nation and are also important platforms for enhancing democracy. DMSA’s museums play a vital role in building an inclusive society and also contribute to the economy as well as encouraging active citizen participation.

Compliance to the Generally Recognised Accounting Practice (GRAP) 103: Heritage Assets is considered a priority of DMSA with the aim of ensuring accountability of heritage assets entrusted to the Institution. Given the magnitude and complexity of this project, contract employees with heritage, museum and information science qualifications are employed to assist with the implementation of the GRAP 103 project.

DMSA’s Strategic Plan is underpinned by the following six strategic goals:

- Increase accessibility and relevance of museums
- Financial sustainability
- Well curated and preserved heritage assets
- Increase research output
- Effective and efficient organisation
- Developed and retained workforce skills

In 2015, Council adopted a Turnaround Programme with the following focus areas to strengthen the achievement of the strategic goals: building thought leadership capability, position DMSA as an employer of choice, increase relevance to society, financial sustainability, building an agile business model, use of ICT to modernise the Institution, and build stakeholder and partnership management capability. These have been determined to be relevant in the execution of the current strategy.

The Strategic Plan also highlights challenges of limited resources and its dependency on external funding. Financial sustainability is prioritised. This Strategic Plan is presented to secure the required funding from Government and other stakeholders for DMSA to fully deliver on its mandate.

DMSA envisages that this Strategic Plan will mobilise the required energy of staff and stakeholders to ensure that the Institution continues to transform and sustain the custodianship of the heritage assets.

Signature: _____

Ms Karabo Rapoo
Chairperson of Council

Date: _____

OFFICIAL SIGN-OFF

It is hereby certified that DITSONG: Museums of South Africa's Strategic Plan:

- Was developed by Council in consultation with DITSONG: Museums of South Africa's management and staff;
- Takes into account all the relevant policies, legislation and other mandates DITSONG: Museums of South Africa is responsible for, and
- Accurately reflects the strategic outcome oriented goals and objectives, which the DITSONG: Museums of South Africa will endeavor to achieve over the fiscal period 2016- 2021.

Signature: _____

Date: _____

Adv. B. Diamond Mushwana
Chief Executive Officer

Signature: _____

Date: _____

Ms. K. Rapoo
Chairperson of Council

Signature: _____

Date: _____

Minister N Mthethwa

EXECUTIVE AUTHORITY

DATE:

PART A: STRATEGIC OVERVIEW

The DITSONG: Museums of South Africa (DMSA) is situated in Gauteng Province and is one of the two National Flagship Institutions constituted in terms of the Cultural Institutions Act, 1998 (Act no 19 of 1998). DMSA boasts the largest collection devoted to South African heritage. Annually the Institution hosts approximately three hundred thousand visitors at its museums and around three million visits online.

1. VISION

Sustainable museums, accessible to all.

2. MISSION

To transform DITSONG into a catalyst for nation building, social cohesion, cultural diversity and socio-economic development.

3. VALUES

Teamwork

We will be devoted to working as a team and supporting each other with a positive attitude to make DMSA efficient at all times.

Accountability

We will ensure accountability by Council, management and staff in the running of the institution centered around good governance.

Excellence

We will strive in excellence in all that we do.

Professionalism

We will execute our duties with utmost professionalism to maintain the reputation of the institution.

Integrity

Adherence to our code of conduct which promote integrity and honesty.

Ubuntu

Respect for oneself, fellow workers and the public in general.

4. SWOT ANALYSIS

As part of gaining a better understanding of the environment in which DMSA operates, a SWOT analysis was conducted:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Diverse collections • Geographical location (Gauteng SA's economical hub) • Museum expertise • Accessibility of some facilities • Curriculum-based educational programmes 	<ul style="list-style-type: none"> • Absence of a comprehensive transformation strategy • Outdated exhibitions • Poor condition of physical infrastructure • Lack of a coherent financial sustainability plan • A prolonged period of poor leadership philosophy • Leadership vacuum and high vacancy rate • Poor supervisory oversight and inadequate consequence management • Sub-optimal operational structure • Inadequate proactive planning • Insufficient market knowledge and poor marketing • Poor internal control environment • Sustaining our relevance
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Collaborations and partnerships • Use of technology • Contribution to the South African transformational agenda • Funding opportunities • The revision of the White Paper 	<ul style="list-style-type: none"> • Possible amalgamation • Tightening fiscal environment • Declining number of visitors • Possible legal implications of the outcome of the reviewed White Paper

5. PESTLE ANALYSIS

POLITICAL	ECONOMIC	SOCIAL	TECH	LEGAL	ENVIRONMENTAL
Gaps in political alignment in the three spheres of government	Low economic growth impacting on household budgets	Low societal understanding of museum work	No 21 st century movement in terms of database development	The Cultural Institutions Act – The gaps in relation to the PFMA, i.e. Council constitution, role of Accounting Authority vs. accounting officer	Decrease carbon footprint (Museums becoming more environmentally conscious)
Lack of shared vision by sub-sector organisations in the ACH (Arts, Culture and Heritage) sector	Low economic growth impacting on budget allocations	Lack of progressive transformational interpretation of the business of the museums		The cumbersome requirements for maintenance for renovation of heritage buildings	

6. LEGISLATIVE AND OTHER MANDATES

6.1 Constitutional Mandate

The constitutional mandate of DITSONG: Museums of South Africa emanates from the “Bill of Rights”, Chapter 2, Section 31 of the Constitution of the Republic of South Africa of 1996, (Act No. 108 of 1996), which reads as follows:

“31. Cultural, religious and linguistic communities.

(1) Persons belonging to a cultural, religious or linguistic community may not be denied the right, with other members of that community to-

- (a) enjoy their culture, practise their religion and use their language; and
- (b) form, join and maintain cultural, religious and linguistic associations and other organs of civil society.

(2) The rights in subsection (1) may not be exercised in a manner inconsistent with any provision of the Bill of Rights.”

6.2 National Legislative Mandate

The primary legislative mandate of DITSONG: Museums of South Africa is informed by the Cultural Institutions Act, 1998 (Act No. 119 of 1998), promulgated by Parliament in furtherance of the constitutional mandate of the Department of Arts and Culture. In terms of section 8 of the Act, the institution’s mandate, through a Council of Trustees appointed by the Minister of Arts and Culture, is to:

- formulate policy
- hold, preserve and safeguard all movable and immovable property of whatever kind placed in the care of or loaned or belonging to the declared institution concerned
- receive, hold, preserve and safeguard all specimens, heritage assets or other movable property placed under its care and management under section 10(1)
- raise funds for the institution
- manage and control the moneys received by the declared institution and to utilise those moneys for defraying expenses in connection with the performance of its functions
- keep a proper record of the property of the declared institution, to submit to the Director-General any returns required by him or her in regard thereto and to cause proper books of account to be kept
- determine, subject to this Act and with the approval of the Minister, the objectives of the declared institution
- generally carry out the objects of the declared institution

The strategic outcome oriented goals of the DMSA relate to the Department of Arts and Culture’s strategic goals, which collectively support the National Development Plan, in particular Chapter 3 and 15 as well as the Medium Term Strategic Framework outcomes 4 and 14. The tables below, 6.3 and 6.2 seeks to demonstrate the DMSAs strategic alignment to NDP, MTSF as well as to our Shareholder mandate.

6.3. Alignment to NDP and MTSF

National Development Plan Chapter 3 and 15	Medium Term Strategic Framework Outcome 14	DMSA Strategic Goals
Transforming society and uniting the country	Nation building and social cohesion	Increased accessibility and relevance of museums
		Well-curated and preserved heritage assets
Increased research outputs		
Promoting social cohesion across society		Increased accessibility and relevance of museums
		Well-curated and preserved heritage assets
Structural features of the South African economy		Financial sustainability
		Effective and efficient organisation
		Developed and retained workforce skills

6.4 Alignment to DAC Strategic Goals

DAC Shareholder Strategic Goals	Description	DMSA Strategic Goals
A transformed and developed focussed Arts, and Culture Heritage (ACH) sector	To drive greater policy and planning coherence in the sector towards the achievement of sectoral development outcomes	Increased accessibility and relevance of museums
Nation building through effective social cohesion programme implementation	To lead nation building and societal transformation through effective social cohesion programmes that promote cultural and linguistic diversity	Increased accessibility and relevance of museums
		Well-curated and preserved heritage assets
A productive, diverse and inclusive ACH sector	To protect, preserve, promote and develop Arts, Culture and Heritage and advance the socio-economic inclusivity and contribution of the sector	Well-curated and preserved heritage assets
		Increased research outputs
Sound governance and fiscal management system	To forge sound governance and fiscal management policies, systems and processes that enhance the capacity of the DAC and its entities to ensure the effective and efficient utilisation and leveraging of ACH resources for the benefit of all South Africans	Effective and efficient organisation
		Financial sustainability
A professional and capacitated ACH sector	To build the skills and capacity of the sector to ensure its on-going development and responsiveness	Developed and retained workforce skills

6.5 DMSA strategic outcome goals

In support of the Government imperatives and the Department of Arts and Culture, the Institution has embedded in its execution of its mandate to implement the following Strategic Goals:

- **Increased Accessibility and Relevance of Museums** Through outreach, guided and educational tours, events, lectures, exhibitions, publications
- **Financial Sustainability** Revenue diversification and growth and implementation of cost optimisation
- **Well-Curated and Preserved Heritage Assets** Implementation and maintenance of the Collection Management Strategy
- **Increased Research Outputs** Increase research output that is inclusive and relevant
- **Effective and Efficient Organisation** Adherence to principles of good governance and enhancing operational efficiency
- **Developed and Retained Workforce Skills** Human Capital Development

6.6 Mandate Supporting Legislative Frameworks

Below is a list of key legislative requirements that the DMSA is governed by:

Legislative Requirement	Number
Basic Conditions of Employment Act, 1997	Act 75 of 1997
Broad Based Black Economic Empowerment Act, 2003	Act 53 of 2003
Employment Equity Act, 1998	Act 5 of 1998
Firearms Control Act, 2000	Act 60 of 2000
Government Immovable Asset Management Act, 2007	Act 19 of 2007
Labour Relations Act, 1995	Act 66 of 1995
Military Veterans Act, 2011	Act 18 of 2011
National Environmental Management Act, 1998	Act 107 of 1998
National Heritage Council Act, 1999	Act 11 of 1999
Occupational Health and Safety Act, 1993	Act 85 of 1993
Preferential Procurement Policy Framework Act, 2000	Act 5 of 2000
Promotion of Equality and Elimination of Unfair Discrimination Act, 2000	Act 4 of 2000
Public Finance Management Act, 1999	Act 1 of 1999
Promotion of Access to Information Act, 2000	Act 2 of 2000
Protected Areas Act, 2003	Act 57 of 2003
Skills Development Act, 1998	Act 97 of 1998
South African Heritage Resources Act, 1999	Act 25 of 1999

6.7 Court Rulings

As at present, there are no specific court rulings impacting on the operations or service delivery obligations of DMSA.

6.8 Planned Policy Initiatives

The revision of the White Paper on Arts and Culture that is underway may revoke elements of the 1996 White Paper on Arts, Culture and Heritage (ACH) and convey Government's future vision for ACH.

7. SITUATIONAL ANALYSIS

DMSA collects, preserves, carries out research, exhibits and presents public programmes through its cultural, military and natural history collections. Through its collective experience, the Institution has an extensive knowledge-base and expertise on unique national collections. In 2015, DMSA conducted a review of the previous strategy to establish its relevance and impact on the execution of its mandate. In addition, consideration was given to DMSA's alignment to the strategic intent of stakeholders. Consequently, Council adopted a Turnaround Programme with the following focus areas to strengthen the achievement of the strategic goals:

- Building DMSA thought leadership capability
- Position DMSA as employer of choice, increase relevance to society
- Financial sustainability, building an agile business model
- Use of ICT to modernise the organisation
- Build stakeholder and partnership management capability

These focus areas are still relevant. The outcomes of the review of the strategy led to a complete paradigm shift, including revisiting the vision and mission of the Institution. This Annual Performance Plan is to implement programmes towards achieving the strategic goals and objectives. This includes amongst others achieving a clean audit. A decentralised operating model framework that is meant to enhance the devolution of authority pertinent to business operations and services of DMSA has been adopted.

Strategic Goals are being executed through a structure of four business units, which are:

- Corporate Services;
- Cultural History Museum, including the four satellite museums, namely: Kruger, Pioneer, Sammy Marks and Willem Prinsloo Agricultural Museums;
- Military History Museum; and
- Natural History Museum, including one satellite museum, i.e. Tswaing Meteorite Crater.

DMSA is currently reliant on the annual subsidy allocation from DAC, to execute its mandate. The Institution is in the process of developing a comprehensive financial sustainability programme, specifically focusing on diversifying and growing own revenue streams. This strategy is further centred around leveraging on public and private sector collaborations and partnerships.

Museums have the potential of contributing to building a united nation and are also important platforms for enhancing democracy. DMSA's museums can play a vital role in building an inclusive society and also contribute to the economy as well as encouraging active citizen participation.

To further enhance our understanding of the operating environment, DMSA conducted a diagnostic assessment of the institution that included an employee satisfaction survey. The outcome of these was used to direct remedial interventions. Key among these interventions is the following:

- Development of a Talent Management Strategy
- Organisational Change Management Programme
- Fit-for-purpose Performance Management Framework
- Remuneration Strategy

- Capacity building of young professionals into the sector

In an effort to enhance the ICT environment, DMSA engaged the services of SITA. This culminated in the development of the following:

- An approved ICT Governance Framework
- ICT Strategic Plan
- Business Continuity Plan
- A three year Project Implementation Plan

It is worthwhile to note that there are still challenges that will require medium to long term interventions. These are:

- The percentage personnel budget being at almost 80% of the subsidy (actual expenditure forecast at 67%)
Council has set a target of 60% personnel budget over a three year period by focusing on optimisation of organisational structure design, staffing and productivity
- Post-retirement obligations of R45 million, which has a going concern impact.
Review current terms with affected parties. Consider funding alternatives

DMSA obtained an adverse audit opinion in the 2015/16 financial year. To this end, Council has directed the Institution to prioritise the implementation of agreed corrective measures towards a clean audit and to advance good governance

7.1 Performance Delivery Environment

During the year under review, DMSA's deliverables prioritised among other things - the implementation of the Standards for the Heritage Assets - GRAP 103. A survey presented a holistic view on the status of heritage assets of cultural, military and natural museums.

The Institution has developed a Heritage Asset policy and employed a support team of fixed-term contractors to help professional's fast track GRAP 103 compliance. Practical learning experience is offered to post-graduate students from tertiary institutions, in relevant museum fields.

The acquisition of an integrated collection management system for heritage assets management will replace the existing databases. This requires financial and human capital resources.

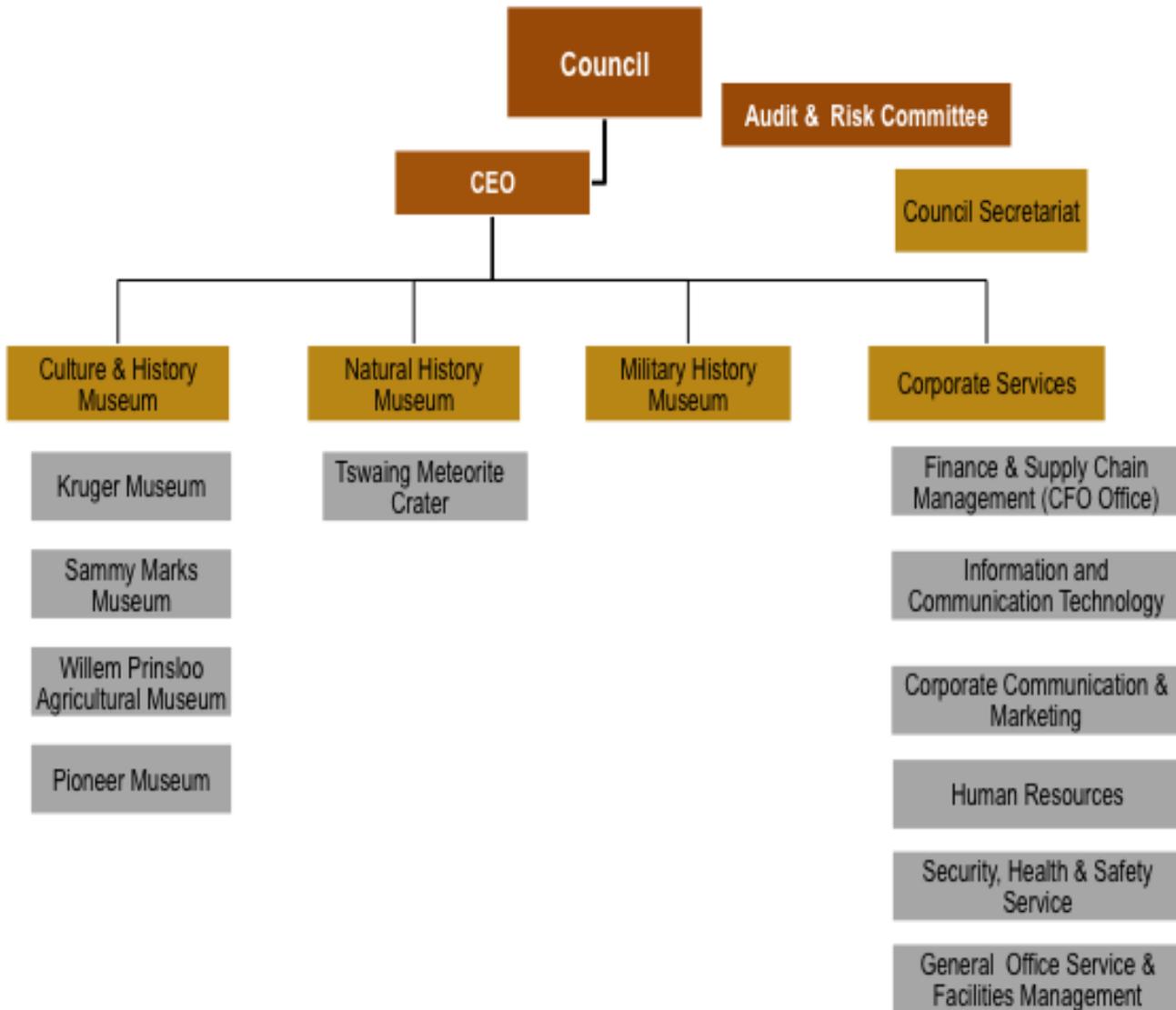
Commemorative days were celebrated in the spirit of nation building and social cohesion, for example, Heritage Day, International Museums Day and International Mandela Day to mention just a few. The DITSONG: National Museum of Military History is involved with the 100 year commemoration of World War I, which will continue until 2018. DMSA is striving to promote heritage awareness through public lectures, community outreach programmes, etc.

The challenges affecting the performance delivery environment cannot be ignored and these include the greater budget allocation of 68% for personnel and 32% for operating cost of the Institution; the attrition of experienced professional staff and human incapacity given the scope of the heritage assets entrusted to DMSA. The impact of the declining economic conditions within the country also contributes to the decline in growth of museum visitors and drop in self-generated revenue.

DMSA has opportunities that have not been fully exploited, which could contribute to the sustainability of the Institution. While the Institution relies heavily on the DAC's annual grant, the need to explore alternative uses of the Institution's assets and rigorous fund raising strategies remains critical. DMSA is busy developing a sustainability strategy, and cost containment plan.

7.2 Organisational Environment

Below is the current organisational structure:



8. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

The outgoing Council resolved in its last meeting of July 2016, that the strategic planning process will be handed over to the incoming Council. The new Council of DMSA took office from the 1 August 2016, and was inducted and held its first strategic planning workshop on the 19 and 20 August 2016.

The outcome of the first planning session of August referred to above was to give management key guidance in developing the first draft of the Strategic Plan.

The Council instructed management to establish a process of preparing for the second strategic planning session scheduled for October 2016. Further, management held three sessions which included curatorial staff to prepare for the strategic planning session with Council.

The second strategic planning session with Council took place on 27 October 2016. In this session, Council was presented with a strategy and revised strategic goals, and an introduction of a payoff line. Council gave comments and further direction on the way forward.

In the Council meeting of 8 November 2016, Council discussed and signed off the strategic map outline, the strategic goals and key performance indicators, approved the payoff line, revised the mission and decided to retain the vision.

Management effected the above Council decisions and submitted the final documents for approval in the meeting of 27 November 2016.

9. STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION

9.1 Summary of the Strategic Plan and linkages to High-Level Outcomes

Each goal and statement is described below as part of strategic outcome oriented goals (SOOG), as follows:

STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION	
Goals	Goal Statement
Increased Accessibility and Relevance of Museums	To increase accessibility to the museums through outreach, guided and educational tours, events, lectures, exhibitions, publications
Financial Sustainability	Revenue diversification and growth and implementation of cost optimisation
Well-Curated and Preserved Heritage Assets	Implementation and maintenance of the Collection Management Strategy
	To comply with GRAP 103
Increased Research Output	Increase research output that is inclusive and relevant
Effective and Efficient Organisation	Adherence to principles of good governance
	Enhancing operational efficiency
Developed and Retained Workforce Skills	Human capital development

9.2 Strategy Map

The situational analysis was used to develop the Strategic Outcome Oriented Goals that will drive the strategic direction of DMSA. The Balanced Scorecard Methodology was used to plot these goals into a strategy map. The diagram below provides the map developed and contains the high level strategic goals that DMSA will be focused on during the next five years.

It also shows how the strategy of DMSA aligns with the goals of the Department of Arts and Culture as well as with the National Outcomes as captured in the National Development Plan. This level of alignment is important in that it shows how the organisation seeks to make a contribution to the national development priorities whose pursuit is a collective responsibility of several role-players within the South African system of governance. Summaries of the contributions of each programme to the outcomes of DMSA are presented in the relevant sections below.

The following section describes the intent, strategies and clear impact and outcome measurements per goal, whereby DMSA provides a clear direction of what needs to be achieved over five years.

Strategic Outcome Oriented Goal	Increased Accessibility and Relevance of Museums				
Goal Statement	To increase accessibility to the museums through outreach, guided and educational tours, events, lectures exhibitions, publications				
Outcome	Increased awareness and knowledge of heritage				
Indicators	Actual Performance	Estimated Performance	Medium-term Targets		Long-term Target
	2016/17	2017/18	2018/19	2019/20	2020/21
# of partnerships	2	4	4	6	6
# of total visitors	332 805	340 000	350 000	360 000	380 000
# of exhibitions developed	9	13	22	22	22
Strategies and initiatives to achieve the Strategic Outcome Oriented Goal					
Short Term: 2017/18					
<ul style="list-style-type: none"> • Develop two educational programmes (decorative arts and insects) • Mobile outreach vehicle: Implement new outreach programmes for CBD and rural schools (natural, cultural and military) • Create 13 exhibitions (e.g. Mrs Ples, San bow-and-arrows, Salvation Army) • Host 21 events (e.g. Mandela Day, Heritage Day, SS Mendi) and 11 lectures 					
Medium Term 2018/19 – 2019/20					
<ul style="list-style-type: none"> • Develop mobile exhibitions for adults • Develop mobile exhibitions for schools and adults at shopping malls • Develop exhibitions (e.g. Liberation Struggle, South African War) • Identify new stakeholders 					
Long Term 2020/21					
<ul style="list-style-type: none"> • Develop permanent exhibitions (e.g. Natural History) 					

Strategic Outcome Oriented Goal	Financial Sustainability				
Goal Statement	Revenue diversification and growth and implementation of cost optimisation				
Outcome	Diversified funding sources				
Indicators	Actual Performance	Estimated Performance	Medium-term Targets		Long-term Target
	2016/17	2017/18	2018/19	2019/20	2020/21
% of own revenue generation to total revenue	14%	14.5%	17%	17.5%	18%
Strategies and initiatives to achieve the Strategic Outcome Orientated Goal					
Short Term: 2017/18					
<ul style="list-style-type: none"> • Implement income generation strategy • Implement cost containment strategy • Valuation of heritage assets • Finance post-retirement benefit obligation • Implement costing and pricing strategy 					
Medium Term 2018/19 – 2019/20					
<ul style="list-style-type: none"> • Implement income generation strategy • Implement cost containment strategy • Valuate heritage assets • Implement costing and pricing strategy 					
Long Term 2020/21					
<ul style="list-style-type: none"> • Implement income generation strategy • Implement cost containment strategy • Implement costing and pricing strategy 					

Strategic Outcome Oriented Goal	Well-Curated and Preserved Heritage Assets				
Goal Statement	Implementation and maintenance of the Collection Management Strategy and comply with GRAP 103				
Outcome	Preserved heritage				
Indicators	Actual Performance	Estimated Performance	Medium-term Targets		Long-term Target
	2016/17	2017/18	2018/19	2019/20	2020/21
# of digitised objects and specimens	35 000	5000	6000	7000	35 000
# of objects and specimens inventoried for GRAP 103	800 000	560 000	n/a	n/a	n/a
# of objects valued for GRAP 103	38 000	800 000	1 600 000	n/a	n/a
Strategies and initiatives to achieve the Strategic Outcome Oriented Goal					
Short Term: 2017/18					
<ul style="list-style-type: none"> • Continue implementing GRAP 103 plan • New collections that are representative of our South African heritage • Implement new data management system 					
Medium Term 2018/19 – 2019/20					
<ul style="list-style-type: none"> • Complete GRAP 103 plan • Target new collections that are representative of our South African heritage • Conserve and restore objects to their original form 					
Long Term 2020/21					
<ul style="list-style-type: none"> • Conserve and restore objects to their original form • GRAP 103 project close-out report 					

Strategic Outcome Oriented Goal	Increased Research Outputs				
Goal Statement	Increase research output that is inclusive and relevant				
Outcome	Increased heritage knowledge				
Indicators	Actual Performance	Estimated Performance	Medium-term Targets		Long-term Target
	2016/17	2017/18	2018/19	2019/20	2020/21
# of peer-reviewed articles published	7	4	8	8	8
# of popular articles produced	10	12	20	20	20
# of conference presentations	8	2	2	2	2
# of public lectures offered	16	11	11	12	12
Strategies and initiatives to achieve the Strategic Outcome Oriented Goal					
Short Term: 2017/18					
<ul style="list-style-type: none"> • Implement knowledge management and research policies • Establish research committee • Lead collaborations and focus on topics of marginalised history • Training in post-graduate studies focused on previously disadvantaged groups 					
Medium Term 2018/19 – 2019/20					
<ul style="list-style-type: none"> • Lead collaborations and focus on topics of marginalised history • Training in post-graduate studies focused on previously disadvantaged groups 					
Long Term 2020/21					
<ul style="list-style-type: none"> • Lead collaborations and focus on topics of marginalised history • Training in post-graduate studies focused on previously disadvantaged groups 					

Strategic Outcome Oriented Goal	Effective and Efficient Organisation				
Goal Statement	Adherence to principles of good governance and enhance operational efficiency				
Outcome	Clean governance				
Indicators	Actual Performance	Estimated Performance	Medium-term Targets		Long-term Target
	2016/17	2017/18	2018/19	2019/20	2020/21
Clean audit report of AG	Qualified	Unqualified	Clean	Clean	Clean
% of audit findings resolved	80%	90%	95%	100%	100%
% of identified risks mitigated	70%	80%	85%	85%	90%
Strategies and initiatives to achieve the Strategic Outcome Orientated Goal					
Short Term: 2017/18					
<ul style="list-style-type: none"> • Implement and monitor audit implementation plan • Implement and monitor risk implementation plan • Review business processes 					
Medium Term 2018/19 – 2019/20					
<ul style="list-style-type: none"> • Implement and monitor audit implementation plan • Implement and monitor risk implementation plan 					
Long Term 2020/21					
<ul style="list-style-type: none"> • Implement and monitor audit implementation plan • Implement and monitor risk implementation plan 					

Strategic Outcome Oriented Goal	Developed and Retained Workforce Skills				
Goal Statement	Human capital development				
Outcome	Functional organisation				
Indicators	Actual Performance	Estimated Performance	Medium-term Targets		Long-term Target
	2016/17	2017/18	2018/19	2019/20	2020/21
% of performance targets met	54%	75%	80%	90%	100%
% vacancy rate	25%	22%	20%	20%	20%
% staff turnover	4.3%	4%	3%	3%	3%
Strategies and initiatives to achieve the Strategic Outcome Oriented Goal					
Short Term: 2017/18					
<ul style="list-style-type: none"> • Implementation of the Remuneration Framework • Implement satisfaction survey recommendation • Implement Leadership and Management Development Plan • Implement Employment Equity Plan 					
Medium Term 2018/19 – 2019/20					
<ul style="list-style-type: none"> • Implement the Remuneration Framework • Implement satisfaction survey recommendation • Implement Leadership and Management Development Plan • Implement Employment Equity Plan 					
Long Term 2020/21					
<ul style="list-style-type: none"> • Implement the Remuneration Framework • Implement satisfaction survey recommendation • Implement Leadership and Management Development Plan • Implement Employment Equity Plan 					

PART B: Strategic Objectives

PROGRAMMES

Programme 1: Administration

Purpose

The administration programme plays a crucial role in the delivery of DMSA services through the provision of a range of support services, such as finance, marketing and communication, human resources, governance and information technology. DMSA depends highly on the effective management of financial resources. The generation of sufficient revenue remains a critical focus area for DMSA to ensure its financial viability and sustainability.

There are five sub-programmes, namely:

Finance and Supply Chain

The purpose of this sub-programme is to ensure financial sustainability of the Institution and to provide an effective and efficient supply of goods and services.

Marketing and Communication

The purpose of this sub-programme is to contribute towards the Mzansi Golden Economy.

Human Resources

The purpose of this sub-programme is to provide effective services through efficient processes, systems and adequate human resources and to position DMSA as employer of choice.

Governance

The purpose of this sub-programme is to provide support services and ensure compliance with relevant legislation.

Information Technology

The purpose of this sub-programme is to develop and implement an ICT integrated governance framework by focusing on the needs and requirements of the end users.

Strategic Objectives

Sub-Programme – Finance		
Strategic Objective 1.1	Diversify our income resources	
Objective Statement	<ul style="list-style-type: none"> • Improve ratio of own revenue generation portion to total revenue to 23% by 2021 • Increase ratio of expenditure directed towards core functions to 70% of total budget by 2021 • Decrease in proportion of employee expenditure to total expenditure • Reduce non-core operating expenses by containing increases to less than inflation 	
Performance Indicator (Measure)	Baseline 2016/17	Target 2020/21
% of own revenue generation to total revenue	14% (R10 123 635 in 15/16)	18%
% compensation of employees expenditure / total expenses	63.4% (R51 576 251 / R89 807 751 in 15/16)	60%
Average debt collection days	120	60
Debt to Equity Ratio (Total liability / total assets)	1.05 (R42 760 177 / R51 640 531 in 15/16)	0.4
% growth of non-core operational expenses	6.5% Programme 1 (R16 679 217) Programme 2 and 3 (R14 035 596) in the 17/18	4.8%

Sub-Programme – Supply Chain Management	
Strategic Objective 1.2	Clean Governance
Objective Statement	<ul style="list-style-type: none"> • Ensure that it is equitable and transparent and in line with legislation • Streamline supply chain processes

Performance Indicator (Measure)	Baseline 2016/17	Target 2020/2021
% contracts awarded to SMMEs (R30 000 and above)	60% (6)	80%

Sub-Programme – Human Resources			
Strategic Objective 1.3	Functional Organisation		
Objective Statement	Provide effective services through efficient processes and adequate human resources. To improve the motivation and performance levels of all employees		
Performance Indicator (Measure)		Baseline 2016/17	Target 2020/2021
# of WSP 100% submitted		New	1
% of change management programme implemented		New	100%
Leadership management programmes implemented		New	Implemented a leadership management programme
# of business processes developed		New	5

Sub-Programme – Marketing and Communication			
Strategic Objective 1.4	To increase visitors to Museums		
Objective Statement	<ul style="list-style-type: none"> • Increase the average customer and stakeholder perception rating to 80% level by 2021 • Distribute bi-annual marketing brochures to all stakeholders and shareholders regarding activities and progress of DMSA • Increase virtual and physical visitor numbers 		
Performance Indicator (Measure)		Baseline 2016/17	Target 2020/21
# of heritage tourism routes established		Discussion on heritage tourism route with the City of Tshwane finalised	Renewal of contracts with tourism agencies and operators
Updated communication plan with a programme of action		New	1
# of total visitors		332 805	380 000
# of virtual visitors		2 920 000	3 150 000

Sub-Programme – Governance		
Strategic Objective 1.5	Clean Governance	
Objective Statement	<ul style="list-style-type: none"> • Provide support services and ensure compliance with relevant legislation • Ensure unqualified audit outcome by ensuring continuous management practices through compliance with standards operating procedures and systems of DMSA 	
Performance Indicator (Measure)	Baseline 2016/17	Target 2020/21
% of identified risks mitigated	70% (8 mitigated)	90%
% of audit findings resolved	80% (3 significant findings resolved)	100%
Transformation Strategy developed for DMSA	n/a	Implementing transformation strategy for DMSA

Sub-Programme – Information Technology		
Strategic Objective 1.6	ICT Modernisation	
Objective Statement	<ul style="list-style-type: none"> • Invest in solutions that facilitate easy access to customer services • Deliver services in new ways and improve stakeholder engagement • Provide innovative opportunities to search, access, link to and use DMSA's digital information and services 	
Performance Indicator (Measure)	Baseline 2016/17	Target 2020/21
ICT infrastructure upgraded	0	1
# of functional systems developed and maintained	6	11

Resources Consideration

CAPEX budget

OPEX budget
Reliable infrastructure
Staff competency

Risk and Mitigation Strategy

Risk	Mitigation Strategy
Unpredictable market resulting in higher inflation rate	Implement cost containment strategy
Attrition of staff	Improve staff moral and job satisfaction
Surveys not properly completed by visitors Not enough surveys completed	Check surveys or assist visitors with completion of surveys
Reliance on service providers	Monitored SLAs
Reliance on technology	Implementation of ICT strategy
Reliance on a single person in ICT Department	Outsource Increase ICT staff contingent
Access to critical network facilities by unauthorised individuals (i.e. hacking and ransomware)	Improved monitoring and security (antivirus and spyware) software and hardware

Programme 2: Business Development Purpose

The purpose of this programme is to strengthen the research capacity of DMSA by maintaining and providing quality through research, management, maintenance and restoration of museum collections.

There are three sub-programmes, namely:

Collections Management

The purpose of this sub-programme is to develop a system to ensure that all specimens and objects are well documented and catalogued.

Conservation and Restoration

The purpose of this sub-programme is to contribute towards the achievement of curating collections and to undertake conservation and restoration.

Research

The purpose of this sub-programme is to uphold the research of articles and publications relating to heritage.

Sub-Programme – Collections Management			
Strategic Objective 2.1	Preserved Heritage		
Objective Statement	Strategically increase and maintain current heritage assets and comply with GRAP 103 by 2021		
Performance Indicator (Measure)	Baseline 2016/17	Target 2020/21	
# of objects and specimens accessioned	700	1600	
# of objects and specimens inventoried for GRAP 103	800 000	n/a	
# of objects and specimens valued for GRAP 103	38 000	n/a	
# of objects digitised	35 000	35 000	

Sub-Programme – Conservation and Restoration			
Strategic Objective 2.1	Preserved Heritage		
Objective Statement	Strategically increase and maintain current heritage assets and comply with GRAP 103 by 2021		
Performance Indicator (Measure)	Baseline 2016/17	Target 2020/21	
# of conservation plans	0	3	

Sub-Programme – Research			
Strategic Objective 2.2	Disseminated knowledge		
Objective Statement	For professional staff to disseminate knowledge about heritage that is inclusive and relevant by 2021		
Performance Indicator (Measure)	Baseline 2016/17	Target 2020/21	
# of peer-reviewed articles published	7	8	
# of popular articles produced	10	20	
# of conference presentations	8	2	
# of public lectures offered	16	12	

Resources Consideration

Human resources (professional staff and contractors)
 Infrastructure (data management system, laptops, internet)
 Funding
 Training
 Consumables (stationery, etc.)
 Equipment (tools)

Risk and Mitigation Strategy

Risk	Mitigation Strategy
Lack of a stakeholder and partnership framework and plan	Friends and shareholder groups established
Decline in skilled museum professionals	Revising remuneration strategy
Loss of museum intellectual property	Succession plan will be developed.
Ineffective database system	Procure effective database
Inadequate storage facilities for collections leading to their deterioration	Optimal usage of space, implement of outcome of environmental survey

Programme 3: Public Engagement Purpose

The purpose of this programme is to develop and maintain public programmes and exhibitions for accessibility to public consumption. This also entails strengthening partnerships with government and other key relevant stakeholders, including embarking on conducting in-service training programmes for interns and experiential trainees.

There are two sub-programmes, namely:

Events and Outreach

The purpose of this sub-programme is to increase the accessibility of museums through planned events and outreach to the public, more especially the previously disadvantaged individuals.

Public Programmes and Exhibitions

The purpose of this sub-programme is to increase the accessibility of museums through public programmes and exhibitions, more especially the previously disadvantaged individuals.

Sub-Programme – Public Engagement		
Strategic Objective 3.1	Increased awareness and knowledge of heritage	
Objective Statement	To increase accessibility to the museums through outreach, guided and educational tours, events, lectures, exhibitions, publications, social media of our heritage assets by 2021	
Performance Indicator (Measure)	Baseline 2016/17	Target 2020/21
# of partnerships established	2	6
# of heritage events held	38	13
# of stakeholder events held	0	12
# of new educational programmes developed	4	2
# of exhibitions and displays created	9	22

Resources Consideration

Human resources (professional staff, contractors, guides)

Stakeholders

Funding

Transport

Training

Infrastructure and Exhibition and public programmes spaces

Tools of trade

Risk and Mitigation Strategy

Risk	Mitigation Strategy
Properly preserved, well-curated, researched and accessible collections to the general public	Increase research on current products and exhibitions; upgrade exhibitions and refresh products
Lack of a stakeholder and partnership framework and plan	Friends and shareholder groups established

No updated products and exhibitions	Increase research on current products and exhibitions; upgrade exhibitions and refresh products
Loss of interest from the public as the result of DMSA not being competitive	Information day for tour operators
Lack of visibility of DMSA on social media and/or branding of DMSA	Update website and Facebook. Address or respond to queries on social media. Information day for tour operators

Links to the long-term infrastructure and other capital plans

Please note that the capital plans are not part of the budget of DITSONG. The projects are funded by DAC.

No	Project name	Programme	Institution	Project description / type of structure	Outputs	Estimated project cost	Project duration	
							Start	Finish
1. New and Replacement assets (infrastructure)								
1.	Reconstruction of Tswaing Meteorite Crater building	DITSONG: Tswaing Meteorite Crater (DTMC)	DAC	Museum building for exhibitions		R17 000 000	2011/12	2017/18
2.	New conference facilities	DTMC	DAC	Conference facilities development	Multi-use of the centre for benefit of museum and the community	R7 200 000	2011/12	2017/18
3.	New museum building	DITSONG: Sammy Marks Museum (DSMM)	DAC	Development of the new museum building and infrastructure		R18 000 000	2011/12	2017/18
4.	New cowshed toilets	DSMM	DAC	Building of new toilets to the structure	New toilets for cowshed building	R500 000	2011/12	2017/18
Total new and replacement assets						R42 700 000		

No	Project name	Programme	Institution	Project description / type of structure	Outputs	Estimated project cost	Project duration	
							Start	Finish
2. Maintenance and repairs								
1	RAMP	DITSONG: National Museum of Natural History (DNMNH)	DAC	Electrical and mechanical repairs		R24 000 000	2011/12	2017/18
2	RAMP	DNMNH	DAC	Civil and structural maintenance		R3 419 369	2011/12	2017/18
Total maintenance and repairs						R27 419 369		
3. Upgrades and additions								
1.	Upgrading of the road	DTMC	DMSA and City of Tshwane	Upgrading of the road		Not costed yet		
Total upgrades and additions								
4. Rehabilitation, renovations and refurbishments								
1.	Renovation of farm house	DSMM	DAC	Farm house renovation	Fully renovated building	R1 200 000	2011/12	2017/18

No	Project name	Programme	Institution	Project description / type of structure	Outputs	Estimated project cost	Project duration	
							Start	Finish
2.	Renovation of museum roof	DITSONG: Willem Prinsloo Agricultural Museum (DWPAM)	DAC	Roof renovations	Renovated museum roof	R7 000 000	2011/12	2017/18
3.	Building renovation	Pierneef building	DAC	Renovation of Pierneef museum building	Renovated building structure	R600 000	2011/12	2017/18
4.	Renovation of educational facilities	DITSONG: Pioneer Museum (DPM)	DAC	Renovation of educational facilities	Renovated educational facilities	R500 000	2011/12	2017/18
5.	Renovate main building toilets	DSMM	DAC	Renovation of toilets of the main building	Toilets in the main building renovated	R500 000	2011/12	2017/18
Total rehabilitation, renovations and refurbishments						R9 800 000		