

# For the Fiscal Year 2016/2017 to 2020/2021

## **DITSONG:** **Museums of South Africa**

REVISED

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### **STRATEGIC PLAN**



## Contents

FOREWORD	1
<b>PART A: STRATEGIC OVERVIEW</b>	<b>4</b>
1. VISION	4
2. MISSION	4
3. VALUES	7
4. SWOT ANALYSIS	4
5. PESTLE ANALYSIS	5
6. LEGISLATIVE AND OTHER MANDATES	5
6.1 Constitutional Mandate	5
6.2 National Legislative Mandate	5
6.3 Alignment to NDP and MTSF	6
6.4 Alignment to DAC Strategic Goals	6
6.5 DMSA Strategic Outcome Goals	7
6.6 Mandate Supporting Legislative Frameworks	7
6.7 Court Rulings	7
6.8 Planned Policy Initiatives	7
7. SITUATIONAL ANALYSIS	7
7.1 Performance Delivery Environment	9
7.2 Organisational Environment	10
8. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS	10
9. STRATEGIC OUTCOME ORIENTED GOALS OF THE DITSONG: MUSEUMS OF SOUTH AFRICA	11
<b>PART B: STRATEGIC OBJECTIVES</b>	<b>19</b>
Programme 1: Administration	19
Programme 2: Business Development	22
Programme 3: Public Engagement	23
Links to long term infrastructure and other capital plans	24

## 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 and 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. It is the Council's responsibility to ensure that management implements the approved Strategic Plan and Annual Performance Plan 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 and the DAC on progress made in the implementation of its strategic objectives outlined in its Annual Performance Plan.

The DMSA's 2016 to 2021 Strategic Plan is a road map and is aligned to Government's National Development Plan, Medium Term Strategic Framework (MTSF) and DMSA's Shareholder, the DAC.

The repositioning of DMSA has presented the Institution with an opportunity to deliver transformation objectives with regard to fostering of constitutional values, and presenting equal opportunities to all South Africans while ensuring inclusion and redress in discharging the institutional mandate. 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 empowering young graduates.

In developing the 2016-2021 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 our 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 DMSA museums embrace cultural diversity and promote the nation's democracy and sustainable socio-economic development aligned to this vision. The Strategic Plan presents innovative ways of unlocking the potential of the heritage assets entrusted to the Institution, whilst developing new audiences and market niches to ensure that the museums and heritage sites are accessible to all communities. The museums are thus windows that reflect the entire nation's heritage, and they play a critical educational role in redressing the skewed narrative of the inherited history of the country and aim to display the history 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 by the DMSA with the aim of ensuring accountability of the heritage assets entrusted to the Institution. Given the magnitude and complexity of this project, DMSA has sourced external expertise with relevant experience and qualifications, to assist the Institution to comply with the standard.

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

- Increased accessibility and relevance of museums
- Financial sustainability
- Well-curated and preserved heritage assets
- Increased 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 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 Institution, and build stakeholder and partnership management capability. These have been deemed still relevant to the current Strategic Plan.

The Plan also highlights challenges of limited resources and its dependency on external funding. Financial sustainability is prioritised. This 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: \_\_\_\_\_

Date: \_\_\_\_\_

Ms Karabo Rapoo

Chairperson of Council

## 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: \_\_\_\_\_

Dr B.C. Ndhlovu

Chief Executive Officer

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Ms K. Rapoo

Chairperson of Council

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Minister N Mthethwa

EXECUTIVE AUTHORITY

## 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 devoted to work as a team and supporting each other with a positive attitude to make DMSA efficient at all times.

#### Accountability

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

#### Excellence

We strive for excellence in all that we do.

#### Professionalism

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

#### Integrity

Adherence to our code of conduct which promotes 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 DITSONG operates, DMSA conducted a SWOT analysis which identified the following:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Diverse collections</li> <li>• Geographical location (Gauteng: SA's economic hub)</li> <li>• Museum expertise</li> <li>• Accessibility of some facilities</li> <li>• Curriculum based educational programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of a comprehensive transformation strategy</li> <li>• Outdated exhibitions</li> <li>• Poor condition of physical infrastructure</li> <li>• Lack of a coherent financial sustainability plan</li> <li>• A prolonged period of poor leadership philosophy</li> <li>• Leadership vacuum and high vacancy rate</li> <li>• Poor supervisory oversight and inadequate consequence management</li> <li>• Suboptimal operational structure</li> <li>• Inadequate proactive planning</li> <li>• Insufficient market knowledge and poor marketing</li> <li>• Poor internal control environment</li> <li>• Sustaining DMSA's relevance</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Collaborations and partnerships</li> <li>• Use of technology</li> <li>• Contribution to the South African transformational agenda</li> <li>• Funding opportunities</li> <li>• The revision of the White Paper</li> </ul>	<ul style="list-style-type: none"> <li>• Possible amalgamation</li> <li>• Tightening fiscal environment</li> <li>• Declining number of visitors</li> <li>• Possible legal implications of the outcome of the reviewed White Paper</li> </ul>

## 5. PESTLE ANALYSIS

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGY	LEGAL	ENVIRON-MENTAL
Gaps in political alignment in the three spheres of government	Low economic growth impacting on household budgets	Low societal understanding of museum activities	No 21 <sup>st</sup> century movement in terms of database development	The Cultural Institutions Act 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 subsector 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 and 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-

(a) To enjoy their culture, practise their religion and use their language; and

(b) To 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
- To 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
- To receive, hold, preserve and safeguard all specimens, heritage assets or other movable property placed under its care and management under section 10(1)
- To raise funds for the institution
- To manage and control the monies received by the declared institution and to utilise these monies for defraying expenses in connection with the performance of its functions
- To 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 accounts to be kept
- To determine, subject to this Act and with the approval of the Minister, the objectives of the declared institution
- To 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 6.4) seek to demonstrate the DMSA's strategic alignment to the 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		
Increased accessibility and relevance of museums		
Promoting social cohesion across society		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, coherent and development focussed 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 ACH Sector to ensure its ongoing development and responsiveness	Developed and retained workforce skills
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### 6.5 DMSA Strategic Outcome Goals

In support of the Government imperatives and 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 107, 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 57, 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

The 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 boasts an extensive knowledge base and expertise on unique national collections. In 2015 DMSA conducted a meaningful introspection of its then defined strategy to establish its relevance, impact on the execution of its mandate as well as to consider its alignment to the shareholder strategic intent. 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 Institution
- Build stakeholder and partnership management capability

These focus areas are still relevant to this day and initiatives adopted as part of this strategy are aimed at achieving the above strategic goals. The outcomes of the review of the strategy led to a complete paradigm shift including revisiting the vision and mission of the Institution. This Strategic Plan focuses on addressing the Auditor-General's audit findings towards achieving a clean audit, and ensuring an efficient and effective institution in spite of current resource challenges. A decentralised operating model framework that is meant to enhance the devolution of authority pertinent to the business operations and services of the DMSA has been adopted.

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

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

The DMSA is currently highly 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 centered around leveraging on public and private sector collaborations and partnerships.

The implementation of the anticipated transformation strategy and programme will ensure that all the DMSA museums and heritage sites are accessible to all communities. The museums will thus reflect the entire nation's heritage, and play a critical role in redressing the skewed narrative of the inherited history of the country and aim to display the history 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 can play a vital role in building an inclusive society and also contribute to the economy and at the same time encouraging active citizen participation.

To further enhance DMSA's understanding of the operating environment, the Institution conducted a diagnostic assessment that included an employee climate survey. The outcome of the assessment 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 service 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 important to note that there are still challenges that will require medium to long term interventions, namely:

- 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 the 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

The DMSA obtained an adverse audit opinion in the 2015/2016 financial year. As a result thereof Council has directed the Institution to prioritise the implementation of the agreed corrective measures towards a clean audit and to advance good governance.

### **7.1 Performance Delivery Environment**

During the year under review, the DMSA's deliverables prioritised among other things the implementation of the Standards for the Heritage Assets - GRAP 103. A survey that was undertaken, presented a holistic view on the status of the 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 assist professionals, particularly curators to fast track compliance to GRAP 103. Practical learning experience is offered to post graduate students from tertiary institutions, in relevant museum fields.

The challenges related to different systems employed in heritage assets management over decades in the three museums (Military, Cultural and Natural History) have been identified and the process to finalise the acquisition of an integrated collection management system is advanced. This requires resources, both financially and in the realm of human capacity. A readiness assessment was undertaken to implement GRAP 103.

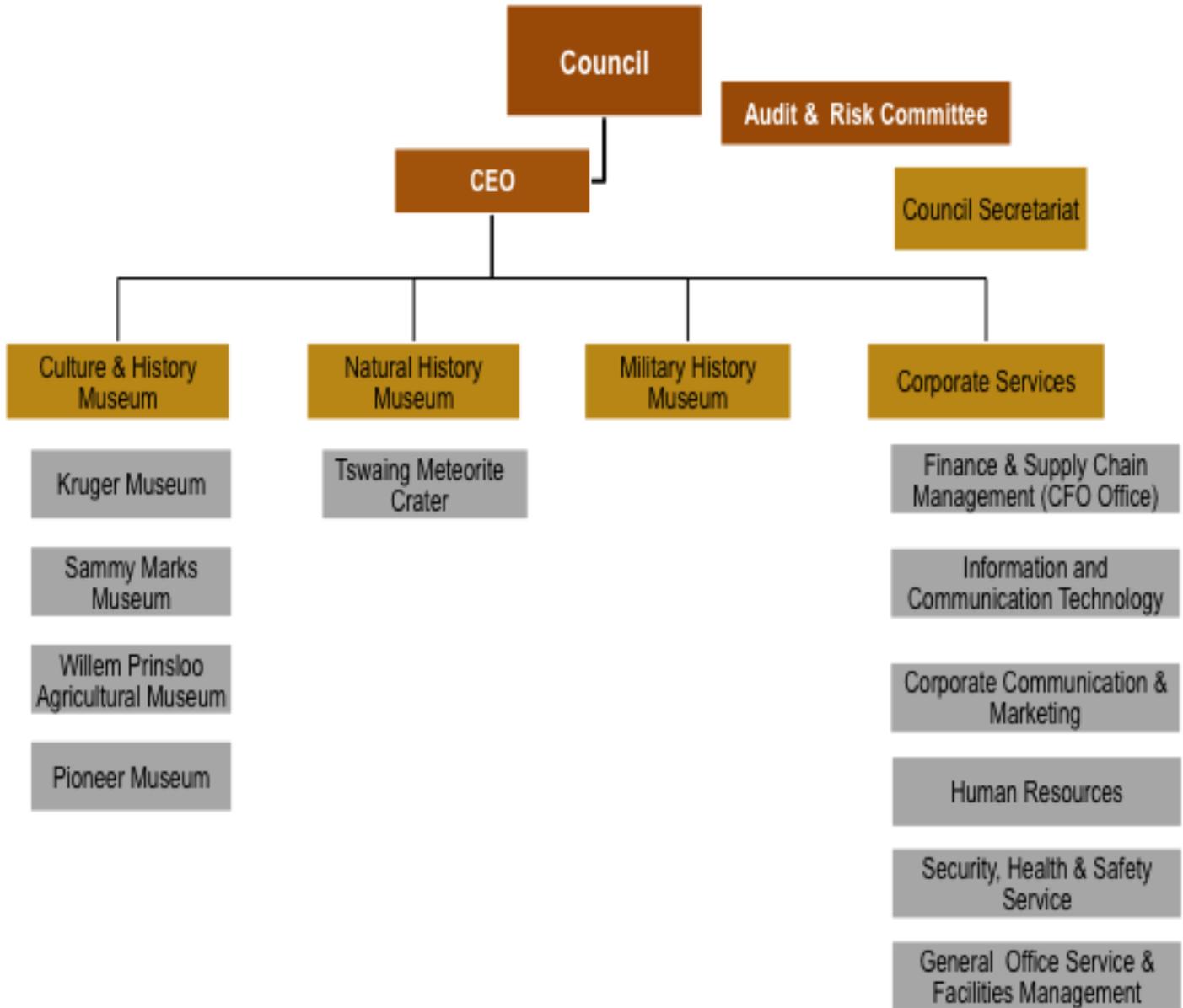
The important days in the calendar of the Institution were commemorated in the spirit of nation building and social cohesion, for example, Heritage Day, International Museums Day and I Mandela Day. The DITSONG: National Museum of Military History is continually involved with the 100 year commemoration of World War I, which will continue until 2018. The 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 are the greater budget allocation of 80% for personnel and 20% for the core business of the Institution; the attrition of experienced professional staff and human incapacity given the scope of the heritage assets entrusted to the DMSA. The impact of the declining economic conditions within the country also contributes to the decline in the growth of museum visitors and a decrease 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 to a great extent 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 dissolved during its last meeting of July 2016. The strategic planning process was handed over to the incoming Council. The new Council of DMSA took office from the 1<sup>st</sup> of August 2016 and set a date of the 19<sup>th</sup> and 20<sup>th</sup> of August as induction of the new Council and the first strategic planning workshop respectively.

The outcome of the first planning session in August 2016 referred to the above was to guide management in developing the first draft review of the Strategic Plan and APP. Management used the guidelines to prepare the first draft Annual Performance Plan for 2017/2018, which was signed off by Council and submitted to the DAC on the 31<sup>st</sup> of August 2016.

Council instructed management to put into effect a process of preparing for the 2<sup>nd</sup> strategic planning session scheduled for October 2016. Management sourced the services of a facilitator and internal audit comments on the first draft APP as an input for the preparations of the October strategic session. 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 the 27<sup>th</sup> of October 2016. In this session Council was presented with a reviewed strategic map setting new and revised strategic goals. Additional proposed changes from management were a revised vision and introduction of a payoff line. Council commented on these and assisted in the directing of the way forward.

During the Council meeting of the 8<sup>th</sup> of 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 the 27<sup>th</sup> of November 2016.

**9. STRATEGIC OUTCOME ORIENTED GOALS OF THE DITSONG: MUSEUMS OF SOUTH AFRICA**

**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	
Goal	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

**Strategy Map**

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

It also indicates how the strategy of the 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 Institution attempts to contribute 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 the DMSA are presented in the relevant sections below.

	Visitor Satisfaction Access Local, Regional & International Engagement	Increased Accessibility and Relevance of Museums	Increased Awareness and Knowledge of Heritage	% growth of partnerships % increase of first time visitors # of exhibitions
Financial	Income Generation	Financial Sustainable	Diversify our Income Resources	% of own revenue generation to total revenue
Internal Business Processes	Product Utilisation	Well-Curated and Preserved Heritage Assets	Preserved Heritage	% of digitised objects and specimens # of inventoried objects and specimens for GRAP 103 # of objects valued for GRAP
	Capacity Development	Increased Research Output	Disseminated Knowledge	# of peer-reviewed articles published # of popular articles produced # of conference presentations # of public lectures offered
	Effective and Efficient Control Systems	Effective and Efficient Organisation	Clean Governance	Clean audit report of the AG % of internal control deficiencies reduced from previous year % implementation of risk plan
Learning and Growth	Learning and Development	Developed, Retained and Expanded Workforce Skills	Functional Organisation	% of performance targets met % vacancy rate % staff turnover % Employment Equity achieved across grades relative to EAP Leadership & Management proficiency index
<b>Mandate</b>				

It is essential for the DMSA to reach the above-mentioned goals effectively and to drive the implementation of the strategy. Therefore the DMSA must be able to make such goals measurable. The saying “What you can measure, you can manage” becomes critically important in the development of a strategic plan.

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

<b>Strategic Outcome Oriented Goal</b>	<b>Increased Accessibility and Relevance of Museums</b>				
<b>Goal Statement</b>	To increase accessibility to the museums through outreach, guided and educational tours, events, lectures exhibitions, publications				
<b>Outcome</b>	Increased awareness and knowledge of heritage				
<b>Indicators</b>	<b>Actual Performance</b>	<b>Estimated Performance</b>	<b>Medium-term Targets</b>		<b>Long-term Target</b>
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
# of partnerships	2	4	4	6	6
# of total visitors	332 805	340 000	280 000	360 000	400 000
# of exhibitions developed	9	13	21	22	22
<b>Strategies and initiatives to achieve the Strategic Outcome Oriented Goal</b>					
<b>Short Term: 2017/2018</b>					
<ul style="list-style-type: none"> <li>• Develop two educational programmes (decorative arts and insects)</li> <li>• Mobile outreach vehicle: Implement new outreach programmes for CBD and rural schools (natural, cultural and military)</li> <li>• Create 13 exhibitions (e.g. Mrs. Ples, San bow-and-arrows, Salvation Army)</li> <li>• Host 21 events (e.g. Mandela Day, Heritage Day, SS Mendi) and 11 lecturers</li> </ul>					
<b>Medium Term 2018/2019 – 2019/2020</b>					
<ul style="list-style-type: none"> <li>• Develop mobile exhibitions for adults</li> <li>• Develop mobile exhibitions for schools and adults at shopping malls</li> <li>• Develop exhibitions (e.g. Liberation Struggle, South African War)</li> <li>• Identify new stakeholders</li> </ul>					
<b>Long Term 2020/2021</b>					
<ul style="list-style-type: none"> <li>• Develop permanent exhibitions (e.g. Natural History)</li> </ul>					

<b>Strategic Outcome Oriented Goal</b>	<b>Financial Sustainability</b>				
<b>Goal Statement</b>	Revenue diversification and growth and implementation of cost optimisation				
<b>Outcome</b>	Diversified funding sources				
<b>Indicators</b>	<b>Actual Performance</b>	<b>Estimated Performance</b>	<b>Medium-term Targets</b>		<b>Long-term Target</b>
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
% of own revenue generation to total revenue	14%	12,2% (R11 229 000)	13%	17.5%	18%
<b>Strategies and initiatives to achieve the Strategic Outcome Oriented Goal</b>					
<b>Short Term: 2017/2018</b>					
<ul style="list-style-type: none"> <li>• Implement income generation strategy</li> <li>• Implement cost containment strategy</li> <li>• Valuation of heritage assets</li> <li>• Finance post-retirement benefit obligation</li> <li>• Implement costing and pricing strategy</li> </ul>					
<b>Medium Term 2018/2019 – 2019/2020</b>					
<ul style="list-style-type: none"> <li>• Implement income generation strategy</li> <li>• Implement cost containment strategy</li> <li>• Valuate heritage assets</li> <li>• Implement costing and pricing strategy</li> </ul>					
<b>Long Term 2020/2021</b>					
<ul style="list-style-type: none"> <li>• Implement income generation strategy</li> <li>• Implement cost containment strategy</li> <li>• Implement costing and pricing strategy</li> </ul>					

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	5 000	5 000	5 000
# 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	n/a	n/a	n/a
<b>Strategies and initiatives to achieve the Strategic Outcome Oriented Goal</b>					
<b>Short Term: 2017/2018</b>					
<ul style="list-style-type: none"> <li>• Continue implementing GRAP 103 plan</li> <li>• Develop new collections that are representative of our South African heritage</li> <li>• Implement a new data management system</li> </ul>					
<b>Medium Term 2018/2019 – 2019/2020</b>					
<ul style="list-style-type: none"> <li>• Complete GRAP 103 plan</li> <li>• Target new collections that are representative of our South African heritage</li> <li>• Conserve and restore objects to their original form</li> </ul>					
<b>Long Term 2020/2021</b>					
<ul style="list-style-type: none"> <li>• Conserve and restore objects to their original form</li> <li>• GRAP 103 plan review and assessment</li> </ul>					

<b>Strategic Outcome Oriented Goal</b>	<b>Increased Research Outputs</b>				
<b>Goal Statement</b>	Increase research output that is inclusive and relevant				
<b>Outcome</b>	Increased heritage knowledge				
<b>Indicators</b>	<b>Actual Performance</b>	<b>Estimated Performance</b>	<b>Medium-term Targets</b>		<b>Long-term Target</b>
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
# of peer-reviewed articles published	7	4	9	11	12
# of popular articles produced	10	18	18	15	16
# of conference presentations	8	2	4	2	2
# of public lectures offered	16	8	14	13	13
<b>Strategies and initiatives to achieve the Strategic Outcome Oriented Goal</b>					
<b>Short Term: 2017/2018</b>					
<ul style="list-style-type: none"> <li>• Implement Knowledge Management and Research policies</li> <li>• Establish Research committee</li> <li>• Lead collaborations and focus on topics of marginalised history</li> <li>• Training in post-graduate studies focused on previously disadvantaged groups</li> </ul>					
<b>Medium Term 2018/2019 – 2019/2020</b>					
<ul style="list-style-type: none"> <li>• Lead collaborations and focus on topics of marginalised history</li> <li>• Training in post-graduate studies focused on previously disadvantaged groups</li> </ul>					
<b>Long Term 2020/2021</b>					
<ul style="list-style-type: none"> <li>• Lead collaborations and focus on topics of marginalised history</li> <li>• Training in post-graduate studies focused on previously disadvantaged groups</li> </ul>					

<b>Strategic Outcome Oriented Goal</b>	<b>Effective and Efficient Organisation</b>				
<b>Goal Statement</b>	Adherence to principles of good governance and enhance operational efficiency				
<b>Outcome</b>	Clean governance				
<b>Indicators</b>	<b>Actual Performance</b>	<b>Estimated Performance</b>	<b>Medium-term Targets</b>		<b>Long-term Target</b>
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Clean audit report of AG	Qualified	Unqualified	Clean	Clean	Clean
% of audit findings resolved	80%	90%	95%	100%	100%
% of identified risks mitigated	100%	80%	100%	100%	100%
<b>Strategies and initiatives to achieve the Strategic Outcome Oriented Goal</b>					
<b>Short Term: 2017/2018</b>					
<ul style="list-style-type: none"> <li>• Implement and monitor audit implementation plan</li> <li>• Implement and monitor risk implementation plan</li> <li>• Review business processes</li> </ul>					
<b>Medium Term 2018/2019 – 2019/2020</b>					
<ul style="list-style-type: none"> <li>• Implement and monitor audit implementation plan</li> <li>• Implement and monitor risk implementation plan</li> </ul>					
<b>Long Term 2020/2021</b>					
<ul style="list-style-type: none"> <li>• Implement and monitor audit implementation plan</li> <li>• Implement and monitor risk implementation plan</li> </ul>					

<b>Strategic Outcome Oriented Goal</b>	<b>Developed and Retained Workforce Skills</b>				
<b>Goal Statement</b>	Human capital development				
<b>Outcome</b>	Functional organisation				
<b>Indicators</b>	<b>Actual Performance</b>	<b>Estimated Performance</b>	<b>Medium-term Targets</b>		<b>Long-term Target</b>
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
% of performance targets met	54%	75%	80%	90%	100%
% vacancy rate	25%	22%	20%	20%	20%
% staff turnover	4.3%	4%	3%	3%	3%
<b>Strategies and initiatives to achieve the Strategic Outcome Oriented Goal</b>					
<b>Short Term: 2017/2018</b>					
<ul style="list-style-type: none"> <li>• Implementation of the Remuneration Framework</li> <li>• Implement climate survey recommendation</li> <li>• Implement Leadership and Management Development Plan</li> <li>• Implement Employment Equity Plan</li> </ul>					
<b>Medium Term 2018/2019 – 2019/2020</b>					
<ul style="list-style-type: none"> <li>• Implement the Remuneration Framework</li> <li>• Implement climate survey recommendation</li> <li>• Implement Leadership and Management Development Plan</li> <li>• Implement Employment Equity Plan</li> </ul>					
<b>Long Term 2020/2021</b>					
<ul style="list-style-type: none"> <li>• Implement the Remuneration Framework</li> <li>• Implement climate survey recommendation</li> <li>• Implement Leadership and Management Development Plan</li> <li>• Implement Employment Equity Plan</li> </ul>					

## 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:

##### **1. 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.

##### **2. Marketing and communication**

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

##### **3. Human Resources**

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

##### **4. Governance**

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

##### **5. 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		
<b>Strategic Objective 1.1</b>	Diversify our income resources	
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>• Improve ratio of own revenue generation portion to total revenue to 23% by 2021</li> <li>• Increase ratio of expenditure directed towards core functions to 70% of total budget by 2021</li> <li>• Decrease in the proportion of employee expenditure to total expenditure</li> <li>• Reduce non-core operating expenses by containing increases to less than inflation</li> </ul>	
<b>Performance Indicator (Measure)</b>		Baseline 2016/17
<b>% of own revenue generation to total revenue</b>		<b>14%</b>
		<b>Target 2020/2021</b>
		<b>18%</b>

Sub-Programme – Supply Chain Management		
<b>Strategic Objective 1.2</b>	Clean Governance	
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>• Ensure that it is equitable and transparent and in line with legislation</li> <li>• Streamline supply chain processes</li> </ul>	
<b>Performance Indicator (Measure)</b>		Baseline 2016/17
<b>All supply chain contracts must be valid and have a beginning and end date</b>		<b>New</b>
		<b>Target 2020/2021</b>
		<b>100%</b>

Sub-Programme – Human Resources		
<b>Strategic Objective 1.3</b>	Functional Organisation	
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>• Provide effective services through efficient processes and adequate human resources. To improve the motivation and performance levels of all employees</li> </ul>	
<b>Performance Indicator (Measure)</b>		Baseline 2016/17
<b>An annual Workplace Skills Plan implemented</b>		<b>New</b>
		<b>Implemented a Workplace Skills Plan</b>
<b>A change management programme implemented</b>		<b>Conduct an organisational climate survey to understand employee morale issues</b>
		<b>-</b>
<b>A leadership management programmes implemented</b>		<b>Leadership development framework approved</b>
		<b>15 candidates to be sent on a management development programme</b>
<b>% compensation of employees expenditure / total expenses</b>		<b>63.4%</b>
		<b>60%</b>
<b>Developed a post-employment obligation reduction plan</b>		<b>New</b>
		<b>Monitoring the post-employment obligation reduction plan</b>

<b>Sub-Programme – Marketing and Communication</b>		
<b>Strategic Objective 1.4</b>	To increase visitors to DMSA museums	
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>• Increase the average customer and stakeholder perception rating to 80% level by 2021</li> <li>• Distribute bi-annual marketing brochures to all stakeholders and shareholders regarding activities and progress of DMSA</li> <li>• Increase virtual and physical visitor numbers</li> </ul>	
<b>Performance Indicator (Measure)</b>		<b>Baseline 2016/17</b>
Implemented a brand revitalisation plan		<b>New</b>
# of total visitors		<b>332 805</b>
# of virtual visitors		<b>2 920 000</b>
		<b>Target 2020/2021</b>
		<b>Implementing a brand plan</b>
		<b>400 000</b>
		<b>3 150 000</b>

<b>Sub-Programme – Governance</b>		
<b>Strategic Objective 1.5</b>	Clean Governance	
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>• Provide support services and ensure compliance with relevant legislation</li> <li>• Ensure an unqualified audit outcome by ensuring continuous management practices through compliance with Standards Operating Procedures and systems of DMSA</li> </ul>	
<b>Performance Indicator (Measure)</b>		<b>Baseline 2016/17</b>
% of identified risks mitigated		<b>100% Management plan implemented</b>
Implemented Remedial Action Plan for AG findings		<b>80% (3 significant findings)</b>
Implemented Remedial Action Plan for Internal Audit findings		<b>New</b>
Developed and implemented a Transformation Plan for DMSA		<b>New</b>
		<b>Target 2020/2021</b>
		<b>100%</b>
		<b>100%</b>
		<b>100%</b>
		<b>Implementing the Transformation Plan for DMSA</b>

<b>Sub-Programme – Information and Communication Technology</b>		
<b>Strategic Objective 1.6</b>	ICT Modernisation	
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>• Invest in solutions that facilitate easy access to customer services</li> <li>• Deliver services in new ways and improve stakeholder engagement</li> <li>• Provide innovative opportunities to search, access, link to and use DMSA's digital information and services</li> </ul>	
<b>Performance Indicator (Measure)</b>		<b>Baseline 2016/2017</b>
Installed Wi-Fi at Natural, Cultural and Military History Museums		<b>New</b>
		<b>Target 2020/2021</b>
		<b>Maintaining the infrastructure and Wi-Fi</b>

#### Resources Consideration

Capex budget

Opex budget

Reliable infrastructure

Staff competency

**Risk and Mitigation**

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) 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 increase and improve the research of articles and publications produced relating to heritage.

Sub-Programme – Collections Management		
Strategic Objective 2.1	Preserved Heritage	
Objective Statement	<ul style="list-style-type: none"> <li>Strategically increase the conservation and restoration of heritage assets by 2021.</li> </ul>	
Performance Indicator (Measure)	Baseline 2016/2017	Target 2020/2021
# of accessioned objects and specimens	700	1 600
# of objects digitised	35 000	5 000

Sub-Programme – Conservation and Restoration		
<b>Strategic Objective 2.1</b>	Preserved Heritage	
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>Strategically increase and maintain current heritage assets and comply with GRAP 103 by 2021</li> </ul>	
Performance Indicator (Measure)		Target 2020/2021
# of conservation plans developed and implemented		Baseline 2016/2017: <b>New</b> Target 2020/2021: <b>Developing and implementing 3 conservation plans 100%</b>

Sub-Programme – Research		
<b>Strategic Objective 2.2</b>	Disseminated knowledge	
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>For professional staff to disseminate knowledge about heritage that is inclusive and relevant by 2021</li> </ul>	
Performance Indicator (Measure)		Target 2020/2021
# of peer-reviewed articles published		Baseline 2016/2017: <b>7</b> Target 2020/2021: <b>12</b>
# of popular articles written		Baseline 2016/2017: <b>10</b> Target 2020/2021: <b>16</b>
# of public lectures offered		Baseline 2016/2017: <b>16</b> Target 2020/2021: <b>13</b>
# of conference presentations		Baseline 2016/2017: <b>8</b> Target 2020/2021: <b>5</b>

### Resources Consideration

Human resources (professional staff and contractors)

Infrastructure (data management system, laptops, internet)

Funding

Training

Consumables (stationery, etc.)

Equipment (tools)

### Risk and Mitigation

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 one sub-programme, namely:

### Public Programmes

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

Sub-Programme – Public Programmes			
Strategic Objective 3.1	Increased awareness and knowledge of heritage		
Objective Statement	<ul style="list-style-type: none"> <li>To increase accessibility to the museums through outreach, guided and educational tours, events, lectures, exhibitions, publications and social media of our heritage assets by 2021</li> </ul>		
Performance Indicator (Measure)		Baseline 2016/2017	Target 2020/2021
# of partnerships established		2	6
# of events held		38	17
# of new educational programmes developed		4	11
# of exhibitions and displays created		9	22

### Resources Consideration

Human resources (professional staff, contractors, guides)

Stakeholders

Funding

Transport

Training

Infrastructure and exhibition and public programme spaces

Tools of trade

### Risk and Mitigation

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 refreshed 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 these projects are dependent on Budget allocations from DAC and do not feature in the current Budget of DMSA.

DMSA has identified 6 new infrastructure projects which are linked with the DAC's strategic goals of:

- A transformed and development focused ACH (Arts, Culture and Heritage) sector;
- Nation building through effective social cohesion programme implementation and

- Sound governance and fiscal management system.

The criteria used to prioritise these projects for funding is based on DMSA's strategic goals relating to:

- Increase accessibility and relevance of museums;
- Financial sustainability and
- Well-curated and preserved heritage assets.

The new infrastructure projects that have been identified are estimated to cost R 51 440 000 and are detailed in the table below.

Public Entity	Projected demand year 3 - 5			Actions from GAP Analysis	Budgeted Full Accommodation Costs
	Facility Number	Facility Description	Location		2018/2019
4	5	6	7	10	14
DMSA	DACGP0020	DITSONG: Pioneer Museum	Pretoria	Repairs to stone building and signage	R 2 040 000
DMSA	DACGP0027	DITSONG: National Museum of Natural History	Pretoria	Climate control and hall upgrades including signage	R 1 540 000
DMSA	DACGP0021	DITSONG: National Museum of Military History	Pretoria	Repairs to library, aviation hall and toilet walls incorporating drains, gutters and locks and signage	R 6 010 000
DMSA	DACGP0028	DITSONG: Tswaing Meteorite Crater	Pretoria	Demolition of burned building, removal of rubble and construction of new building including signage	R 40 310 000
DMSA	DACGP0028	DITSONG: Tswaing Meteorite Crater	Pretoria	Erection of electric fence	Not determined
DMSA	DACGP0023	DITSONG: Sammy Marks Museum	Pretoria	Generator for site and signage	R 1 540 000
		Total			R 51 440 000