

ANNUAL PERFORMANCE PLAN 2025-26

Bunga Building and Qunu
Corner Owen St & Nelson Mandela Drive
Mthatha | 5099
PO Box 52808 | Mthatha | 5099

T: +27 (0) 47 501 9500 | F: +27 (0) 47 532 3345

www.nelsonmandelamuseum.org.za



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture



ANNUAL PERFORMANCE PLAN 2025-26



in the footprints ...
an agency of the
Department of Sport, Arts and Culture



List of Acronyms

APP	Annual Performance Plan
BBBEE	Broad-Based Black Economic Empowerment
CBD	Central Business District
CCMA	Commission for Conciliation, Mediation, and Arbitration
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CMP	Conservation Management Plan
COVID-19	Corona Virus Disease 2019
DSAC	Department of Sport, Arts, and Culture
HOD	Head of Department
ICOM	International Council of Museums
ICT	Information and Communication Technology
MGE	Mzansi's Golden Economy
MTEF	Medium Term Expenditure Framework
NMM	Nelson Mandela Museum
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal factors
PFMA	Public Finance Management Act
SABC	South African Broadcasting Corporation
SETA	Sector Education and Training Authority
SMME	Small Medium and Micro Enterprise
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TR	Treasury Regulations
TRC	Truth and Reconciliation Commission
UAMP	User Asset Management Plan

Table of content

List of Acronyms.....	2
Table of content.....	3
FOREWORD BY THE CHAIRPERSON OF THE NELSON MANDELA MUSEUM	4
STATEMENT BY THE ACCOUNTING OFFICER (CEO) OF THE NMM	5
Official Sign-Off.....	7
Our Mandate	8
Part A: Our Mandate	9
Part B: Situational Analysis.....	11
Measuring our Performance	18
Part C: Measuring our Performance.....	19
Administration	22
Business Development	28
Public Engagement	34
Update Key Risks	39
Part D: Technical Indicator Description (TIDS).....	43
PART D: TECHNICAL INDICATOR DESCRIPTIONS	44

FOREWORD BY THE CHAIRPERSON OF THE NELSON MANDELA MUSEUM

The geo-political environment globally is in a state of flux. The re-election of US president Donald Trump as the 67th President has huge implications for political and trade relations between the global south and the west. It also has huge implications for political and trade relations between Africa and the US, a leading trading partner on the continent.

While the full extent of changes on the global stage remains uncertain, these eminent changes represent a mixed bag of constraints and opportunities politically, economically and socially.

Domestically, changes on the political front since the May, 2024 general elections require adaptability for political and economic stability to prevail in the face of enduring inequality, poverty and unemployment which threaten social cohesion.

True to the former statesman and global icon himself, the Nelson Mandela legacy derives its power from the ability to thrive and prevail in the face of divisions, uncertainty and despair, serving as a symbol of unity and hope.

It is in times like these that institutions are challenged to be nimble and resilient. The agency of organisations associated with the Nelson Mandela legacy, such as the Nelson Mandela Museum, are called upon to be catalysts for progressive change and be amongst louder voices of reason.

Since establishment about 20 years ago, the Museum has been seized with the recognition, preservation and advancement of the Nelson Mandela heritage and legacy.

Over the years, we have seen the portfolio of heritage collections and preservation growing. We have seen cumulative progress in the growth of the institution and its ability to discharge its mandate. We have seen leadership, governance, oversight and stability improving. We have seen the introduction of initiatives aimed at anchoring the museum in the hearts and minds of local communities, expanding the museum footprint as a liberation heritage museum. We have seen the introduction of initiatives to reach national and international audiences. Throughout, and true to the spirit of Nelson Mandela, collaboration with stakeholders and constituencies has proven to be an indispensable part of our work.

This 2025-2030 Strategic Plan builds upon this work and gears us up to expand our frontiers even further.



Dr Siphe Potelwa
Chairperson of the Council

STATEMENT BY THE ACCOUNTING OFFICER (CEO) OF THE NMM

The 2020-2025 Strategy was formulated and implemented under very challenging social, political and economic challenges and at a time when the world was hard hit by COVID-19 pandemic which destabilized world economies, imposed restrictions on transnational traveling, closing of national borders and closing educational and cultural institutions in due to efforts to curb the spread of the pandemic.

The Nelson Mandela Museum was not immune from these global developments. These circumstances compelled Nelson Mandela Museum to close and cease its critical operations and no tourists and members of the public were allowed to enter the premises. This situation which was coupled by slow economic growth had a negative impact on the implementation of the 2020-2025 strategy. However, due to the resilience of the Nelson Mandela Museum management, the 2020-2025 strategy was implemented despite these challenges.

The Nelson Mandela Museum made sterling achievements of its strategic priorities which included the completion of the Qunu Condition Based Maintenance Project which led to the re-opening of Qunu Youth and Heritage Centre, installation of two statues of Nelson Mandela in Qunu and Bhunga Building in Mthatha, this opening resulted to high influx of domestic and international visitors to Nelson Mandela Museum, hosted flagship program like African Liberation Heritage Indaba which attracted academics, researchers, students, educators and social activists. The NMM hosted Human Rights Essay Writing Competition which promoted education about the importance of human rights. The NMM worked hard to improve its relations with media and this resulted to the fair and positive reporting and as result the public profile and reputation of the museum has improved.

The past five years saw Nelson Mandela Museum successfully implementing the job evaluation and grading of all the positions which led to the fair compensation of employees and implementation of the turnaround strategy for HR functions, resource mobilization has improved tremendously and this is attributed to the good relations that NMM has created with stakeholders. The NMM has a firm facilities management program in place and new capital projects are implemented without any significant challenges.

The NMM has embarked on digitization project. The digitization project seeks to digitize the Nelson Mandela gifts and memorabilia which is part of the collection. Therefore, the Nelson Mandela Museum collection will be disseminated online and this is an attempt to promote remote access to the Nelson Mandela Museum collection which will result to the

much-needed online availability of the collection while at the same time collapsing and removing the barriers to access the NMM collection. And parallel to the digitization of the NMM collection was the successful implementation of a comprehensive collections inventory in the last past five years.

It is important to note that DSAC has handed over the administration and management of OR Tambo Garden of Remembrance in Nkantolo and Ingquza Hill Memorial Museum in Flagstaff to Nelson Mandela Museum. This is a significant achievement for Nelson Mandela Museum as it shows an unwavering support and confidence to NMM by the department. And central to these achievements is the achievement of the clean audit for the past five years.

These strategic areas/priorities were achieved under very challenging circumstances that included but not limited to insufficient institutional budget and thin organizational structure and instabilities that were mainly caused by social service delivery protests.

It is also important to note that these sterling achievements were achieved at a time when South Africa was and is still grappling with high unemployment rate, poverty and deepening inequality. The other challenge was that NMM is existing within King Sabata Dalindyebo Local Municipality that is facing challenges of an ageing infrastructure, slow economic growth and development.

These challenges have contributed to the high unemployment rate, poverty and inequality within the city where Nelson Mandela Museum is existing. And over and above this is the fact that South African museums faced serious reduction of fiscus and budget cuts which affected the implementation of the strategies of many cultural institutions but Nelson Mandela Museum had to be innovative to ensure that it implements its own strategy despite these challenges. All these challenges combined together posed a serious risk to the implementation of the 2020/2025 strategy but did not stop Nelson Mandela Museums from advancing the strategic priorities as envisaged in the 2025/20230.

In the midst of the above challenges is an understanding that says the Nelson Mandela Museum was not only established with the purpose to preserve, protect and promote the values and legacy of Nelson Mandela only but also to serve as a catalyst for local economic development, to contribute to the alleviation of poverty, to assist indirectly in curbing the high rate of unemployment and help to address inequality.

The NMM 2025-2030 Strategy is premised on the notion that the NMM is a unique cultural institution that is named after a global icon, champion of human

rights, an advocate of social justice, statesman and a freedom fighter in the name of Nelson Rolihlahla Mandela. Hence, this strategy is underpinned by the values of inclusivity, integrity, respect and Ubuntu that are informed by founding values of the democratic state of South Africa.

The priorities, outcomes and objectives outlined in the 2025-2030 strategy introduce a new level of focus and direction and seeks to consolidate the achievements of the 2020-2025 strategy. Therefore, the 2025-2030 strategy seeks to move the NMM to a new and positive trajectory for the next five (5) years in a manner that expands and magnifies the strategic focus areas and priorities. Therefore, 2025-2030 strategy seeks to achieve the following strategic focus areas/priorities, namely;

- Continuous leadership and governance improvement
- Financial management, revenue and viability
- Organizational capability, sustainability, innovation and achievement of results
- Innovation in value proposition and brand position in conservation and management of Nelson Mandela heritage resources
- Innovation and adaptability in demand variability and audience development
- Partnerships, collaborations and networks

For the next five (5) years the Nelson Mandela

Museum will ensure that these strategic priorities are achieved in a conducive and collaborative environment. These strategic priorities foreground Nelson Mandela Museum as a social responsive and developmental cultural institution that seeks to promote social cohesion, unity, access and collaborations and partnerships. Therefore, Nelson Mandela Museum will utilize this strategy as a tool and vehicle to empower women, youth and children in particular the vulnerable groups within our society.

I take this opportunity to extend my sincere gratitude to all the stakeholders of Nelson Mandela Museum which are not limited to the Executive Authority, Accounting Authority, Management and Stakeholders across the board both locally, nationally and globally for supporting Nelson Mandela Museum in its endeavours to preserve, protect and promote the values and legacy of Nelson Mandela, a global icon, champion of human rights, an advocate of social justice, statesman and a freedom fighter.



Dr Vuyani Gweki Booi
Chief Executive Officer

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

Was developed by the Executive Management of the Nelson Mandela Museum under the guidance of the Nelson Mandela Museum's Council, considering all the relevant policies, legislation, and other mandates for which the Nelson Mandela Museum derives its responsibilities.

Accurately reflects the Impact, Outcomes, and Outputs which the Nelson Mandela Museum will endeavour to achieve over the period 2025/26.

Mr Thabelo Mbedzi
Acting Senior Manager: Heritage and Conservation

Signature: 

Ms Nontlahla Tandwa-Dalindyebo
Senior Manager: Communication & Marketing

Signature: 

Mr Mandisi Msongelwa CA (SA)
Chief Financial Officer

Signature: 

Dr Vuyani Gweki Boo
Chief Executive and Accounting Officer

Signature: 

Authorised by:

Dr Siphe Potelwa Accounting
Authority & Chairperson of the Council

Signature: 

Approved by:

Mr G McKenzie, MP
Minister of Sport, Arts and Culture

Signature: 

OUR MANDATE



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture



Part A: Our Mandate

Constitutional Mandate

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

Legislative and Policy Mandates

- I.1 White paper on arts, culture and heritage 1996
- I.2 Cultural Institutions Act, 119 of 1998 as amended
- I.3 National Heritage Resources Act, 25 of 1999
- I.4 Public Finance Management Act, 1 of 1999 as amended and Treasury Regulations
- I.5 The National Development Plan
- I.6 Labour Relations Act, 66 of 1995
- I.7 Basic Conditions of Employment Act, 75 of 1997 as amended
- I.8 Employment Equity Act, 55 of 1998
- I.9 Public Service Regulation, R.1 of 5 January 2001 as amended
- I.10 Electronic Communications and Transactions Act, 25 of 2002
- I.11 Preferential Procurement Policy Framework Act, 50 of 2000
- I.12 Promotion of Access to Information Act, 2 of 2000
- I.13 Policy Paper on Legacy Projects, 2007
- I.14 Public Sector Transformation, 1995
- I.15 Broad-Based Black Economic Empowerment Framework (BBBEE)
- I.16 Mzansi's Golden Economy and Industrial Policy Plan (IPAP 2) 2011
- I.17 African Union/ Agenda 2063
- I.18 Minister's 10 Point Plan

Institutional Policies and Strategies over the Five-Year Planning Period

- I.1 Deeds of Donation between the Department of Arts and Culture and President Nelson Mandela, 2005
- I.2 Supply Chain Management Policies
- I.3 Heritage Conservation Strategy and Conservation Management Plan
- I.4 Research Policy
- I.5 Integrated Marketing and Communication Strategy
- I.6 Communication strategy
- I.7 Stakeholder Engagement strategy and plan
- I.8 Resource mobilization strategy
- I.9 ICT Government Framework and ICT Strategy
- I.10 HR Strategy
- I.11 Digitization strategy

Relevant Court Rulings

None

SITUATIONAL ANALYSIS



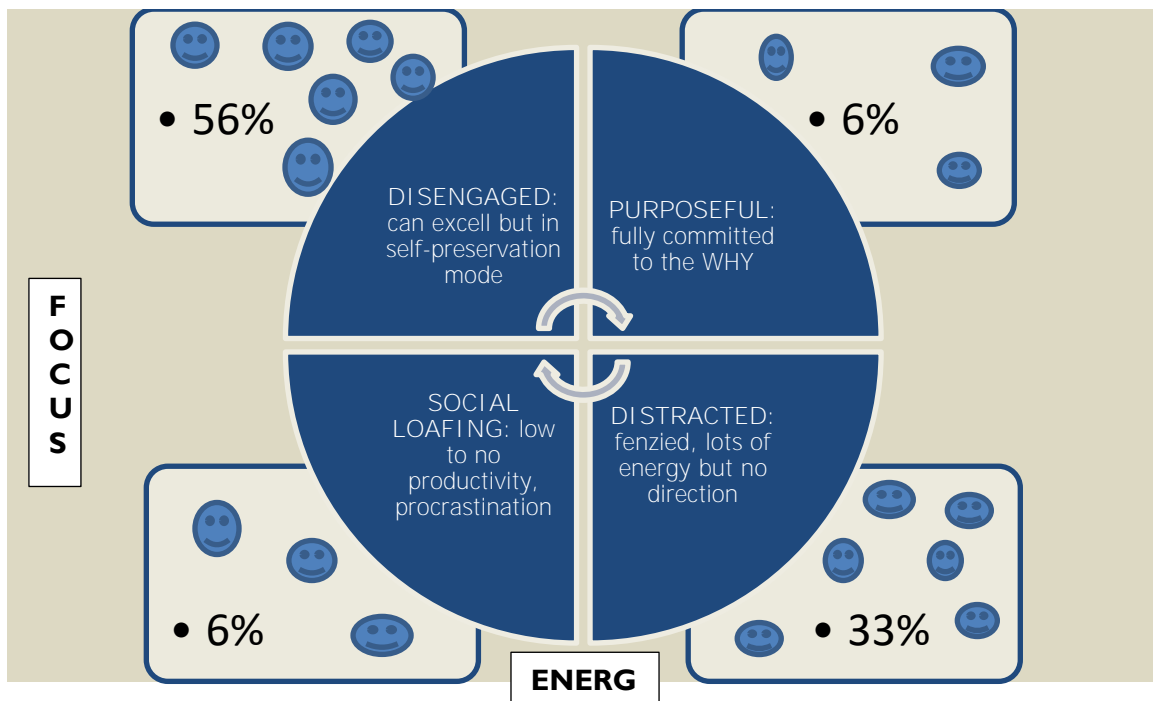
in the footprints ...
an agency of the
Department of Sport, Arts and Culture

Part B: Situational Analysis

Internal Factors Affecting Organisational Performance Organizational Energy Mapping:

We assessed and mapped organisational energy and focus to determine whether organisational energy is sufficiently mobilised towards the fulfilment of the NMM's mission. For this purpose, a Team Assessment Dashboard was used to give the organisation live reflection as illustrated below:

NMM Team Assessment Dashboard



To undertake this assessment, the 18 participants were taken as a sample in a perception survey. In a participatory yet confidential way, participants were asked to indicate their perceptions and experiences on where they believed organisational energy and focus was most concentrated in the organisation.

As illustrated in the dashboard, only 6% of the organisation's workforce was fully committed to the organisation and its reason for existence. These are the very few people who are the lifeblood of the NMM.

Also alarming was that 56% of the organisation's workforce was disengaged and 33% was distracted; combined the wasted energy constituted 89% of the workforce.

Given the above, NMM is sitting on a potential crisis and may be operating far below its potential even if the most critical posts are field. This has got huge implications for organisational culture, accountability, the achievement of results and therefore the overall performance and impact of the NMM.

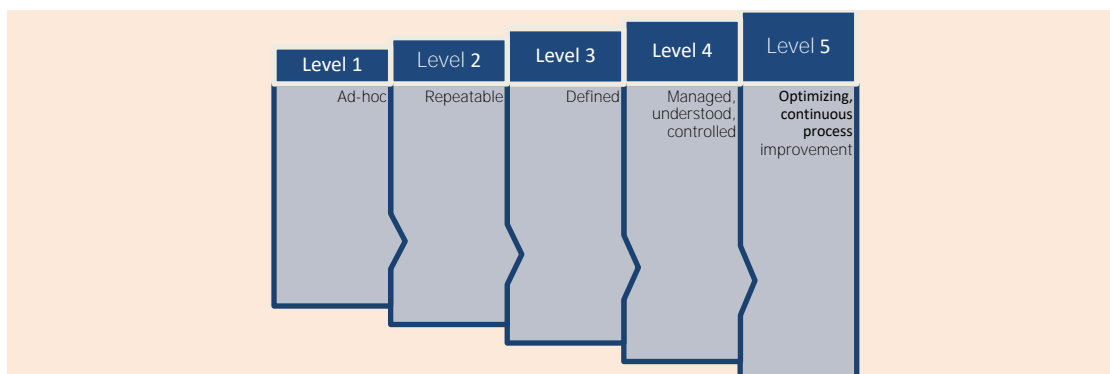
Interventions are urgently required to turn the 89% wasted organisational energy into purposeful and productive energy. If not attended to, the consequences are dire. One of these consequences is that this very strategy-making process is driven by 89% of people who are not committed to the organisation's success. The NMM is at a low 11% energy level at the start of this 5-year planning cycle.

Three types of risks arise from this scenario, namely, strategic risk, performance risk as well as operational risk, making NMM a low impact organization. One of the keys to maximizing organizational impact was identified as the need to build a safe organisational climate and ensure better internal alignment in the organization's business.

Organizational Capability Maturity:

An Organizational Capability Model was used to guide the focus on and the monitoring of capability maturity of the organisation. It guides the identification of areas that need to improve to reach higher levels of maturity and sustainability. The model grades maturity from Level 1 (ad-hoc), Level 2 (repeatable), Level 3 (defined), Level 4 (managed, understood, controlled) and Level 5 (optimising, continuous process improvement).

Capability Maturity Modelling

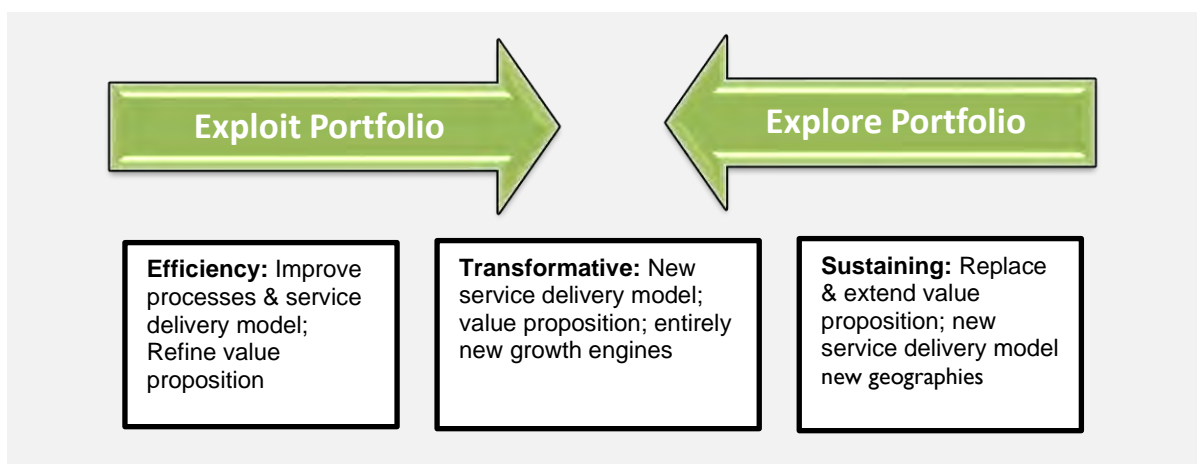


While a much more detailed identification and assessment of these various levels of maturity needs to be undertaken so that appropriate interventions may be identified for improvement, some areas were immediately identifiable. These are procurement and contract management, ICT, sector specific skills and research.

These assessments can be done organisation-wide and/or at departmental or unit level.

The model will be used to guide the institution through its innovation journey. The institution's innovation journey will consist of the Exploit and Explore Portfolios. This means that some innovation will happen in existing line-function portfolios of the institution. It also means that the institution will, simultaneously, focus on exploration and building for the future. Innovation will have to happen at three levels, namely, efficiency, transformational and sustainability.

Innovation Journey



The Auditor General's Assessment:

In its assessment of the NMM for the 2023-24 audit cycle, the Auditor General used five (5) variables to identify the predominant culture in the auditee environment. The variables are:

- Culture,
- Financial management,
- Service delivery,
- Compliance,
- Ethics, fraud and responsiveness

They assessed whether the institution is doing good, doing more than the basics, doing the basics, not doing the basics and, doing harm.

In the assessment, the NMM was described as not doing the basics overall.

NMM is plotted as NOT DOING THE BASICS overall				
Plotting result per area →	Financial management	Service delivery	Compliance	Ethics, fraud and responsiveness
DOING GOOD	<p>200% financial return</p> <p>Consistent between achievement/LOI targets and use of budget</p>	<p>All key performance targets achieved</p> <p>Good performance is evident from reliable publicly available information</p> <p>CSOs and community not raising significant concerns on performance</p>	<p>No findings on non-compliance with legislation</p>	<p>Strong institutionalised ethical culture</p> <p>Controls to prevent fraud and corruption</p> <p>No findings on consequence management</p>
DOING MORE THAN THE BASICS	<p>No/ trivial budget over/underspend</p> <p>Budget and grants spend in accordance with purpose</p> <p>No/ trivial fruitless and wasteful expenditure</p>	<p>Performance plan includes indicators and targets that measure performance of key mandated functions and aligns with public expectations</p> <p>Achieved 80% of key performance targets</p>	<p>No/ trivial irregular expenditure</p> <p>No active non-compliance MIs</p>	<p>No fraud indicators or fraud allegations</p> <p>No ongoing investigations by public bodies</p> <p>No active MIs - fraud/ theft/ breaches of fiduciary duty</p> <p>UIFW incidents cleared within reasonable time</p> <p>80% previous year audit recommendations implemented</p>
DOING THE BASICS	<p>Unqualified audit opinion</p> <p>Going concern with no material uncertainties on ability to continue as going concern</p>	<p>Reported indicators and targets consistent with annual or revised performance plan</p> <p>Planned indicators and targets passed/missed criteria</p> <p>Key standardised indicators included in performance plan</p> <p>Reported achievement and variance explanations is reliable</p>	<p>No material non-compliance with legislation</p>	<p>No material non-compliance findings on consequence management</p>
NOT DOING THE BASICS	<p>Material misstatements in submitted AFS</p> <p>Late submission of AFS</p>	<p>Repeat material misstatements in submitted APR</p> <p>Late submission of APR</p> <p>Material non-compliance - strategic and performance management</p>	<p>1 (or) material limitations to auditing procurement and contract management</p>	<p>Repeat procurement non-compliance findings on conflicts of interests (employees and/or public office bearers)</p> <p>MI in recommendation phase</p> <p>MI recently referred to a public body for investigation</p> <p>Material non-compliance findings - unauthorised expenditure investigation and/ or dealing with irregular and fruitless and wasteful expenditure</p>
DOING HARM	<p>AFS not submitted or submitted more than 2 months late</p> <p>Disclaimer/ adverse opinion</p> <p>Active MI - substantial harm to public sector institution due to financial management</p>	<p>APR not prepared/ submitted more than two months late</p> <p>Disclaimer/ adverse opinion/ pervasive material findings</p> <p>Active MI - substantial harm to public sector institution due to performance management</p> <p>Active MI - substantial harm to general public</p>	<p>Material limitation in auditing procurement and contract management</p>	<p>MI in remedial action/ CoD phase</p> <p>Material non-compliance findings - regular and fruitless and wasteful expenditure investigation</p>
Criteria not met	Criteria met	Criteria not assessed	Criteria not applicable	CSOs - Civil Society Organisations MI - material irregularity UIFW - unauthorised, irregular and fruitless and wasteful expenditure AFR - Annual performance report CoD - Certificate of debt

Source: Nelson Mandela Museum - debrief meeting by AGSA slides

Specifically, in the area of compliance, the NMM was categorised as “not doing the basics” in procurement and contract management.

The recommendations were highlighted as follows:

- Fully capacitate finance and SCM officials in order to conduct adequate monthly reviews of financial and compliance information.
- Adequate review of AFS plan.
- Prioritise filling of key vacant position of Senior Manager Heritage and Conservation to facilitate the implementation of recommendations from internal and external auditors with regards to performance information.

SWOT Analysis Summary

POSITIVE		NEGATIVE	
INTERNAL	STRENGTHS	WEAKNESSES	
	Governance	Infrastructure and Resources	
	<ul style="list-style-type: none">✓ Effective Council and competent Management✓ Good Governance	<ul style="list-style-type: none">✓ Inadequate facilities for collections✓ Underutilization of collections for exhibition purposes✓ Inadequate parking for visitors and staff✓ Insufficient funds to develop the Infrastructure Maintenance and Operations✓ Disclaimer relating to public liability.✓ Inadequate resources to manage additional sites.	
	Cultural Significance	Human Resources Management	
	<ul style="list-style-type: none">✓ Proximity to Mandela homestead, grave, and other original sites✓ Existence of the two new Nelson Mandela statues✓ Possession of authentic artefacts that are associated with Mandela as the first democratically elected President of South Africa✓ Spread across the footprints of Nelson Mandela	<ul style="list-style-type: none">✓ Inadequate human capital and skills development✓ Lack of will to live the professed values of Nelson Mandela✓ Performance Management✓ Lack of structured wellness programs✓ Inadequate performance management	
EXTERNAL	Historical Sites	Organisational Design	
	<ul style="list-style-type: none">✓ The Museum is situated within the National Liberation Heritage Route node.✓ Housed within the historical and heritage building.✓ Expansion of sites✓ Declared under Cultural Institution's Act 119 of 1998	<ul style="list-style-type: none">✓ Organisational Structure✓ Non alignment with Job Design✓ Misalignment of organisational structure to strategy	
	Educational Value and Tourism	General Organisational issues	
	<ul style="list-style-type: none">✓ Gateway to all tourism destination✓ Educational Value✓ Reopening of Youth and Heritage Centre	<ul style="list-style-type: none">✓ Slow pace of technological adoption.✓ Lack of new content development✓ Inadequate brand management (awareness)✓ Inadequate communications, marketing and public relations✓ No disaster recovery and business continuity plan	
	Branding		
	<ul style="list-style-type: none">✓ The brand is associated with an internationally recognized icon Nelson Mandela		
EXTERNAL	OPPORTUNITIES	THREATS	
	Technological Integration	Natural Disasters	
	<ul style="list-style-type: none">✓ Expansion of tourism package✓ Digitisation of Museum's collections✓ Use of living heritage/treasures to depict Nelson Mandela related stories at the Museum.✓ Use of artificial intelligence to enhance the experience.✓ Mobile Museum	<ul style="list-style-type: none">✓ Climate change and natural disasters✓ Lack of safety and security around the Museum	
	Tourism Boost	Corruption and Social ills	
	<ul style="list-style-type: none">✓ Local, national and international sound partnerships✓ Expansion of content by including other role players in the African Liberation Movements✓ Opportunity to research recent post-apartheid history.✓ Potential growth of the Museum due to its location and proximity to the tourism nodes✓ Access to Nelson Mandela's grave site✓ Integration of link sites (OR Tambo Garden of Remembrance and Ingquza Hill Museum)✓ Imvezo✓ Infrastructure (to expand)✓ Reopening of Youth and Heritage Centre for revenue generations and attraction of tourists	<ul style="list-style-type: none">✓ Distortion of facts about Mandela on public platforms✓ Crime✓ Family contestation✓ Crime & corruption✓ Corruption and social ills impact on service delivery	
	Collaborations and Partnerships	Infrastructure	
	<ul style="list-style-type: none">✓ Opportunity to conduct research on liberation heritage and history.✓ Collaboration with other Nelson Mandela's institutions	<ul style="list-style-type: none">✓ Inadequate infrastructure✓ Poor and deteriorating of Municipal Infrastructure✓ Load shedding	
		Political Instability	
		<ul style="list-style-type: none">✓ Unstable political environment	
		Organisational issues	
		<ul style="list-style-type: none">✓ Ailing economy✓ Competitive advantage✓ Brand repositioning✓ Amalgamation✓ Limited tourism package✓ Poor stakeholder relations✓ Not easily accessible to all target markets✓ Geographical location	

Summary of Key Challenges from the Internal Environmental Analysis:

Amongst the many constraints and opportunities, NMM has identified a set of key challenges, which the NMM we must focus on in order to continue to stabilise, grow, sustain and innovate. These challenges are:

- Continuous leadership and governance improvement
- Financial management, revenue and viability
- Organizational capability, sustainability, innovation and achievement of results through ICT
- Strengthen its value proposition and brand position in conservation and management of Nelson Mandela heritage resources

They help the NMM to have a sense of focus and priority for the next five (5) years. These challenges are the most consequential problem areas we want to address and therefore, constitute Strategic Focus/Priorities where interventions are needed.

External Factors Affecting Organisational Performance

PESTLE Analysis

To understand the current performance delivery environment of the Nelson Mandela Museum, an analysis of the impact of the political, economic, social/cultural, technological, environmental, and legislative factors was conducted and is summarised below.

Socio-political

- Disengaged communities, individual and civil society
- Advocacy of the values espoused by Mandela (voice of authority that speaks to the values Mandela stood for)
- Lack of intelligence system – security cluster responsibilities

Economical

- Economical distress (unemployment, poverty, inequality)
- Financial distress

Social

- Corruption (across all levels)
- Political instability
- Crime

Technological

- Technological advancement
- Disaster management and recovery plan and business continuity plan
- Cloud computing

Environments

- Going green
- Climate change and natural disasters
- Operationalization of museum values to promote ethical conduct from / by all

Legislative: Frequent amendments of relevant and legislation

AREA	EMERGING ISSUE	IMPLICATION TO NMM	INTERVENTION
Socio-political	Disengaged communities, individuals and civil society	No interest in the Museum.	N/A
	Advocacy on the values espoused by Mandela (voice of authority that speaks to the values Mandela stood for)	Unable to share the values of Nelson Mandela with wider communities.	Development of civic education programmes for wider audiences. Digitisation of collection Research and development of new content.
Economical	Lack of intelligence systems – security cluster responsibilities	Exposing visitors to crime with a negative impact to Museum image and reputation	Continuous engagement with law enforcement.
	Economic distress (Unemployment, poverty, inequality)	High unemployment rate may result to poor number of visitors to the museum	Attract new audiences through educational programmes and tourism packages/products Economic development through heritage activities and programmes Innovation and continuous community engagement programmes. New content development
	Financial Distress	Communities are losing interest in museum-related programmes. Negative impact in strategic objectives & operations	Revenue generation
Social	Corruption (across all levels)	Eroding the values of Nelson Mandela. Compromising the values and image and existence of the institution,	Development of civic education programmes for wider audiences. Promote the heritage content
	Political instability	Service delivery protests	Continuous engagement with law enforcement.
	Crime	Reputational risk to the museum	Continuous engagement with law enforcement.
	Exposure to cybercrime	Exposure to loss or theft of intellectual property and data	Continuous awareness and cyber threats training Up-to-date firewall Use of passwords that expires after certain period.
Technological	Poor ICT infrastructure due to geographical location of the museum	Inability to effectively operate	External factor that the museum does not have control on
	Technological advancement	Inability to digitise of the collections, and automation of the system processes	Enhance the ICT infrastructure and development of policies
Environmental	Cloud computing	Inaccessibility and exposure of the museum to the relevant stakeholders. Possible loss of information.	Enhance ICT security
	Going green	Cost implications of alternative energy	Cost-benefit analysis and development of strategies
	Climate Change & Natural Disasters	Potentially reduce the cost of operations in Qunu. Compromises the quality of conservation and lifespan of the collections. (<i>Climate control of where artefacts are.</i>) <i>The Museum may be vulnerable to climate change affecting overall tourism experience</i>	Disaster recovery plan
	Disaster management and recovery plan and Business Continuity Plan	The potential collapse of the business.	Development of business continuity plan and disaster recovery plan.
Legislative	Operationalization of museum values to promote ethical conduct from/by all	Institutionalised values to positively impact the Museum. Create shared values.	Continuous leadership and governance improvement
	Frequent amendments of relevant Laws and Legislation	Non-compliance Either negatively or positively impact the mandate of the Museum and its operations.	Good governance in NMM

Summary of Key Challenges from the External Environmental Analysis:

In addition to the priority focus areas foregrounded in the internal environmental analysis, has identified another a set of key challenges to focus. These are the need to:

- Clearly segment customers and audiences for proper portfolio planning and increase demand for service and program offerings
- Build stronger partnerships, collaborations and networks

Together with the challenges identified in the internal analysis, these constitute six (6) Strategic Focus/Priorities where NMM wants to focus its interventions.

It is these strategic priorities that have led to the identification of NMM outcomes and impact definition.

Aligning Strategic Priorities and Outcomes

Figure 1

Strategic Priorities	Outcomes
Continuous leadership and governance improvement	
Organizational capability, sustainability, innovation and achievement of results	1: Good governance in NMM
Financial management, revenue generation and viability	2: A financially viable and sustainable NMM
Demand variability and audience development	3: Outcome Three: A preserved, protected and promoted Nelson Mandela legacy
Value proposition and brand position	4: Inspired citizenry on ethical leadership through values and the legacy of NMM
Partnerships, collaborations and networks	

Figure 2

Government	Department	NNMM
• Inclusive growth and job creation	• Increased economic impact of Sport, Recreation, Arts, Culture and Heritage Sector	A preserved, protected and promoted Nelson Mandela legacy
Reduce poverty and tackle the high cost of living	Transformed, Capable and professional sport, recreation, arts, culture and heritage sector	Inspired citizenry on ethical leadership through the legacy of NMM
• Capable, Ethical and Developmental State	Compliant and responsive governance nationally and internationally	Good governance in NMM
		A financially viable and sustainable NMM

MEASURING OUR PERFORMANCE



in the footprints ...
an agency of the
Department of Sport, Arts and Culture



Part C: Measuring our Performance

These identified programmes are summarised further as follows:

PROGRAMME 1: CORPORATE GOVERNANCE AND ADMINISTRATION

Purpose of the programme: Corporate services, finance and council support

Priorities of the Programme in the next three years

- To provide responsible leadership and governance oversight
- To promote good corporate governance
- Resource mobilisation
- Stakeholder management and monitoring
- HR
- ICT
- Infrastructure

Sub-program 1.1: Council and Council Secretariat

Purpose of the Sub-programme:

- To enable functional Council
- To develop strategies and approve a budget

Sub-program 1.2: Office of the Chief Executive Officer Purpose of the Sub-programme:

- To manage operations and budget.
- To develop and implement sectional strategies and internal systems.
- To align strategies and APP with the available budget
- Generate revenue.
- Disaster Management

Sub-program 1.3: Financial Management

Purpose of the Sub-programme:

- To ensure compliance with laws and regulation
- To budget and collect revenue
- To develop financial controls and systems
- To develop financial risks
- Financial reporting
- SCM
- Audit

Sub-program 1.4: Human Resource Management

Purpose of the Sub-programme:

- Effective Human Resource development and management
- Performance management and compensation
- Labour relations
- Wellness programs
- Development and training

Sub-program 1.5: Support Service Purpose of the Sub-programme:

- ICT
- Infrastructure and Facilities Management
- Security

Sub-program 1.6: ICT

Purpose of the sub-programme

- ICT infrastructure and support
- Digital transformation
- Cyber security

PROGRAMME 2: HERITAGE AND CONSERVATION

Purpose: Promote, Protect and Preserve Nelson Mandela Museum Heritage Resources

Collection Priorities of the Programme in the next three years

- Conservation of the Nelson Mandela Museum collection and historical sites associated with Nelson Mandela, OR Tambo Garden of Remembrance and Ingquza Hill Memorial Museum.
- Digitisation of the museum collection
- Development of integrated Conservation Management Plan
- Conduct in-depth research on the collection and legacy of Nelson Mandela, OR Tambo Garden of Remembrance and Ingquza Hill Memorial Museum.
- Maintenance and accessibility of Nelson Mandela Museum Special Library including OR Tambo Garden of Remembrance library and Ingquza Hill Memorial Museum Library.
- Presentation of the collection through temporary, permanent and travelling exhibitions
- Well packaged museum content and tours for both domestic and international audiences

SUB-PROGRAMME 2.1: CONSERVATION OF THE COLLECTION AND SITES

Purpose of the Sub-Programme: To ensure the collection and sites are conserved according to international acceptable conservation standards.

- To conserve collections using acceptable international standards
- To implement an integrated Conservation Management Plan
- To manage collection's inventory based on acceptable standards
- To digitise the museum collection for access, research, preservation and promotion
- To develop and implement sites management plans

SUB-PROGRAMME 2.2: SCHOLARSHIP AND ENGAGEMENT

Purpose of the Sub-Programme: Develop public scholarly and educational programmes that promote the scope of the Museum.

- To develop a transformative and socially responsive education programme inspired by the museum collection
- To implement and facilitate knowledge production activities that will promote emancipative, transformative and egalitarian scholarship and research informed by the museum collections
- To integrate the content of the museum collection into the school's curriculum through educational programs
- To develop schools' programmes that will create a platform for constructive discourse inspired by the collection
- To hold community and schools engagement programmes

SUB-PROGRAMME 2.3: RESEARCH

Purpose of the Sub-Programme: To conduct research on the museum collection and research that will promote Nelson Mandela's legacy and values

- To conduct oral history research
- To research untold and unpublished stories
- To develop new research themes
- To conduct research on the South African liberation struggle
- Conduct Collections base research

SUB-PROGRAMME 2.4: LIBRARY

Purpose of the Sub-Programme: To provide access and use of library and archives information.

- To collect library and archival materials
- To collect library and archival audio-visual material
- To digitise the library and archival collections
- To link the Special Library and Archives with other national and international libraries

SUB-PROGRAMME 2.5 TOURS

- To educate, inform and create awareness about the values of Nelson Mandela
- To package the museum for both domestic and international visitors and tour operators
- To promote packages to both domestic and international visitors
- To package exhibitions for visitors

PROGRAMME 3: COMMUNICATION AND MARKETING

Purpose of the programme:

- To improve the public profile and access
- To promote stakeholder engagement and management

Priorities of the Programme in the next three years

- Audience development
- Communication and marketing of the museum activities and programmes
- Media engagement and stakeholder engagement and management
- Brand management
- To develop and produce publications

The Communication and Marketing Branch has been organised to carry out its work according to the following sub-programs:

Sub-program 3.1: Marketing and communication

Purpose of the Sub-programme: To package, market, and communicate the museum programmes to the public

- To identify tourism market segments for specific museum products
- To market the Nelson Mandela Museum, OR Tambo Garden of Remembrance and Ingquza Hill Memorial Museum to national and international tour operators
- To effectively communicate with specific audiences
- To communicate internally and externally

ADMINISTRATION



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture



Programme I: Administration

Purpose of the programme:

Corporate services, finance and council support

Priorities of the Programme in the next three years

- To provide responsible leadership and governance oversight
- To promote good corporate governance
- Resource mobilisation
- Stakeholder management and monitoring
- HR
- ICT
- Infrastructure

Sub-program 1.1: Council and Council Secretariat Purpose of the Sub-programme:

- To enable functional Council
- To develop strategies and approve a budget

Sub-program 1.2: Office of the Chief Executive Officer Purpose of the Sub-programme:

- To manage operations and budget.
- To develop and implement sectional strategies and internal systems.
- To align strategies and APP with the available budget
- Generate revenue.
- Disaster Management

Sub-program 1.3: Financial Management Purpose of the Sub-programme:

- To ensure compliance with laws and regulation
- To budget and collect revenue
- To develop financial controls and systems
- To develop financial risks
- Financial reporting
- SCM
- Audit

Sub-program 1.4: Human Resource Management Purpose of the Sub-programme:

- Effective Human Resource development and management
- Performance management and compensation
- Labour relations
- Wellness programs
- Development and training

Sub-program 1.5: Support Service Purpose of the Sub-programme:

- ICT
- Infrastructure and Facilities Management
- Security

Sub-program 1.6: ICT

Purpose of the sub-programme

- ICT infrastructure and support
- Digital transformation
- Cyber security

Outcomes, Output Indicators and Targets

Outcomes	Outputs	Output Indicators	Audited /Actual Performance			Annual Targets Estimated Performance			MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28		
Good governance culture in NMM	Effective resource allocation	Optimal use of resources (time, budget, talent).	No baseline(New indicator)	No baseline(New indicator)	No baseline(New indicator)	No baseline (New indicator)	55% budget revenue to be utilised for operational programs	55% budget revenue to be utilised for operational programs	55% budget revenue to be utilised for operational programs		
	Enhanced Productivity and cohesion	Increased efficiency and effectiveness in task execution	No baseline(New indicator)	No baseline(New indicator)	No baseline(New indicator)	No baseline (New indicator)	Achieve 90% performance on organisational objectives	Achieve 90% performance on organisational objectives	Achieve 95% performance on organisational objectives		
	Clean administration	Unqualified audit Outcome	Unqualified	unqualified	Unqualified	Unqualified with no material findings	Unqualified with no material findings	Unqualified with no material findings	Unqualified with no material findings		
	Compliant and responsive governance	Payment of valid invoices within 30 days	No baseline(New indicator)	No baseline(New indicator)	No baseline(New indicator)	No baseline (New indicator)					
A financially viable and sustainable NMM	Revenue generation/ fundraising	Revenue generated	1 157 933	1 867 334	R2 385 982	285 0000	355 0000	420 0000	432 30000		

Indicators, Annual and Quarterly Targets

Indicator	Annual Target	Q1	Q2	Q3	Q4
Optimal use of resources (time, budget, talent)	55% budget revenue to be utilised for operational programmes	0	0	0	55%
Increased efficiency and effectiveness in task execution	Achieve 90% performance on organisational objectives	90%	90%	90%	90%
Revenue generated	3550 000	550 000	1 000 000	1 000 000	1 000 000
Unqualified audit outcome	Unqualified outcome with no material findings	0	Unqualified outcome with no material findings	0	0
Payment of valid invoices within 30 days	100%	100%	100%	100%	100%

Explanation of Planned Performance over the Medium-Term Period

This section provides a support structure to ensure that all operations of the Museum are run swiftly. The considerations are effective Council oversight, Financial stability, Human capital development, effective management of Infrastructure, and hardwiring information communication technology to NMM business processes. For the Institution to contribute positively to achieve the National Development Plan, a 10-point plan and priorities from the state of the Nation address the solid support structure is critical.

The Museum is contributing positively towards social cohesion and safe communities. The formulation of 5-year targets has considered the 2021-2025 strategy, economic risks, NDP, the Minister's 10-Point Plan, and the government priorities.

Youth, women, children, and people with disabilities were also considered when developing programmes for the next five years. The Museum is also advancing infrastructural capabilities to cater to people with disabilities fully.

Programme Resource Considerations

Reconciling performance targets with the budget and MTEF for 2025/26 – 2027/28

Budget programme	Audited outcomes			Adjusted appropriation 2024/25	Medium-term expenditure estimate		
	2021/22 R	2022/23 R	2023/24 R		2025/26 R	2026/27 R	2027/28 R
Corporate Governance & Administration							
Office of the CEO							
1.2 Council Secretariat	511,000	531 440	536,754	558,224	580 553	603 775	627 926
1.3 Council Costs	880,000	915 200	924,352	961,326	999 779	1 039 770	1 081 361
1.4 Security and facilities	3 600 000	3 636 000`	3,672,360	3,819,254	3 972 025	4 130 906	4 296 142
1.5 Human Resource Management and Development	639,796	668,788	670,426	697,243	725 133	754 138	784 304
1.6 Socio Economic Development	617 000	641 680	0	648,097	674 021	648 097	674 021
1.7 Support Services	6 460 211	6 366 656	6,474,059	6,733,021	7 402 342	7 698 436	8 006 373
1.8 Compensation of employees	9 013 410	9 419 014	9 419 014	9,795,775	10 187 606	10 595 110	10 595 110
TOTAL	21 721 417	21,784,840	21,696,965	23,212,941	24 541 458	25 470 232	26 065 237

NARRATIVE

There is no increase in the Museum's budget except the inflationary increase. Though the Museum requires additional personnel to function optimally, there is no budget. For example, specialist skills include marketing and communication specialists, designers, conservators, web designers, and entrepreneurs. The Museum has grown, and to match its growth, such skills would have been commensurate with its intended strategic focus.

BUSINESS DEVELOPMENT



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture



Business Development

PROGRAMME 2: BUSINESS DEVELOPMENT

Purpose: Promote, Protect and Preserve Nelson Mandela Museum Heritage Resources

Collection Priorities of the Programme in the next three years

- Conservation of the Nelson Mandela Museum collection and historical sites associated with Nelson Mandela, OR Tambo Garden of Remembrance and Ingquza Hill Memorial Museum.
- Digitisation of the museum collection
- Development of an integrated Conservation Management Plan
- Conduct in-depth research on the collection and legacy of Nelson Mandela, OR Tambo Garden of Remembrance and Ingquza Hill Memorial Museum.
- Maintenance and accessibility of Nelson Mandela Museum Special Library, including OR Tambo Garden of Remembrance Library and Ingquza Hill Memorial Museum Library.
- Presentation of the collection through temporary, permanent and travelling exhibitions
- Well-packaged museum content and tours for both domestic and international audiences

SUB-PROGRAMME 2.1: CONSERVATION OF THE COLLECTION AND SITES

Purpose of the Sub-Programme: To ensure the collection and sites are conserved according to internationally acceptable conservation standards.

- To conserve collections using acceptable international standards
- To implement an integrated Conservation Management Plan
- To manage the collection's inventory based on acceptable standards
- To digitise the museum collection for access, research, preservation and promotion
- To develop and implement site management plans

SUB-PROGRAMME 2.2: SCHOLARSHIP AND ENGAGEMENT

Purpose of the Sub-Programme: Develop public scholarly and educational programmes that promote the scope of the Museum.

- To develop a transformative and socially responsive education programme inspired by the museum collection
- To implement and facilitate knowledge production activities that will promote emancipative, transformative and egalitarian scholarship and research informed by the museum collections
- To integrate the content of the museum collection into the school's curriculum through educational programs
- To develop schools' programmes that will create a platform for constructive discourse inspired by the collection
- To hold community and schools engagement programmes

SUB-PROGRAMME 2.3: RESEARCH

Purpose of the Sub-Programme: To research the museum collection and research that will promote Nelson Mandela's legacy and values

- To conduct oral history research
- To research untold and unpublished stories
- To develop new research themes
- To research the South African liberation struggle
- Conduct Collections base research

SUB-PROGRAMME 2.4: LIBRARY

Purpose of the Sub-Programme: To provide access and use of library and archives information.

- To collect library and archival materials
- To collect library and archival audio-visual material
- To digitise the library and archival collections
- To link the Special Library and Archives with other national and international libraries

SUB-PROGRAMME 2.5 TOURS

- To educate, inform and create awareness about the values of Nelson Mandela
- To package the museum for both domestic and international visitors and tour operators
- To promote packages to both domestic and international visitors
- To package exhibitions for visitors

PROGRAMME 2: Business Development

Purpose: Promote, Protect and Preserve the Nelson Mandela Museum collection and Nelson Mandela Legacy Priorities of the Programme in the next three years

- Conservation of the Nelson Mandela Museum collection and sites
- Digitisation of the museum collection
- Development of conservation plan
- Undertake in-depth research on the collection and legacy of Nelson Mandela
- Establish a comprehensive Special Library and Archives linked to the museum
- Implement scholarship and engagement programs
- Presentation of the collection through temporary, permanent and travelling exhibitions
- Develop well-packaged museum and site tours

SUB-PROGRAMME 2.1: CONSERVATION OF THE COLLECTION AND SITES

Purpose of the Sub-Programme: To ensure the collection and sites are conserved according to internationally acceptable conservation standards.

- To conserve collections using acceptable international standards
- To develop a comprehensive conservation plan
- To develop a comprehensive collection's inventory
- To digitise the museum collection for access, research, preservation and promotion
- To develop comprehensive site management plans

SUB-PROGRAMME 2.2: SCHOLARSHIP AND ENGAGEMENT

Purpose of the Sub-Programme: Develop public scholarly and educational programmes that promote the scope of the Museum.

- To develop a transformative and socially responsive education programme inspired by the museum collection
- To implement and facilitate knowledge production activities that will promote emancipative, transformative and egalitarian scholarship and research informed by the museum collections
- To integrate the content of the museum collection into the school's curriculum through educational programs
- To develop schools' programmes that will create a platform for constructive discourse inspired by the collection
- To hold community and schools' engagement programs

SUB-PROGRAMME 2.3: RESEARCH

Purpose of the Sub-Programme: To research the museum collection and research that will promote Nelson Mandela's legacy and values

- To conduct an oral history research project on the impact of Nelson Mandela's legacy
- To research untold and unpublished stories related to Nelson Mandela and his contemporaries and his people
- To develop new research themes that would yield new knowledge and insight into the museum collection and values of Nelson Mandela
- To research the South African liberation struggle with a focus on the role played by Nelson Mandela

SUB-PROGRAMME 2.4: LIBRARY

Purpose of the Sub-Programme: To provide access and use of library and archives information.

- To collect library and archival material linked to the South African Liberation Struggle
- To collect library and archival audio-visual material that promotes the legacy and values of Nelson Mandela
- To digitise the library and archival collections with the purpose to promote access, use and research
- To link the Special Library and Archives with other national and international libraries and archives and institutions of higher learning

SUB-PROGRAMME 2.5 TOURS

- To educate, inform and create awareness about the values of Nelson Mandela
- To package the museum for both domestic and international visitors and tour operators
- To sell packages to both domestic and international visitors
- To package exhibitions for visitors

Outcomes, Outputs, Performance Indicators for Business Development

Strategic Outcomes and Annual Targets

Outcomes	Outputs	Output Indicators	Audited /Actual Performance		Annual Targets		MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A preserved, improved and maintained protected and heritage infrastructure promoted Nelson Mandela legacy	Full implementation of infrastructure maintenance plan	No baseline (New indicator)	No baseline (New indicator)	No baseline (New indicator)	No baseline (New indicator)	No baseline (New indicator)	50%	75%	85%
	Improved collections development and management of content	Full implementation of (New indicator)	No baseline (New indicator)	No baseline (New indicator)	No baseline (New indicator)	No baseline (New indicator)	50%	75%	85%
	Research articles produced	Number of research articles produced per year	23	37	4	1	4	4	4
	Digitisation of Collections Plan implemented	% of digitization plan implemented	Approved plan and Digitization at 20%	Digitisation at 20%	0	1	100%	0	0
Inspired citizenry on leadership through the values and legacy of NMM	Developed civic education programmes	Number of learning engagement platforms held	10	10	10	6	4	4	4
	Number of outreach educational programmes interactions with schools per year		500	1000	1000	4	4	4	4
	Exhibitions Installed and hosted	Number of exhibitions held per year	10	10	10	3	4	4	4

Output Indicators, Annual and Quarterly Targets for Business Development (Heritage and Conservation) for 2025/26 Financial Year

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Full implementation of infrastructure maintenance plan	50%	0	25%	0	25%
Implementation of Conservation Management Plan (CMP)	50%	0	25%	0	25%
Implementation of heritage resources infrastructure plan	50%	0	25%	0	25%
% of digitization plan implemented	100%	0	50%	0	50%
Designed and developed exhibition	1	0	0	0	1
Number of learning platforms held	4	2	1	1	1
Research articles produced	4	1	1	1	1
Number of outreach educational programmes interactions with schools per year	4	1	1	1	1
Number of exhibitions held per year	4	1	1	1	1

Explanation of Planned Performance over the Medium-Term Period

The business development deals with the core business of the Museum, and it has four sub-units: Collection and Conservation, Research, Exhibitions, and Library and Archives. Its primary focus is to ensure the collection is well taken care of using proper conservation standards prescribed by international bodies. This is aimed at prolonging its lifespan for the benefit of future generations. Research is conducted on artefacts that lack background information. It is also conducted for scholarly purposes, to reveal untold, unrecorded, and unpublished theme-related stories. Through research, exhibitions are developed and used to educate communities and promote the legacy and values that Nelson Mandela espoused. Library and Archives are where the public can access information on research projects, school projects, or self-enhancement education on Nelson Mandela's topic and the freedom struggle. The library and archives collection also includes books on museology, history as well as museum-related journals.

For the unit to achieve its mandate, there are vital duties that must be carried out regularly and diligently. The room temperature, air circulation, and light are checked on a daily basis to ensure the collection is not at risk of deterioration. Due to Covid-19, the Museum will focus more on digital platforms to conduct conversations and exhibitions. The section also deals with the restoration of historical sites associated with Nelson Mandela.

A learning platform like seminars, dialogues, colloquiums, conferences, and summits is conducted quarterly to engage different groups. And through tours, packaging of the museum exhibitions, and different historical sites associated with Nelson Mandela would be done. This would also enable the production of short documentaries on specific areas and artefacts for public engagement.

Reconciling performance targets with the budget and MTEF for 2025/26- 2027/28

Budget programme	Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
	R	R	R	R	R	R	R
I. Business Development	415,559	927,421	964,518	974,163	1 053 654.70	1 095 801	1 139 633
I.1 Curation and Conservation of Collections	321,941	336,498	349,958	353,457	1 382 299.09	1 437 591	1 495 095
I.2 Research	115,500	161,331	167,784	169,462	183 290.10	190 622	198 247
I.3 Library	147,000	154,358	160,532	162,138	175 368.46	182 383	189 679
I.4 Education, public scholarly initiatives and tours	665,960	696,001	656,400	690,600	1 446 952.96	1 504 831	1 565 024
I.6. Compensation of employees	3,233,758	3,379,277	5,031,345	5,031,345	6 241 902.75	6 491 579	6 751 242
Subtotal	4,233,758	4 958 907	7,330,537	7,381,165	10 483 468	10 902 807	11 338 919

NARRATION

There is no increase in the Museum's budget except the inflationary increase. Though the Museum requires additional personnel to function optimally, there is no budget. For example, specialist skills include marketing and communication specialists, designers, conservators, web designers, and entrepreneurs. The Museum has grown, and to match its growth, such skills would have been commensurate with its intended strategic focus.

This inflationary increase is far from enough for the core business's operations. As a result, this harmed the size, audience, geographical location, etc., of programmes.

PUBLIC ENGAGEMENT



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture



PROGRAMME 3: Public Engagement

Purpose of the programme:

- To improve the public profile and access
- To promote stakeholder engagement and management

Priorities of the Programme in the next three years

- Audience development
- Communication and marketing of the museum activities and programmes
- Media engagement and stakeholder engagement and management
- Brand management
- To develop and produce publications

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

Sub-program 3.1: Marketing and communication

Purpose of the Sub-programme: To package, market, and communicate the museum programmes to the public

- To identify tourism market segments for specific museum products
- To market the Nelson Mandela Museum, OR Tambo Garden of Remembrance and Ingquza Hill Memorial Museum to national and international tour operators
- To effectively communicate with specific audiences
- To communicate internally and externally

Programme 3: Public Engagement

Purpose of the programme:

To improve the public profile and access

- To ensure vibrant programming that promotes economic opportunities for the community
- To promote good relations among various stakeholders
- To develop and implement youth programmes

Priorities of the Programme in the next three years

- Audience development
- Communication and marketing
- Media engagement, stakeholder engagement, and management
- Brand management

The Communication and Marketing Unit has been organised to carry out its work according to the following sub-programs:

SUB-PROGRAMME 3.1: COMMUNICATION AND MARKETING

Purpose of the Sub-programme:

To package, market, and communicate the museum programmes to the public

- To profile the Museum to national and international platforms.

SUB-PROGRAMME 3.2: MEDIA AND STAKEHOLDER ENGAGEMENT AND MANAGEMENT

Purpose of the Sub-programme:

To engage the media to enhance relations and manage relations with stakeholders through the programme that educates, informs and creates awareness about the values of Nelson Mandela

- To develop packages for national and international markets with the involvement of the media and stakeholders.

SUB-PROGRAMME 3.3: PLANNING AND EVENTS CO-ORDINATION

Purpose of the Sub-programme:

To initiate and implement historical and national events in preserving Nelson

Mandela's legacy

- Reposition and profiling the Museum through public events and brand management

Outcomes, Outputs, Output Indicators and Targets

Outcomes	Outputs	Output Indicators	Audited /Actual Performance			Annual Targets Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Inspired citizenry on ethical leadership through the values and legacy of NMM	Developed youth and community strategy	Approved youth and community strategy	No baseline (New indicator)	No baseline (New indicator)	No baseline (New indicator)	0	1	0	0
		Number of community engagement platforms held	2	7	7	4	2	2	2
	Collaboration and partnership with stakeholders	Number of physical and digital visitors	10% of 2000 000	20% of 2000 000	25% of 2000 000	30% of 2000 000	1 500 000	1 700 000	2 000 000
		Number of stakeholder engagement platforms held	8	8	8	2	2	2	2
		Number of partnerships and agreements concluded	5	5	5	5	2	2	2

Indicators, Annual and Quarterly Targets for Business Development (Public Engagement and Marketing) for 2025/26 Financial Year

Indicator	Annual Target	Q1	Q2	Q3	Q4
Approved youth and community strategy	1	0	1	0	0
Number of physical and digital visitors	1 500 000	250 000	350 000	400 000	500 000
Number of community engagement platforms held	2	1		1	
Number of stakeholder engagement platforms held	2	1	0	1	0
Number of partnerships and agreements concluded	2	1			1
Number of platforms utilised to communicate and market NMM (media publicity)	5	1	2	1	1

Explanation of Planned Performance over the Medium-Term Period

The section focuses on promoting the museum offerings, marketing the Museum, strengthening brand awareness, and communicating in a broader sphere about the museum programmes. The section focuses on marketing and communication, stakeholder management and engagement, enhancing tourism, and delivering our services to our audience, thus increasing our visitor numbers in the Museum and our new media space. The Covid-19 has forced the Museum to utilise digital platforms to engage different platforms. The new reconfigured plans were designed not to have physical contact.

Reconciling performance targets with the budget and MTEF for 2025/26 – 2027/28

Budget programme	Audited outcomes			Adjusted appropriation 2024/25	Medium-term expenditure estimate		
	2021/22 R	2022/23 R	2023/24 R		2025/26 R	2026/27 R	2027/28 R
2. Public Engagement and Marketing	604,000	628,160	634,422	659,799	980 789	1 020 020	1 071 021
2.1 Marketing and communication							
2.2 Stakeholder engagement and Events	0	965,135	980,120	1,019,325	1 060 098	1 102 502	1 146 602
2.4 Compensation of employees	3 655 123	2,301,328	2,301,328	2,393,381	2 689 116	2 796 681	2 908 548
Subtotal	5 433 676	3,894,623	3,915,870	4,072,505	4 730 003	4 919 203	5 126 171

Narration

There is no increase in the Museum's budget except the inflationary increase. Though the Museum requires additional personnel to function optimally, there is no budget for that. For example, specialist skills include marketing and communication manager, digital specialist, web designers, and entrepreneurship. The Museum has grown, and to match its growth, such skills would have been commensurate with its intended strategic focus.

This inflationary increase is far from being enough for operations of public engagement. As a result, this hurt the size, audience, geographical location, etc., of programmes.

Update Key Risks

Outcomes, Potential Risks, and Risk Mitigation

Outcome	Key Risks	Risk Mitigation
Good governance in NMM	<ul style="list-style-type: none"> • Outmoded organisational structure • Loss of strategic focus by wanting to be everything to everyone • Organisational culture that works against engagement, productivity and good performance • Failure to manage organisational capability maturity, transformation and innovation 	<ul style="list-style-type: none"> • Align organisational structure with priorities and objectives • Prudently allocate resources only to priorities and objectives to increase value • Review organisational culture • Develop organisational maturity capability model
A financially viable and sustainable NMM	Failure to diversify revenue streams	<ul style="list-style-type: none"> • Reduce number of waste projects • Develop and implement revenue generation plan
A preserved, protected and promoted Nelson Mandela legacy	Collapse of existing infrastructure and facilities due to poor maintenance Loss of professional and technical skills for the collection and management of heritage resources	Develop, resource and implement infrastructure maintenance plan Develop and implement professional retention plan
Inspired citizenry on ethical leadership through the legacy of NMM	Corrosive value system in communities and society in general	Champion progressive causes that focus on diversity, equity and inclusivity

Infrastructure Projects

No Start	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure	Longitude (East/West/+X) (North/South/-Y)	Latitude (North/South/-Y)
I.	Construction of the New Exhibition Complex	Programme 2. Business Development	The New Exhibition Building of Approximately 500sqm will be used to exhibit the selected film set collections, pieces and other displays. The building should have a reception for welcoming, exhibition space for display, digital diary for audio visual, office space for curator, server room for IT and connectivity requirements, plant room for HVAC utilities, female ablutions, male ablutions for public and processing/restoration room to prepare collections before displays.		09/09/2011	07/10/2026	R 20 469 241.00	R 1 007 431.00	28°36'46.00" E	31°46'57.00" S
2.	Qunu Condition Based Maintenance	Programme 2. Business Development	Implementation of the Qunu Condition based maintenance with some capital works.		01/08/2019	31/03/2025	R 10 000 000.00	R 5 859 904.00	28°36'46.00" E	31°46'57.00" S

No Start	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure	Longitude (East/West/+X) (North/South/-Y)	Latitude
3.	Facilities Management and Maintenance of Buildings for four sites (Bhunga, Qunu, Ngquza Hill and OR Tambo GoR)	Programme 2. Business Development	Facilities Management Service for the Bhunga Building. OR Tambo Garden of Remembrance, Ngquza Hill Memorial Site and the Qunu Youth and Heritage Centre, to implement condition assessment, development of maintenance plans and maintenance works.		01/05/2019	31/01/2025	R 16 797 962.00	R 8 061 603.00		
4.	Qunu Youth & Heritage Centre (cantilever floor slab and Sliding Stone Pathway)	Programme 2. Business Development	Construction of a cantilever floor slab in the exhibition building and construction of a pathway leading to the sliding stone		25/06/2024	28/11/2025	R 6 876 576.00	R 0.00	28°36'46.00" E	31°46'57.00" S
5.	Bhunga Building (Clear View Fencing)	Programme 2. Business Development	Supply and installation of a clear view fence in Bhunga Building		06/01/2025	28/11/2025	R 2 000 000.00	R 0.00	28°43'59"E	32°10'00"S

No Start	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure	Longitude (East/West/+X) (North/South/-Y)	Latitude
6.	Inguza Hill Museum (Additional ablutions, additional water supply, water filtering system, hazardous storage room)	Programme 2. Business Development	Construction of additional waterborne ablution facilities, additional water supply, water filtering system and construction of a hazardous storage room		25/06/2024	31/03/2026	R 2 655 205.39	R0.00		
7.	OR Tambo Garden of Remembrance (Fencing, Guard house, Additional ablutions, water filtering system, solar system)	Programme 2. Business Development	Construction of Security Guard House, the installation of Clear View Fence, additional ablution facilities , installation of water filtering system and installation of solar back-up system.		25/06/2024	31/03/2025	R 2 820 000.00	R0.00	29°43'03.66"E	30°45'23.95"S

PART D: TECHNICAL INDICATOR DESCRIPTION (TIDS)



in the footsteps ...
an agency of the
Department of Sport, Arts and Culture



PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title PI Definition Source of data Method of Calculation / Assessment Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Means of verification Calculation type Reporting Cycle Desired performance Indicator Responsibility	Optimal use of resources (time, budget, talent) The optimal use of resources (time, budget, and talent) involves carefully planning, managing, and allocating these assets to ensure that organizational objectives are achieved with the least amount of waste and maximum efficiency. <ul style="list-style-type: none"> Operational Plans Organizational Organogram Qualitative New Organizational Structure to adequately service the museum N/A N/A Expenditure Report against budget Cumulative (year-end) Annually To achieve at least 80% of the targeted performance Chief Executive Officer
Indicator Title Definition Source of data Method of Calculation / Assessment Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Means of verification Calculation type Reporting Cycle Desired performance Indicator Responsibility	Increased efficiency and effectiveness in task execution It involves optimizing processes, reducing waste, and ensuring that the desired outcomes are delivered at a higher level of quality and on time. <ul style="list-style-type: none"> Departmental Structures Qualitative Positive organizational culture and effective team work N/A N/A Quarterly reports <ul style="list-style-type: none"> Non-cumulative Quarterly <ul style="list-style-type: none"> To achieve at least 80% of the targeted performance CEO
Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation Type Reporting Cycle Desired performance Indicator Responsibility	<ul style="list-style-type: none"> Revenue generated To generate revenue for the Museum through diverse income generation streams or initiatives. Funds to be reported in this indicator are funds generated outside the allocation from the fiscus Resource mobilization strategy, Fundraising Plan Quantitative method Simple count from the bank statements of the NMM. Bank statements Philanthropists donations in kind Full implementation of resource mobilization strategy N/A N/A Simple count To achieve at least 80% of the targeted performance To achieve at least 80% of the targeted performance Chief Financial Officer

Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation Type Reporting Cycle Desired performance Indicator Responsibility	<ul style="list-style-type: none"> • Unqualified audit Outcome • Application of financial systems and internal controls to ensure compliance • The confirmation of adherence to this indicator would be the report from AGSA • There should be no material misstatement noted by the auditors • AGSA report, Risk Implementation Plan and Risk registers • Qualitative- Report outcome from AGSA • AGSA audit report • Audit is done yearly • N/A: • N/A • Non-Cumulative • Annual • To achieve an unqualified audit with no material findings • Chief Financial Officer
Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation Type Reporting Cycle Desired performance Indicator Responsibility	<ul style="list-style-type: none"> • Payment of valid invoices within 30 days • A useful reflection of the average time taken to pay suppliers who have submitted the required valid documentation for payment • Vouchers from finance; • $(\text{Valid invoices paid within 30 days} / \text{Total valid invoices received}) \times 100$ • Only payments made in a specific quarter are used for the calculation • Quantitative • invoice register in an Excel spreadsheet documenting invoices and related payments for the month approved by the CFO. • That invoices will meet all the requirements that validate it • Not applicable • Not applicable • Non-Cumulative • Quarterly, • To achieve at least 80% of the targeted performance • Chief Financial Officer
Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation type Reporting Cycle Desired performance Indicator Responsibility	Full implementation of infrastructure maintenance plan <ul style="list-style-type: none"> • To maintain the infrastructure that houses the NMM collection. The funded maintenance plan will direct this process. • Maintenance plan • Qualitative • Project close-out reports • Full implementation of maintenance plan • DSAC will fund the plan. • Target for Women: • Target for Black: • Target for Youth: • Target for People with Disabilities: • N/A • Cumulative (year-end) • Annually • To achieve at least 80% of the targeted performance • SFL Manager

Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation type Reporting Cycle Desired performance Indicator Responsibility	Full implementation of conservation management plan (CMP) <ul style="list-style-type: none"> • To protect and preserve the NMM collection • Conservation Management Plan (CMP) • Qualitative • Signed project report • Full implementation of CMP and maintenance plan • • N/A • N/A • Cumulative (year-end) • Quarterly • To achieve at least 80% of the targeted performance • Senior Manager: Heritage & Conservation
Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation type Reporting Cycle Desired performance Indicator Responsibility	Number of Research articles produced per year <ul style="list-style-type: none"> • To commission a research project based on the research agenda. • Research strategy, research agenda • Quantitative • Approved research report • Qualitative knowledge production produced • N/A • N/A • Cumulative (year-end) • Quarterly • To achieve at least 80% of the targeted performance • Senior Manager: Heritage & Conservation
Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation type Reporting Cycle Desired performance Indicator Responsibility	% of digitisation plan implemented <ul style="list-style-type: none"> • To develop and implement digitisation to conserve and promote access to NMM collection. • Heritage Asset Register • Quantitative. (The calculation will be as follows: number of objects digitised/ total number of objects to be digitised)*100 • Progress report • Digitisation plan • The collection is in good state for digitisation • Damaged collection will be repaired timeously. • N/A • N/A • Cumulative (year-end) • Annually • To achieve at least 80% of the targeted performance • Senior Manager: Heritage & Conservation

Indicator Title Definition Source of data Method of Calculation / Assessment Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Means of verification Calculation type Reporting Cycle Desired performance Indicator Responsibility	Number of learning engagement platforms held <ul style="list-style-type: none"> • To host learning platforms for engagements that promote the values and legacy of Nelson Mandela and African liberation heritage knowledge. • Approved concept document. • Attendance register. • Learning platform report • Quantitative • Shared knowledge through educational programs • Target for Women: • Target for Children: • Target for Youth: • Target for People with Disabilities: • N/A • Signed Report • Attendance register • Cumulative (year-end) • Annually • To achieve at least 80% of the targeted performance • Senior Manager: Heritage & Conservation
Indicator Title Definition Source of data Method of Calculation / Assessment Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Means of verification Calculation type Reporting Cycle Desired performance Indicator Responsibility	Number of outreach educational programmes interactions with schools per year <ul style="list-style-type: none"> • To reach schools through outreach programs. • Each platform is made out of at least 50 schools. • Register • Outreach plan • Quantitative • Shared knowledge through educational programs and exhibitions • N/A • N/A • Signed Report • Attendance register • Visuals • Cumulative (year-end) • Quarterly • To achieve at least 80% of the targeted • Senior Manager: Heritage & Conservation
Indicator Title Definition Source of data Method of Calculation / Assessment Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Means of verification Calculation type Reporting Cycle Desired performance Indicator Responsibility	Number of exhibitions held per year <ul style="list-style-type: none"> • To loan out and install travelling exhibitions to identified organisations and institutions as per the travelling exhibition plan. This indicator also caters to exhibitions hosted by the Museum. • Approved travelling plan • Quantitative • Promotion of Museum content and creation of sustainable collaborations with other organisations and institutions • N/A • N/A • Signed loan agreement • Attendance register (by the loaning and hosting institution) • Cumulative (year-end) • Quarterly • To achieve at least 80% of the targeted • Senior Manager: Heritage & Conservation

Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation Type Reporting Cycle Desired performance Indicator Responsibility	<ul style="list-style-type: none"> • Approved youth and community strategy • To empower and develop youth and communities • Youth and Community Strategy • Qualitative Method • Youth and Community Plan • Youth and Community engagement and empowerment • Target for Women: • Target for Children: • Target for Youth: • Target for People with Disabilities: • N/A • Cumulative (Year-End) • Annual • Empower and develop youth and women in communities • Senior Manager: Communication and Marketing
Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation Type Reporting Cycle Desired performance Indicator Responsibility	<ul style="list-style-type: none"> • Number of physical and digital visitors • To reach out to off-site, onsite and digital visitors • Integrated Communication and Marketing Plan • Social Media Plan • Simple count • Attendance Register, Reports, Visuals, Audio • ITC infrastructure to enable visitors in all platforms • Not Applicable • Not Applicable • Cumulative (Year-End) • Quarterly • Increase in the number of visitors utilising all museum platforms • Senior Manager: Communication and Marketing
Indicator Title Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable) Calculation Type Reporting Cycle Desired performance Indicator Responsibility	<ul style="list-style-type: none"> • Number of community engagement platforms held • To engage and empower communities on social issues through programmes and engagements • Youth and Community Strategy • Integrated Communication and Marketing Strategy • Qualitative and Quantitative Methods • Attendance Register, Reports, Visuals, Audio • Strengthening relations with communities, • Awareness and empowerment of communities • Not Applicable • Not Applicable • Cumulative (Year-End) • Quarterly • Empower, develop and engage communities • Senior Manager: Public Engagement

Indicator Title	<ul style="list-style-type: none"> • Number of stakeholder engagement platforms held
Definition	<ul style="list-style-type: none"> • To create platforms to engage, strengthen and retain stakeholders
Source of data	<ul style="list-style-type: none"> • Stakeholder Engagement Strategy and Plan
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Qualitative and Quantitative Methods
Means of verification	<ul style="list-style-type: none"> • Attendance Register, Reports, Visuals, Audio
Assumptions	<ul style="list-style-type: none"> • Strengthening relations with communities, • Awareness and empowerment of communities • Not Applicable
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Manage and maintain relations with new and old stakeholders
Indicator Responsibility	<ul style="list-style-type: none"> • Senior Manager: Communication and Marketing

Indicator Title	<ul style="list-style-type: none"> • Number of platforms utilised to profile, market and communicate about the NMM
Definition	<ul style="list-style-type: none"> • To provide platforms to profile, promote, communicate and market about the NMM
Source of data	<ul style="list-style-type: none"> • Integrated Communication and Marketing Strategy and Plan, Approved Media Plan
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Qualitative and Quantitative Methods
Means of verification	<ul style="list-style-type: none"> • Attendance Register, Reports, Visuals, Audio, articles
Assumptions	<ul style="list-style-type: none"> • Create awareness and access to new markets locally and international and new audiences • Not Applicable
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Annually
Desired performance	<ul style="list-style-type: none"> • Brand repositioning and awareness and reprofiling the NMM
Indicator Responsibility	<ul style="list-style-type: none"> • Senior Manager: Communication and Marketing

Indicator Title	<ul style="list-style-type: none"> • Number of partnerships and agreements concluded
Definition	<ul style="list-style-type: none"> • To establish effective and sound partnerships locally and internationally
Source of data	<ul style="list-style-type: none"> • Stakeholder Engagement Strategy and Plan • Partnership Agreements and Plans
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Simple Count
Means of verification	<ul style="list-style-type: none"> • MoUs, MoAs
Assumptions	<ul style="list-style-type: none"> • Creating partnerships and collaboration with the local and international stakeholders and partners • Not Applicable
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Effective and sound partnerships established
Indicator Responsibility	<ul style="list-style-type: none"> • Senior Manager: Communication and Marketing
