

# STRATEGIC PLAN 2025-2030



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Department of Sport, Arts and Culture



**TABLE OF CONTENT**

**FOREWORD BY THE CHAIRPERSON OF THE NELSON MANDELA MUSEUM ..... 3**

**STATEMENT BY THE ACCOUNTING OFFICER (CEO) OF THE NMM ..... 4**

**OFFICIAL SIGN OFF ..... 6**

**PART A: MANDATE ..... 8**

**PART B: OUR STRATEGIC FOCUS ..... 10**

**PART C: MEASURING OUR OUTCOMES..... 19**

**PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs) ..... 23**

# 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 67<sup>th</sup> 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, is 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 Kantolo 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 2025/2030.

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**

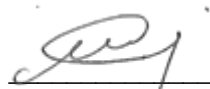
# OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Nelson Mandela Museum under the guidance of the Department of Sport, Arts and Culture
- Consider all the relevant policies, legislation and other mandates for which the Nelson Mandela Museum is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Nelson Mandela Museum will endeavour to achieve over the period 2025-2030.

Dr Vuyani Gweki Boozi

Signature:



Accounting Officer  
Chief Executive Officer

Dr Siphe Potelwa

Signature:

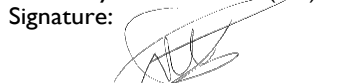


Accounting Authority Chairperson of the Council

Approved:

Hon. Gayton McKenzie (MP)

Signature:



Executive Authority  
Minister of Sport, Arts and Culture

# PART A MANDATE



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# PART A: MANDATE

## Constitutional mandate

Source Directives in terms of the Constitution

Constitution of the Republic of South Africa Act, 108 of 1996 recognizes 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 frameworks

- 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

## Court Rulings

None



# PART B OUR STRATEGIC FOCUS



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## PART B: OUR STRATEGIC FOCUS

### Vision:

A leading African liberation museum that inspires positive change globally through the legacy and values of Nelson Mandela

### Mission:

We are committed to preserve, protect and promote Nelson Mandela's legacy through heritage conservation, advocacy, embracing nation building, social cohesion and transformation.

### Values

- Integrity: Upholding integrity is fundamental to honoring Nelson Mandela's legacy. It ensures that the museum operates with honesty, transparency, and ethical standards.
- Inclusivity: lies at the heart of Nelson Mandela's vision for a united and harmonious society. The museum embraces diversity in all its forms, fostering an environment where people of different backgrounds, perspectives, and experiences feel welcomed and represented.
- Respect: is the cornerstone of Nelson Mandela's philosophy and is intrinsic to the NMM's operations. This core value guides interactions with visitors, staff, and collaborators, creating an atmosphere of mutual regard.
- Ubuntu: Maintaining harmony and the spirit of sharing among the members of the organization and external stakeholders as well as enhancing the divine spark of goodness inherent within each being.

## Situational Analysis

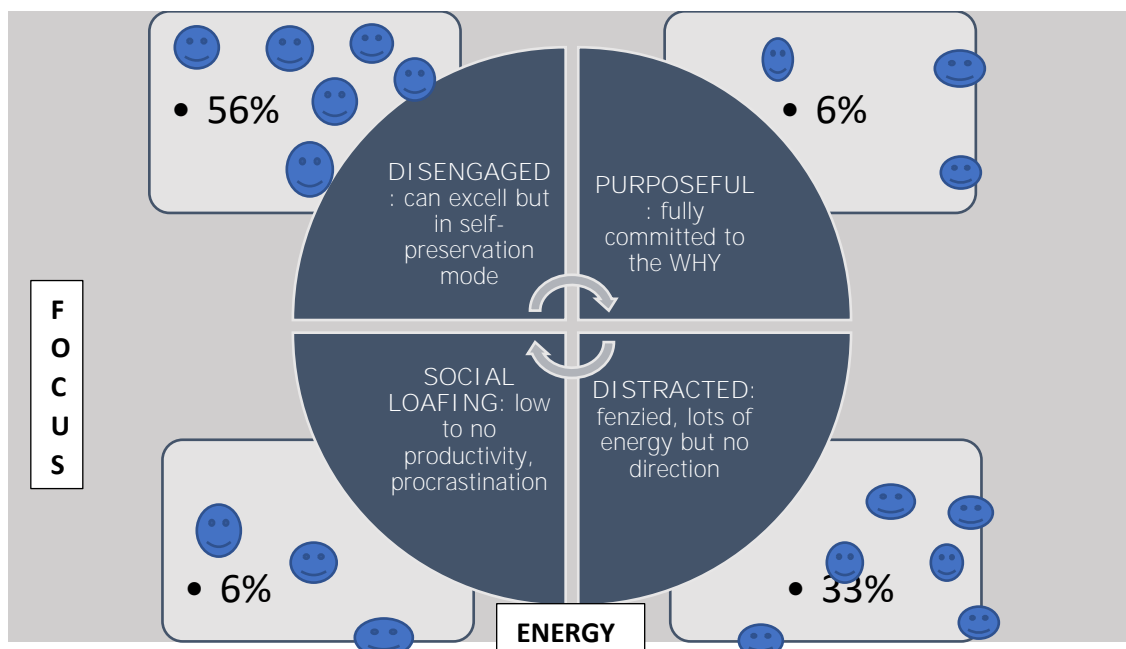
### Internal Factors Affecting Organisational Performance

#### 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.

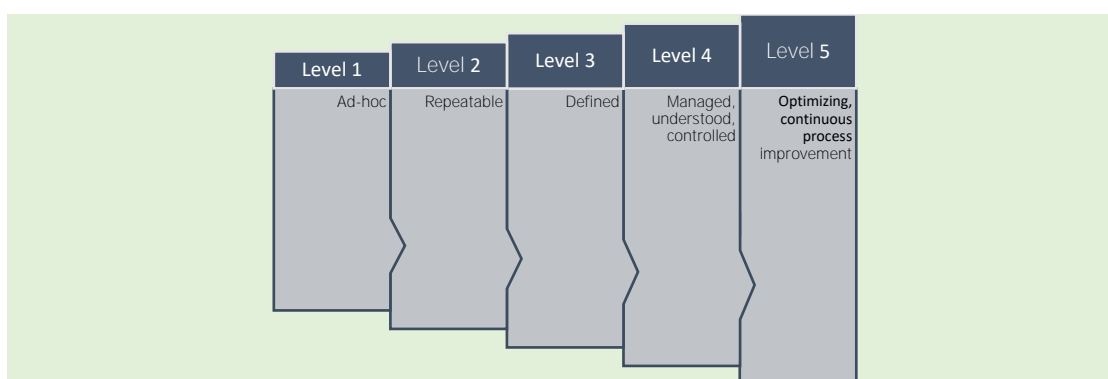
Interventions are urgently required to turn the 89% wasted organisational energy into purposeful and productive energy. If not attended to, the consequences are dire. One of these consequences is that this very strategy-making process is driven by 89% of people who are not committed to the organisation's 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

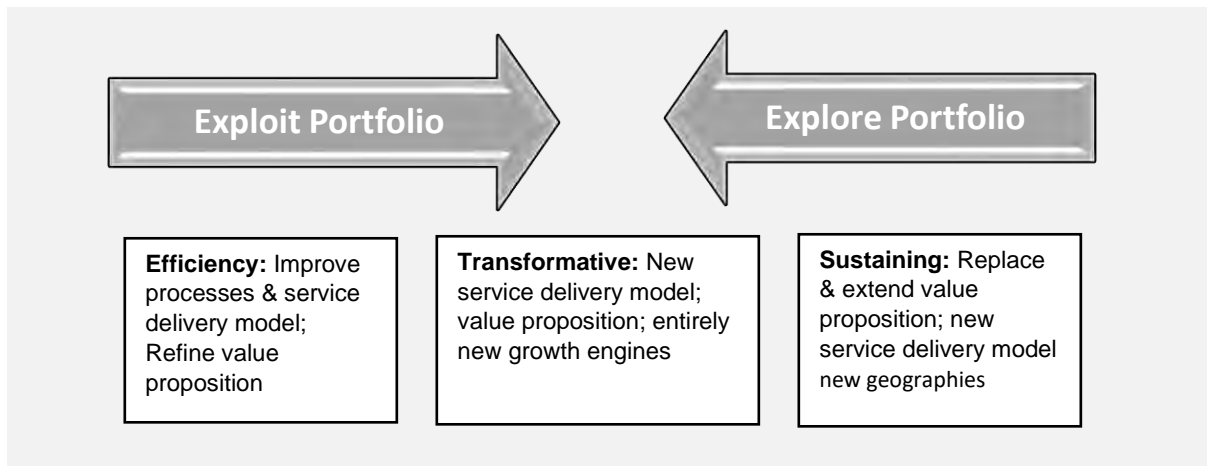


While a much more detailed identification and assessment of these various levels of maturity needs to be undertaken so that appropriate interventions may be identified for improvement, some areas were immediately identifiable. These are procurement and contract management, ICT, sector specific skills 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
<b>DOING GOOD</b>	100% financial freedom Consistent between approved/BLU targets and use of budget	All key performance targets achieved Good performance is evident from reliable publicly available information CSOs and community not raising significant concerns on performance	No findings on non-compliance with legislation	Strong institutionalised ethical culture Controls to prevent fraud and corruption No findings on consequence management
<b>DOING MORE THAN THE BASICS</b>	No/ trivial budget overspending Budget and grants spend in accordance with purpose No/ trivial fruitless and wasteful expenditure	Performance plan includes indicators and targets that measure performance of key mandated functions and aligns with public expectations Achieved 80% of key performance targets	No/ trivial irregular expenditure No active non-compliance MIs	No fraud indicators or fraud allegations No ongoing investigations by public bodies No active MIs - fraud/ theft/ breaches of fiduciary duty UFRW incidents cleared within reasonable time 80% previous year audit recommendations implemented
<b>DOING THE BASICS</b>	Unqualified audit opinion Going concern with no material uncertainties on ability to continue as going concern	Reported indicators and targets consistent with annual or revised performance plan Planned indicators and targets passed/unpassed clearly Key standardised indicators included in performance plan <b>Reported achievement and variance explanations is reliable</b>	No material non-compliance with legislation	No material non-compliance findings on consequence management
<b>NOT DOING THE BASICS</b>	Material misstatements in submitted AFS Late submission of AFS	Repeat material misstatements in submitted APR Late submission of APR Material non-compliance - strategic and performance management	No material limitations in auditing procurement and contract management	Repeat procurement non-compliance findings on conflicts of interests (employees and/or public office bearers) MI in recommendation phase MI recently referred to a public body for investigation <b>Material non-compliance findings - unauthorised expenditure investigation and/ or dealing with irregular and fruitless and wasteful expenditure</b>
<b>DOING HARM</b>	AFS not submitted or submitted more than 2 months late Disclaimer/ adverse opinion Active MI - substantial harm to public sector institution due to financial management	APR not prepared/ submitted more than two months late Disclaimer/ adverse opinion/ pervasive material findings Active MI - substantial harm to public sector institution due to performance management Active MI - substantial harm to general public	Material limitation in auditing procurement and contract management	MI in remedial action/ CoD phase Material non-compliance findings - irregular and fruitless and wasteful expenditure investigation
Criteria not met	Criteria met	Criteria not assessed	Criteria not applicable	CSOs - Civil Society Organisations MI - material irregularity
				UFRW - unqualified, irregular and fruitless and wasteful expenditure APR - 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	<b>STRENGTHS</b> <b>Governance</b> <ul style="list-style-type: none"> <li>✓ Effective Council and competent Management</li> <li>✓ Good Governance</li> </ul> <b>Cultural Significance</b> <ul style="list-style-type: none"> <li>✓ Proximity to Mandela homestead, grave, and other original sites</li> <li>✓ Existence of the two new Nelson Mandela statues</li> <li>✓ Possession of authentic artefacts that are associated with Mandela as the first democratically elected President of South Africa</li> <li>✓ Spread across the footprints of Nelson Mandela</li> </ul> <b>Historical Sites</b> <ul style="list-style-type: none"> <li>✓ The Museum is situated within the National Liberation Heritage Route node.</li> <li>✓ Housed within the historical and heritage building.</li> <li>✓ Expansion of sites</li> <li>✓ Declared under Cultural Institution's Act 119 of 1998</li> </ul> <b>Educational Value and Tourism</b> <ul style="list-style-type: none"> <li>✓ Gateway to all tourism destination</li> <li>✓ Educational Value</li> <li>✓ Reopening of Youth and Heritage Centre</li> </ul> <b>Branding</b> <ul style="list-style-type: none"> <li>✓ The brand is associated with an internationally recognized icon Nelson Mandela</li> </ul>		<b>WEAKNESSES</b> <b>Infrastructure and Resources</b> <ul style="list-style-type: none"> <li>✓ Inadequate facilities for collections</li> <li>✓ Underutilization of collections for exhibition purposes</li> <li>✓ Inadequate parking for visitors and staff</li> <li>✓ Insufficient funds to develop the Infrastructure Maintenance and Operations</li> <li>✓ Disclaimer relating to public liability.</li> <li>✓ Inadequate resources to manage additional sites.</li> </ul> <b>Human Resources Management</b> <ul style="list-style-type: none"> <li>✓ Inadequate human capital and skills development</li> <li>✓ Lack of will to live the professed values of Nelson Mandela</li> <li>✓ Performance Management</li> <li>✓ Lack of structured wellness programs</li> <li>✓ Inadequate performance management</li> </ul> <b>Organisational Design</b> <ul style="list-style-type: none"> <li>✓ Organisational Structure</li> <li>✓ Non alignment with Job Design</li> <li>✓ Misalignment of organisational structure to strategy</li> </ul> <b>General Organisational issues</b> <ul style="list-style-type: none"> <li>✓ Slow pace of technological adoption.</li> <li>✓ Lack of new content development</li> <li>✓ Inadequate brand management (awareness)</li> <li>✓ Inadequate communications, marketing and public relations</li> <li>✓ No disaster recovery and business continuity plan</li> </ul>
	<b>EXTERNAL</b> <b>OPPORTUNITIES</b> <b>Technological Integration</b> <ul style="list-style-type: none"> <li>✓ Expansion of tourism package</li> <li>✓ Digitisation of Museum's collections</li> <li>✓ Use of living heritage/treasures to depict Nelson Mandela related stories at the Museum.</li> <li>✓ Use of artificial intelligence to enhance the experience.</li> <li>✓ Mobile Museum</li> </ul> <b>Tourism Boost</b> <ul style="list-style-type: none"> <li>✓ Local, national and international sound partnerships</li> <li>✓ Expansion of content by including other role players in the African Liberation Movements</li> <li>✓ Opportunity to research recent post-apartheid history.</li> <li>✓ Potential growth of the Museum due to its location and proximity to the tourism nodes</li> <li>✓ Access to Nelson Mandela's grave site</li> <li>✓ Integration of link sites (OR Tambo Garden of Remembrance and Ingquza Hill Museum)</li> <li>✓ Imvezo</li> <li>✓ Infrastructure (to expand)</li> <li>✓ Reopening of Youth and Heritage Centre for revenue generations and attraction of tourists</li> </ul> <b>Collaborations and Partnerships</b> <ul style="list-style-type: none"> <li>✓ Opportunity to conduct research on liberation heritage and history.</li> <li>✓ Collaboration with other Nelson Mandela's institutions</li> </ul>		<b>THREATS</b> <b>Natural Disasters</b> <ul style="list-style-type: none"> <li>✓ Climate change and natural disasters</li> <li>✓ Lack of safety and security around the Museum</li> </ul> <b>Corruption and Social ills</b> <ul style="list-style-type: none"> <li>✓ Distortion of facts about Mandela on public platforms</li> <li>✓ Crime</li> <li>✓ Family contestation</li> <li>✓ Crime &amp; corruption</li> <li>✓ Corruption and social ills impact on service delivery</li> </ul> <b>Infrastructure</b> <ul style="list-style-type: none"> <li>✓ Inadequate infrastructure</li> <li>✓ Poor and deteriorating of Municipal Infrastructure</li> <li>✓ Load shedding</li> </ul> <b>Political Instability</b> <ul style="list-style-type: none"> <li>✓ Unstable political environment</li> </ul> <b>Organisational issues</b> <ul style="list-style-type: none"> <li>✓ Ailing economy</li> <li>✓ Competitive advantage</li> <li>✓ Brand repositioning</li> <li>✓ Amalgamation</li> <li>✓ Limited tourism package</li> <li>✓ Poor stakeholder relations</li> <li>✓ Not easily accessible to all target markets</li> <li>✓ Geographical location</li> </ul>

## **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
<b>Socio-political</b>	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.
	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.
<b>Economical</b>	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
		Communities are losing interest in museum-related programmes.	Economic development through heritage activities and programmes Innovation and continuous community engagement programmes. New content development
	Financial Distress	Negative impact in strategic objectives & operations	Revenue generation
<b>Social</b>	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.
	Poor ICT infrastructure due to geographical location of the museum	Inability to effectively operate	External factor that the museum does not have control on
<b>Technological</b>	Technological advancement	Inability to digitise of the collections, and automation of the system processes	Enhance the ICT infrastructure and development of policies
		Inaccessibility and exposure of the museum to the relevant stakeholders.	
	Cloud computing	Possible loss of information.	Enhance ICT security
<b>Environmental</b>	Going green	Cost implications of alternative energy	Cost-benefit analysis and development of strategies
		Potentially reduce the cost of operations in Qunu.	
	Climate Change & Natural Disasters	Compromises the quality of conservation and lifespan of the collections. ( <i>Climate control of where artefacts are.</i> )	Disaster recovery plan
		<i>The Museum may be vulnerable to climate change affecting overall tourism experience</i>	
	Disaster management and recovery plan and Business Continuity Plan	The potential collapse of the business.	Development of business continuity plan and disaster recovery plan.
<b>Legislative</b>	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: <b>Outcome Three:</b> 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
<ul style="list-style-type: none"> <li>• Inclusive growth and job creation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased economic impact of Sport, Recreation, Arts, Culture and Heritage Sector</li> </ul>	A preserved, protected and promoted Nelson Mandela legacy
<ul style="list-style-type: none"> <li>• Reduce poverty and tackle the high cost of living</li> </ul>	Transformed, Capable and professional sport, recreation, arts, culture and heritage sector	Inspired citizenry on ethical leadership through the legacy of NMM
<ul style="list-style-type: none"> <li>• Capable, Ethical and Developmental State</li> </ul>	Compliant and responsive governance nationally and internationally	Good governance culture in NMM
		A financially viable and sustainable NMM

# PART C MEASURING OUR OUTCOMES



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## PART C: MEASURING OUR OUTCOMES

### Institutional performance information Measuring the impact

**Impact Statement:** The Nelson Mandela Museum has reclaimed the position of being the most popular and dominant museum brand in the preservation and conservation of the Nelson Mandela heritage and legacy.

#### Measuring our Outcomes:

MTSF Priorities						
National: Capable, Ethical and Developmental State						
Departmental: Compliant and responsive governance nationally and internationally						
No. 1	Outcome	Outcome Indicators		Baseline	Five year target	
	Good governance culture in NMM	Unqualified outcomes with no material findings	audit with no	Unqualified audit outcomes	Clean administration	
MTSF Priorities						
National: Capable, Ethical and Developmental State						
Departmental: Compliant and responsive governance nationally and internationally						
No. 2	Outcome	Outcome Indicator		Baseline	Five year target	
	A financially viable and sustainable NMM	Improved revenue generation	revenue	Resource Mobilization Strategy	100 % Implementation of revenue generation strategy	
National: Inclusive growth and job creation						
Departmental: Increased economic impact of Sport, Recreation, Arts, Culture and Heritage Sector						
No. 3	Outcome	Outcome Indicator		Baseline	Five year target	
	A preserved, protected and promoted Nelson Mandela legacy	Well protected promoted resources	preserved, and heritage	Conservation Management Plan (CMP)	Full Implementation of conversation management plan	
MTSF Priorities						
National: Reduce poverty and tackle the high cost of living						
Departmental: A Diverse, Socially Cohesive Society with a common national identity; Transformed, Capable and professional sport, recreation, arts, culture and heritage sector; Accessible sport recreation, Arts, culture and heritage infrastructure and information						
No. 4	Outcome	Indicator		Baseline	Five Year Target	
	Inspired citizenry on ethical leadership developed through the legacy of NMM	Nelson Mandela values and legacy are used to inspire and develop ethical Leadership		Five programmes annually	Twenty (20) Leadership development programs	

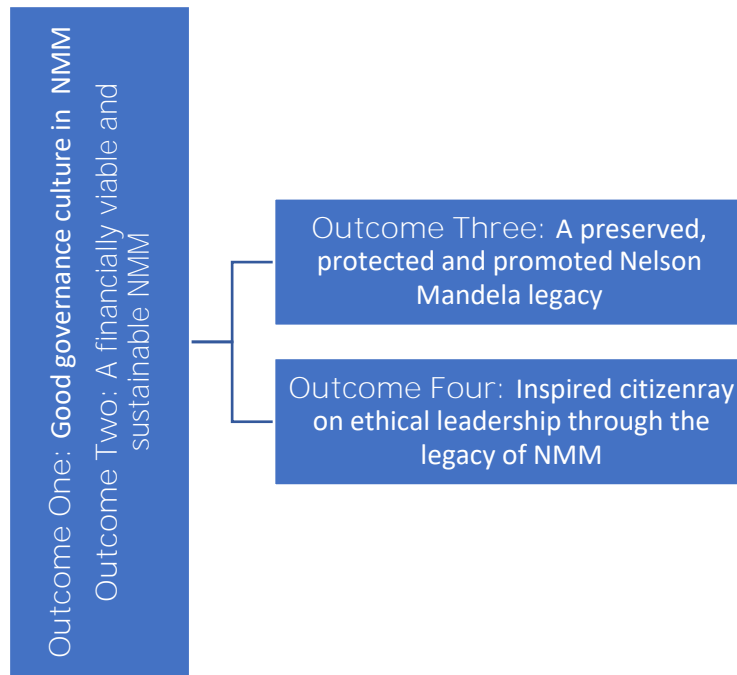
### Explanation of planned performance over the five-year planning period

The mission of the NMM is to preserve, protect and promote Nelson Mandela's legacy through heritage conservation, advocacy, embracing nation building, social cohesion and transformation.

Outcomes have been reviewed and revised to give them more focus and have been reduced to four (4).

The first two outcomes are foundational and anchoring outcomes; they are about building the capability of the NMM for it to be able to execute its mandate which is addressed by the third and fourth outcomes as shown in the diagram below.

Building institutional capability is the essence of the NMM strategy over the next five years.



By pursuing outcome three and outcome four, the NMM contributes to cultural diversity and social cohesion. This contributes to Outcome 14 of the National Development Plan as identified by the government of South Africa.

Outcomes one and two will require special focus on organisational redesign and alignment to unlock the potential of the organization. Even outcomes three and four are dependent on these enablers. Cumulatively, these four outcomes should put the NMM in a good stead to make the impact it was designed to make, overtime.

The priorities, outcomes outlined in this Strategic Plan introduce a new level of focus and direction. Consequently, the design of the organisational machinery must reinforce and aid that focus and direction.

In further pursuit of the priority on continuous leadership and governance improvement and the one focussing on organizational capability, sustainability, innovation and achievement of results, the NMM recognises the need for organisational design that is fit for purpose. While recognising interdependence and integration, this also allows for better resource deployment, performance and accountability.

While retaining the organisational design, the NMM will incrementally introduce changes over the course of the 5-year cycle to bring about better alignment. In doing this, it will consider:

- Changing the name of the Business Development program/ department to Heritage and Conservation
- Bringing initiatives on public engagement, currently residing in Marketing, under Heritage and Conservation
- Making Marketing and Communication a new program
- Making CEO and Council Secretariat a single sub-program
- Separating Finance from the Corporate Governance and Administration program
- Creating a new and additional program dedicated to strategy and operations under which planning, monitoring, evaluation, reporting, risk management, IT , facilities would fall
- Creating a new and additional program dedicated to HR or, have HR as a sub-program under Strategy and Operations.
- Consider stand-alone sub program on ICT

NMM Outcomes	NMM Enablers	Rationale
Good governance culture in NMM	Sound Policies Compliance with laws and regulations Effective Accounting Authority Sound Financial and Performance Management Sound Organizational Culture	Strengthen good governance Promote good organizational culture Promote accountability
A financially viable and sustainable NMM	Revenue strategy HR Capacity Skilled workforce Budget allocation and availability	Current revenue base is not sufficient to sustain operations
A preserved, protected and promoted Nelson Mandela legacy	Collection management plan Skilled workforce Budget allocation and availability Infrastructure Stakeholders engagement	Conserve and preserve the heritage resources for a prolonged life span
Inspired citizenry on ethical leadership developed through the legacy of NMM	Education Skilled workforce Budget allocation and availability	Limited use of Mandela's values and legacy to inspire ethical leadership

## Key Risks:

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

# PART D TECHNICAL INDICATOR DESCRIPTIONS (TIDS)



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## PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID<sub>s</sub>)

<b>Indicator Title</b> <b>Definition</b> <b>Source of data</b> <b>Assumptions</b> <b>Disaggregation of Beneficiaries (where applicable)</b> <b>Spatial Transformation (where applicable)</b> <b>Desired performance</b> <b>Indicator Responsibility</b>	<b>Unqualified audit outcomes with no material findings</b> <ul style="list-style-type: none"> <li>• A progressive movement towards clean administration</li> <li>• AG Audit Reports</li> <li>• Organizational structure, culture and skills will have changed</li> <li>• N/A</li> <li>• N/A</li> <li>• Clean administration</li> <li>• CEO</li> </ul>
<b>Indicator Title</b> <b>Definition</b> <b>Source of data</b> <b>Assumptions</b> <b>Disaggregation of Beneficiaries (where applicable)</b> <b>Spatial Transformation (where applicable)</b>  <b>Desired performance</b> <b>Indicator Responsibility</b>	<b>Improved revenue generation</b> <ul style="list-style-type: none"> <li>• To generate revenue for the Museum through diverse income generation streams or initiatives.</li> <li>• Resource mobilization strategy</li> <li>• Philanthropists donations and grants</li> <li>• Implementation of resource mobilization strategy Programs and infrastructure in the following sites</li> <li>• Ingquza Hill Memorial</li> <li>• OR Tambo Garden of Remembrance</li> <li>• Qunu youth and heritage centre</li> <li>• Bhunga Building</li> <li>• Establish baseline through infrastructure condition assessment and project prioritization.</li> <li>• CFO</li> </ul>
<b>Indicator Title</b> <b>Definition</b> <b>Source of data</b>  <b>Assumptions</b> <b>Disaggregation of Beneficiaries (where applicable)</b>  <b>Spatial Transformation (where applicable)</b>  <b>Desired performance</b> <b>Indicator Responsibility</b>	<b>Well preserved, protected and promoted heritage resources</b> <ul style="list-style-type: none"> <li>• Research, acquire, conserve and manage the collection of heritage resources according to international standard.</li> <li>• Conservation Management Plan (CMP)</li> <li>• Conservation Policy</li> <li>• Collection management policy</li> <li>• Implementation of CMP, conservation policies and collection management policies</li> <li>• Ingquza Hill Memorial</li> <li>• OR Tambo Garden of Remembrance</li> <li>• Qunu youth and heritage centre</li> <li>• Bhunga Building</li> <li>• Ingquza Hill Memorial</li> <li>• OR Tambo Garden of Remembrance</li> <li>• Qunu youth and heritage centre</li> <li>• Bhunga Building</li> <li>• To achieve 80% targeted performance</li> <li>• Senior Manager: Heritage &amp; Conservation</li> </ul>

<b>Indicator Title</b>	<b>Nelson Mandela values and legacy are used to inspire and develop ethical leadership</b>
<b>Definition</b>	<ul style="list-style-type: none"> <li>• Promotion and sharing Nelson Mandela's values to inspire and develop ethical leadership.</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Research Strategy</li> <li>• Collection Management Policy</li> <li>• Communication and Marketing strategy</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Implementation Communication and Marketing of Research Strategy and Collection Management Policy</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women</li> <li>• Target for Children</li> <li>• Target for Youth</li> <li>• Target for People with Disabilities</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• To achieve 80% targeted performance</li> </ul>
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>• Senior Manager: Heritage &amp; Conservation</li> <li>• Senior Manager: Communication and Marketing</li> </ul>